



## COURT

A meeting of **Court** will be held on **Wednesday 23 April 2025** at **145pm** in the Senate Room, Main Building

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

## AGENDA

Item	Title	Lead	Paper No.	Page Nos	Action
1.	<b>Welcome, Apologies, Introductions/Announcements, Declarations of Interest</b>	Convener	<b>Oral</b>		
2.	<b>Minutes</b> of meeting held on Wednesday 19 February 2025	Convener	2.	4-13	For approval
3.	<b>Matters arising not otherwise on the Agenda</b>	Convener	<b>Oral</b>		
	<b>Reports 4 to 9 below show some items as starred*. Starred items are the main items for discussion and/or approval.</b>				
4.	<b>*Annual Report on Research</b> <i>Papers have been withheld/redacted due to FOI exempt/Commercial sensitivity.</i>	Chris Pearce	<b>4. and annexes</b>	14-83	For information /discussion
5.	<b>*Transformation Update</b> <i>Nadia Ness (Executive Director of Transformation) will provide the annual update to Court.</i>	Nadia Ness	<b>5.</b>	84-114	For information /discussion
6.	<b>*SPID Update</b> <i>Papers have been withheld/redacted due to FOI exempt/Commercial sensitivity</i>	Gregor Caldwell/ Nicola Cameron	<b>6.</b>	115 - 135	For information /discussion/ Approval
7.	<b>Other Matters for Discussion</b> *SRI Policy *Application of conduct rules to student protests	Convener	<b>7.</b>	136 - 146	For information /discussion/ Approval
8.	<b>Report from the Principal</b> *SFC Indicative Funding Allocations *Admissions Update *Higher Education Developments *University Rankings *SMG Update	Principal	<b>8.</b>	147 - 157	For information /discussion
9.	<b>Report from the University Secretary</b> *UKVI *Court Effectiveness Review *Training for Dismissal Appeal Panel Members *Gender Representation Objective	David Duncan	<b>9. and annexes</b>	158 - 189	Items for approval/ otherwise for

	<p><i>*Public Sector Equality Duty</i>  <i>*Spring Elections</i>  <i>*Organisational Changes</i>  <i>*Head of School Appointments</i></p>				discussion/ information
<b>10.</b>	<b>*Student Matters, including: Rector update; SEC Report; SRC President update</b>	<b>Rector/ Pablo Moran Ruiz</b>	<b>10</b>	190 - 201	For information /discussion
<b>11.</b>	<b>Reports of Court Committees</b>				
11.1	Finance Committee <i>*Project SIERRA</i>	<b>Jonathan Loukes</b>	<b>11.1 and annexes</b>	202 - 250	For information /discussion
11.2	Estates & Sustainability Committee	<b>Stuart Hoggan</b>	<b>11.2</b>	251 - 258	For information /discussion
11.3	Information Policy & Strategy Committee	<b>Frank Coton</b>	<b>11.3</b>	259 - 267	For information /discussion
11.4	Audit & Risk Committee	<b>Martin Sinclair</b>	<b>11.4</b>	268 - 273	For information /discussion/
11.5	Health, Safety and Wellbeing Committee <i>*to note the Annual report</i>	<b>David Duncan</b>	<b>11.5 and annex</b>	274 - 310	For information /discussion
<b>12.</b>	<b>Senate Business</b>  <i>Clerk of Senate to provide an update from the meeting held on 10 April 2025</i>	<b>Martin Hendry</b>	<b>12</b>	311 - 325	For information
<b>13.</b>	<b>Any Other Business</b> Court members are asked to inform the Secretary of Court 2 days in advance of the meeting, if they have items of Other Business for discussion	<b>Convener</b>	<b>Oral</b>		
<b>14.</b>	<b>Date of Next Meeting</b>  Tuesday 24 June 2025 at 1345 – Senate Room  Followed by the Annual Court Dinner				

## ANNUAL SCHEDULE OF COURT BUSINESS

- (Sept*  
**September**
- *Strategy Discussion Day)*
  - 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 annual update (moved to April)
  - Innovation Strategy Update
  - Finance KPIs
  - Summary Income and Expenditure report (Finance Committee)
  - Student Experience Strategy Update
- 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)
- 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)
  - Annual Self-assessment, convener appraisal and Code compliance
  - Summary Income and Expenditure report (Finance Committee)
  - Annual Report from Organisational Change Governance Group



## **Court – Overview**

**Wednesday 19 February 2025**

### **CRT/2024/31. Student Experience Strategy**

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

### **CRT/2024/32. Innovation Strategy**

Court received a presentation by Uzma Khan (Vice Principal Economic Development and Innovation) on Innovation Strategy implementation.

### **CRT/2024/34. Report from the University Secretary**

#### *CRT/2024/34.2 Court Effectiveness Review – Autumn 2023*

Court approved the revision of the membership lists on Court Sub-Committees Terms of Reference to be changed from 'Elected Academic Staff Members of Court' to 'Staff Representatives from Court'.

#### *CRT/2024/34.3 SFC Knowledge Exchange and Innovation Strategy 2025-26 to 2029-30*

Court approved the Knowledge Exchange and Innovation Fund (KEIF)

#### *CRT/2024/34.4 Organisational Change Governance Committee (OCGC) – SPHSU Review*

Court noted the Report by Professor Jill Morrison, which largely endorsed the approach taken by the College of MVLS in response to the withdrawal of external funding for the SPHSU but recommended the University take steps to reduce workload stress, ensure clearer communications, and review key policies to strengthen equality and diversity provisions.

The Convener of Court noted that the following steps would take place concurrently:

- The formal dispute resolution process would be taken forward.
- The formal redundancy notification process would continue.
- Legal advice would also be sought on the Equality Impact Assessment which had taken place as part of the organisational change process.

### **CRT/2024/36. Reports of Court Committees**

#### *CRT/2024/36.5 Nominations Committee*

Court approved the following appointments:

- Laic Khalique as a Co-opted Member of Court for a further 4 years from the 1 April 2025.
- Lorraine McMillan to the Estates and Sustainability Committee.

### **CRT/2024/38. Complaints Handling Procedure Annual Report**

Court noted the annual report on complaints handling and Alistair Wilson (Deputy Secretary and Head of Legal) highlighted the efforts to improve frontline resolution and reduce the number of complaints escalating to stage 2.



## Draft Court

### Minute of Meeting held on Wednesday 19 February 2025 held in the Senate Room

#### Present:

Gavin Stewart Co-opted Member (Elected Convener of Court), Dr Ghassan Abu-Sittah (Rector (Zoom)), 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 (Zoom)), Mr Christopher Kennedy (Elected Professional Services Representative (Zoom)), Professor Simon Kennedy (Elected Academic Staff Member), Jonathan Loukes (Co-opted Member), Paula McKerrow (Trade Union Nominee), 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), Shan Saba (Co-opted Member), Professor Bethan Wood (Elected Academic Staff Member).

#### Attending:

Gregor Caldwell (Executive Director of Finance), Professor Frank Coton (Senior Vice Principal and Deputy Vice Chancellor (Academic) (Zoom)), 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), Jonathan Jones (Change Director, International Student Experience ) (For item – CRT/2024/31 only)), Uzma Khan (Vice Principal Economic Development and Innovation & Deputy COO) (For items – CRT/2024/32 & CRT/2024/34.1 only)), Kate Powell (Executive Officer, Principal's Office) - Observing.

#### Apologies:

Cllr Susan Aitken (Glasgow City Council Assessor), Laic Khalique (Co-opted Member).

#### CRT/2024/28. Announcements and declaration of Interests

The Convener welcomed Kate Powell, (Executive Officer, Principal's Office) to the meeting as an observer.

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

Court received a presentation by Professor Iain McInnes (Vice Principal and Head of College of Medical, Veterinary and Life Sciences) as part of the Pre-Court meeting. Court's thanks for the briefing were recorded.

Court was reminded that papers and business were confidential.

## **CRT/2024/29. Minutes of the meetings held on Wednesday 20 November 2024**

The minutes were approved for the meeting of 20 November 2024 following minor amendment to CRT/2024/20.2 Finance Committee.

### **CRT/2024/30. Matters Arising**

#### *CRT/2024/30.1 Socially Responsible Investment Policy (CRT/2024/18)*

A member of Court raised a concern about the Court decision to endorse the decision not to disinvest in the defence sector as it was leading to some unrest on the campus as demonstrated by the ongoing protest. The Convener of Court acknowledged the ongoing protest and reminded Court that the decision on divest had been approved by Court and would not be revisited.

Court noted that the SRI policy was under discussion and was expected to return to Court in April following minor amendments to Section 6 - Representation.

#### *CRT/2024/30.2 Finance Committee (CRT/2024/20.2)*

A query was raised about the Court minute in relation to the free-cash position projections until 2035 and the inclusion of potential amendments to the pay spinal points. The Convener of Court noted that the Finance Committee would consider them in due course but it would require a change in finance policy for the University to include items that were not yet agreed in their projections and would need to be fully considered by the Committee before any changes to policy were made.

#### *CRT/2024/30.2 Court Effectiveness Review – Autumn 2023 (CRT/2024/22.3)*

Court noted that there was backlog in publishing Court papers but efforts were being made to resolve this by June 2025. The Convener of Court noted that the Court Office aimed to ensure that Court minutes were published promptly following the next meeting (when they were approved by Court).

### **CRT/2024/31. Student Experience Strategy**

Court received an update on the Student Experience Strategy and Action Plan by the University Secretary and Jonathan Jones (Change Director, International Student Experience). The Strategy was intended to provide students with fulfilling, rewarding and enriching experiences that would shape how they saw their place in the world and help them to become world-changers.

Court noted that 14 projects were supported by £6.8 million in strategic investment. These projects aimed to increase student opportunity, improve well-being, enhance inclusion and belonging, and make light touch enhancements to the physical and digital estate. Examples included the Community Inclusion Project, which had significantly increased student engagement and support for clubs and societies. The project had allowed for expanded club and society support and resources, with a substantial increase in grant applications and student participation. Court noted that several projects were nearing the end of their pilot periods and would undergo evaluation to determine their impact and potential continuation. Court encouraged this to be as expeditious a process as possible.

A query was raised about the use of KPIs and how new projects were identified. It was reported that the Student Experience Strategy fed into a large number of areas which were often diverse so measuring specific impact was hard, but improvements in the student experience recorded in the NSS and graduation data were measured on an annual basis as part of institutional KPIs. Court also noted that each project had defined benefits which

were regularly monitored. A query was also raised about sector benchmarking and it was reported that a lot of information was shared across the sector on best practice and innovations to improve the student experience.

Court noted that several of the projects would be included in the upcoming budget SPR requests, but some of the areas required significant capital investment such as sports facilities, enhanced space for faith groups and clubs & society spaces. These would require more discussion.

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

### **CRT/2024/32. Innovation Strategy**

Court received a presentation by Uzma Khan (Vice Principal Economic Development and Innovation) on Innovation Strategy implementation.

During the presentation Court noted the following areas:

- Innovation Ecosystem: programmes such as the MedTech Fund, Infinity G venture builder program, and Innovation Clusters Fund - aimed to support early-stage innovation and commercialization efforts. The MedTech Fund, for example, received high-quality applications and had led to valuable connections and mentorship opportunities for participants.
- Student Enterprise: the expansion of support for student enterprise activities, included embedding enterprise education in the curriculum and providing grants for student startups. Success stories such as Citrus Labs and Kingdom Technologies were highlighted, showcasing the potential for student-led ventures to achieve significant growth and impact.
- IP and Commercialisation: The IP and commercialisation office had been strengthened, with a focus on supporting spinouts and managing patents. Notable achievements included significant funding raised by spinouts and the launch of social enterprises.
- Civic and Economic Impact: engagement with local communities through initiatives such as the Civic Fund and skills development programs. Strategic infrastructure projects in the Glasgow Riverside Innovation District were also highlighted, demonstrating the University's commitment to contributing to the local economy and community development.

Court noted that steps were being made to embed enterprise support in the curriculum and that this would be a focus going forward. A query was raised about academic promotion criteria in relation to innovation and consultancy work and it was agreed that this would be reviewed. A query was also raised about the ethical considerations related to new technologies and if these potentially should be considered earlier on in the projects.

Court thanked Ms Khan for the update.

### **CRT/2024/33. Report from the Principal**

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

- Recruitment and admissions updates – Court noted that the international student recruitment landscape continued to be challenging for the UK higher education sector, with the vast majority of institutions, including Russell Group peers, signalling a downturn in applications against this point in the cycle last year. A number of mitigations were being deployed to increase the applicant funnel and improve the conversion rate. These included a review of entry requirements, offer

optimisation, targeted scholarships, increased in-country resource and new activities.

- Scottish Budget 2025/26 – the Scottish Budget was announced on 4 December 2024 with the HE Resource budget line increased from £760.7m to £773.6 and the HE Capital budget line increased from £356.9m to £368.3m. At present, it was unclear how this would be allocated to individual institutions and if there would be any impact of the financial issues facing other institutions on grant allocations.
- Post-School Reform Legislation – Court noted that the Scottish Government had introduced the Tertiary Education and Training (Funding and Governance) (Scotland) Bill with the aim of simplifying funding for college and university students as well as apprentices.
- University Rankings – The Times Higher Education (THE) had released the University's position in the World Reputation Rankings, but there were errors with the data and Court would be informed subsequently of the outcome. (Secretary's note: data released to us by the THE after the Court meeting has placed us 107<sup>th</sup> (an uplift of seven places) from the 300 ranked institutions.

The Principal also reported that he had agreed to write an independent report for the Scottish Labour Party on regional economic development, and that he had sought permission to do this from the Convenor and Deputy Convenor of Court. It was noted that the work would be published once the Principal had stepped down from his role at the University.

#### **CRT/2024/34. Report from the University Secretary**

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

##### *CRT/2024/34.1 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.

Court noted that an action plan had been issued to deal with the matters raised by UKVI, covering record-keeping, reporting processes and attendance monitoring. Work was proceeding at pace and a mock audit was being conducted to assess progress and identify any remaining gaps. UKVI would undertake a re-audit in early April 2025. The University Secretary emphasised the importance of thorough preparation and continuous monitoring to ensure a successful outcome. For the future, improved governance arrangements and a centralised team would be put in place.

Court noted that the matter was being treated as a top priority by SMG with weekly reports provided on the work to address the action plan.

##### *CRT/2024/34.2 Court Effectiveness Review – Autumn 2023*

Court noted that the Court Governance Working Review (CGWR) had revised the process and regulations for Elected Academic Staff Members of Court. The election and appointment rules would bring the elections for academic staff members in line with those used for the SRC President, Rector and Convenor of Court. Court noted a number of comments and it was agreed that the CGWR would review the comments and the regulations would be brought back to Court in April 2025.

Court approved the revision of the membership lists on Court Sub-Committees Terms of Reference to be changed from 'Elected Academic Staff Members of Court' to 'Staff Representatives from Court'.

*CRT/2024/34.3 SFC Knowledge Exchange and Innovation Strategy 2025-26 to 2029-30*

Court noted that for Academic Year 2024-25, SFC had discontinued its University Innovation Fund (UIF) and replaced it with the Knowledge Exchange and Innovation Fund (KEIF). KEIF distributed 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. Court received the 5-year strategy setting out the University's ambitions and strategic approach for KE&I and suggested that in future years it could be strengthened to include more information about student enterprise.

Court approved the Knowledge Exchange and Innovation Fund (KEIF) Strategy.

Court also noted the Learning and Teaching Self-Evaluation and Action Plan (SEAP) which had been submitted to the SFC on 2 December 2024.

*CRT/2024/34.4 Organisational Change Governance Committee (OCGC) – SPHSU Review*

Court noted the Report by Professor Jill Morrison, which largely endorsed the approach taken by the College of MVLS in response to the withdrawal of external funding for the SPHSU but recommended the University take steps to reduce workload stress, ensure clearer communications, and review key policies to strengthen equality and diversity provisions. Further refinements to the Equality Impact Assessment process, incorporating external expert advice, were also suggested. It was reported that OCGC had recently meet to discuss the report and some members had expressed concerns over the conclusions and recommendations.

During the discussion concerns were raised about the independence of the statisticians consulted during the redundancy process, whether the equality impact assessment should have been conducted earlier in the process and the reputational impact of the decision to make the staff redundant. It was noted that initially, 92 individuals were at risk, but this number had been reduced to 68, comprising 35 professional support staff and 33 academic staff. It was reported to Court that local UCU representatives had raised a formal notice of "failure to agree" which meant a formal dispute resolution mechanism would now be implemented.

A query was raised about the staff who had been involved in the interview process and if more staff from SPHSU should have been spoken to. It was noted that a request had been made for the minutes from the individual meetings but it was unclear at this stage if these could be released due to confidentiality.

The Convener of Court noted that the following steps would take place concurrently:

- The formal dispute resolution process would be taken forward.
- The formal redundancy notification process would continue.
- Legal advice would also be sought on the Equality Impact Assessment which had taken place as part of the organisational change process.

A further update would be provided at the Court meeting in April 2025.

*CRT/2024/34.5 Death of a Student*

Court noted that tragically, a former student had died in December 2024. At the request of the University Secretary, the former Clerk of Senate, Professor Jill Morrison had conducted a review into the University's interactions with the student. The report had highlighted a number of areas that the University would address as a matter of urgency. Court noted that the University was doing everything it could to support the student's family.

Court's sincere sympathies for the student's family and friends were recorded.

**CRT/2024/35. Student Matters, including: SEC Report; SRC President update**

*CRT/2024/35.1 Rector update*

No substantive matters were raised.

*CRT/2024/35.2 SRC update*

The SRC President reported that the SRC was focusing on accessibility, community inclusion, and the upcoming spring elections. The Community Inclusion Project had been successful in supporting club and society events, with over 5,800 students engaging in the first semester supporting areas such as Black History Month, Halloween, Diwali and 16 days of activism on GBV. The SRC President also noted that work would continue with the University to make the campus more accessible and inclusive which included ensuring that there was suitable space for clubs and societies.

*CRT/2024/35.3 Student Experience Committee*

Court noted the Student Experience Committee report from 18 November 2024 which included updates on: student experience strategy, cost of living action group, new student accommodation, NSS results and updates from the student bodies.

The Convener thanked the SRC President for his report.

**CRT/2024/36. Reports of Court Committees**

*CRT/2024/36.1 Finance Committee*

Jonathan Loukes, chair of the Committee, reported that the Committee had received the USGAAP University's financial statements for the year ended 31 July 2024. The Committee had also discussed the budget setting process, costs savings and the impact of the NI increases and the decrease in international student fee income on the free-cash projections.

During the discussion Court noted the update on the university's financial position and the following areas were discussed in further detail:

- Cash Flow Forecasts –The University's operating cash flow and cash balances were currently ahead of budget. Court noted the importance of maintaining a strong financial position to support the University's strategic initiatives and adherence to the operating cash policy.
- Budget Considerations – the budgets were in the early stages of discussion with the final budgets due to come to Court in June 2025. Potential savings and cost-management measures were being discussed, which included a focus on professional services, vacant positions, and consumable spend. Further budget talks would be taking place and Finance Committee would be kept informed about the progress being made.
- Strategic Investments – Court noted that strategic investments in areas such as MVLS growth, commercial income, and student experience were being considered alongside capital spend on IT and building projects.

Court also noted the progress with the Strategic Property and Investment Development (SPID) as well as the development of the Church Street site for student residences and innovation spaces through a joint venture. A number of the key considerations for the SPID projects were highlighted which include the importance of retaining title to the sites and ensuring alignment with the University's strategic goals. The Executive Director of Finance

reminded Court that the governance approval process for the SPID projects had been approved by Court in 2022.

*CRT/2024/36.2 Audit & Risk Committee*

Martin Sinclair, chair of the Committee, reported that the Committee had received the USGAAP University's financial statements for the year ended 31 July 2024; these had been formally approved by the Committee.

During discussion it was noted that there was a need for a robust approach to regulatory compliance, acknowledging the dynamic nature of regulatory frameworks and landscape. It was reported that the Committee would shortly be reviewing the approach to regulatory compliance and its oversight and would report back to the next meeting of Court.

*CRT/2024/36.3 Information Policy and Strategy Committee*

Professor Frank Coton, chair of the Committee, reported that the Committee had received progress reports on cyber security initiatives and the implementation of a new library management system.

*CRT/2024/36.4 Remuneration Committee*

SMG members left the meeting for this item.

*CRT/2024/36.4.1 SMG and Principal's Remuneration*

Kerry Christie, chair of the Committee, reported that the Committee had met in December to discuss senior staff remuneration and a presentation on the current landscape and professorial pay. The presentation had also highlighted the Professorial Reward Strategy for the University and various mechanisms for movement within and across the University's Professorial Zones.

Business at the meeting had also covered the Committee's annual report, which included: a summary of the current strategic context and institutional performance; the Principal's report on SMG performance and reward; the review of the Principal's performance, which had been undertaken by the Convener of Court and the Chair of the Remuneration Committee, following consultation with Court members; Grade 10 Professorial and Professional Staff performance and reward; and Voluntary Severance cases.

Court noted that the Committee had agreed with the proposal outlined by the Principal at the meeting, that SMG would receive the 2.5% national pay uplift. It was also noted that the Committee had agreed with the proposal outlined by the Convener of Court at the meeting, that the Principal would receive 2.5% in line with the national pay uplift. Court noted that the Principal's salary uplift had been in line with the contractual arrangements agreed by Court and had been subject to satisfactory performance, which had been confirmed.

SMG members returned to the meeting.

Court agreed that the communication in relation to the various mechanisms for movement within and across the University's Professorial Zones would be strengthened. A query was also raised about the appointment of the Vice-Principals and Heads of College and it was noted that this was undertaken by the Principal following input from various colleagues, Heads of Schools, other SMG members and senior professional support staff. It was noted that this was not an automatic reappointment process and there had been occasions when appointments had not been renewed.

*CRT/2024/36.5 Nominations Committee*

Court approved the following appointments:

- Laic Khalique as a Co-opted Member of Court for a further 4 years from the 1 April 2025.
- Lorraine McMillan to the Estates and Sustainability Committee.

*CRT/2024/36.6 Health Safety and Wellbeing Committee*

The University Secretary, chair of the Committee provided an update on health and safety issues, including the restructuring of the health and safety team and ongoing improvements in safety practices. Court noted there was ongoing engagement with trade unions to address safety issues and improve overall the safety culture within the University. It was also noted that SMG also received regular updates on Health and Safety during this transition phase.

*CRT/2024/36.7 Estates and Sustainability Committee*

Stuart Hoggan, chair of the Committee, provided a verbal update on the Committee's activity since the last Court meeting which included: changes in the committee structure to include sustainability in its remit; discussions on the development of the Church Street site for student residences and innovation spaces through a joint venture; progress on Keystone project and the Health Innovation Hub, both of which were on track and within budget; and the ongoing maintenance and improvement projects across the campus, including accessibility and fire safety upgrades.

**CRT/2024/37. Senate Matters**

Court noted the report from the Senate meeting held on the 12 December 2024 and 6 February 2025. Court noted the upcoming annual Cathedral Service due to be held on the 9 March 2025 which would celebrate Glasgow's 850th anniversary.

**CRT/2024/38. Complaints Handling Procedure Annual Report**

Court noted the annual report on complaints handling and Alistair Wilson (Deputy Secretary and Head of Legal) highlighted the efforts to improve frontline resolution and reduce the number of complaints escalating to stage 2.

Court noted a number of key points which included:

- Complaints Data: The new CRM had allowed more analysis of complaints data to identify trends and areas for improvement.
- Frontline Resolution: The Complaints Team had started to put more emphasis on resolving complaints at the frontline to prevent escalation.
- Training and Support: Court noted that Complaints and Conduct staff had also undertaken accredited mediator training to support local resolution efforts.

Court welcomed the University efforts to resolve complaints more efficiently and prevent them from escalating to formal stages and noted that the number of complaints had fallen. It was agreed that it would be beneficial to have an internal target for dealing with complaints as at present a number of complaints were taking over 60 days to resolve.

**CRT/2024/39. Any Other Business**

No substantive matters were raised.

**CRT/2024/40. Date of Next Meeting**

The next meeting of Court would be held on Wednesday 23 April 2025 at 1.45pm. A Pre-Court briefing would take place at 12pm on AI.



**Court Meeting:** 23/04/2025  
**Document Title:** Court Research Update April 2025  
**Responsible:** Professor Chris Pearce, Vice Principal (Research and Knowledge Exchange)

**Executive Summary:** This paper has been produced to provide the University Court with an update on research performance, the current risks and opportunities across the UK and global research sector, as well as an update on key programmes and projects across the university. There is also an update around our participation in the REF People, Culture and Environment (PCE) Pilot as well as information on the progress of the 10-year research strategy.

**Action Required:**

- FORMALLY APPROVE  
 FOR DISCUSSION  
 TO NOTE/FOR INFORMATION

**Resource Implications:** None

**Risk and Assurance:** None – but reference to some potential research risks.

**University Strategy:** Research Strategy 2020-25; Research Strategy 2026-35

**Sustainability Implications/Assessment:** None

**Student Experience:** None

**Equality Considerations:** None

**Supporting Information:**

- [Annex 1 - CTNF documentation](#)
- [Annex 2 - REF PCE Pilot documentation](#)

**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.**

This paper is strictly confidential due to discussion around defence-related research.



University  
of Glasgow

# COURT

**Court Meeting:** 23<sup>rd</sup> April 2025  
**Document Title:** Transformation Annual Update  
**Responsible:** Nadia Ness, Executive Director of Transformation

## Executive Summary:

This paper provides University Court with a ‘State of the Nation’ update on our Transformation Service. Transformation spans across a number of cross-University programmes that directly enable delivery of key themes within University Strategy. They are all large and complex changes that involve changes to ways of working, process and use of technology. This has been another year of substantial change across the institution, and we are pleased to be able to share more about our progress over the last 12 months with University Court.

This written update will cover:

- A brief overview of the role of transformation as a strategic enabler for the University
- The launch of brand-new, multi-year programme Service Excellence
- A status update on the other strategic programmes that sit within the Transformation Portfolio

This update is for general awareness of Court Members; however we are hopeful that University Court will note the positive progress made against the service objectives, and where appropriate, use this information to inform decisions on strategic direction in the future.

Feedback from University Court is welcome, if they identify areas where our approach can be improved to deliver more value to the University.

University Court is asked to lend their ongoing support and advocacy for Transformation as our work continues to evolve.

## Action Required:

- |                                     |                         |
|-------------------------------------|-------------------------|
| <input type="checkbox"/>            | FORMALLY APPROVE        |
| <input type="checkbox"/>            | FOR DISCUSSION          |
| <input checked="" type="checkbox"/> | TO NOTE/FOR INFORMATION |

**Resource Implications:** Optimised and prioritised utilisation of existing resources both in the Transformation Team and across the University, better experiences for students and staff members, more efficient and effective services.

<b>Risk and Assurance:</b>	All programme risks across the portfolio are managed with ultimate oversight from Transformation Board. Prof. Frank Coton is the Chairperson of the Transformation Board, and Dr David Duncan is the Senior Responsible Officer.
<b>University Strategy:</b>	Transformation enables delivery for the following priority themes: Enabling Growth; Student Experience; Service Excellence. Our work also supports People First from a staff development perspective.
<b>Sustainability Implications/Assessment:</b>	N/A
<b>Student Experience:</b>	Multiple programmes are to directly improve Student Experience and these are articulated in the pre-read paper and presentation to Court
<b>Equality Considerations:</b>	N/A
<b>Supporting Information:</b>	N/A

<b>Classification:</b>	<input type="checkbox"/> OPEN
	<input checked="" type="checkbox"/> CONFIDENTIAL
	<input type="checkbox"/> STRICTLY CONFIDENTIAL

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Given the nature of some of the Transformation Programmes we are delivering, there is commercially sensitive information contained in this paper.



University  
of Glasgow

# COURT

**Court Meeting:** 23 April 2025  
**Document Title:** Strategic Property Investment and Development Board (SPID)  
**Responsible:** Gregor Caldwell, Executive Director of Finance

## Executive Summary:

The Finance Committee discussed **Paper 6b- Commercial Funding Partner** which detailed the background to the Strategic Property Investment and Development Board (SPID). The Committee noted that previously the University had approved entering into joint venture to redevelop Church Steet, with a deal to deliver this falling through in late 2022 due to economic uncertainty and high borrowing rates after the Truss budget. Since then the SPID board had been progressing work to redevelop Church Street and was set to relaunch selection of a JV partner.

The Committee discussed the governance and financial aspects of a joint venture project for student residences and innovation spaces. The project involved developing university-owned land, including some listed buildings. It was noted that it was important to maintain the university's involvement in the project due to its strategic nature and the need for pastoral care in student residences. The Committee noted the need to clarify the partner's role beyond just funding and to keep relevant committees informed of the project's progress.

The Committee approved the plan to seek a financial partner, acknowledging the redevelopment could not be self-funded without a significant impact on its borrowing capacity. It also acknowledged the commercial and broader student, academic and civic benefits from the projects. The Committee also agreed that Court would receive an update on the Strategic Property Investment and Development project (SPID) and re-endorsement of the governance approach would be sought.

Court is **asked to re-endorse** the governance approach for the Strategic Property Investment and Development project (SPID).

## Action Required:

- |                                     |   |
|-------------------------------------|---|
| <input checked="" type="checkbox"/> | FORMALLY re-endorse the governance approach |
| <input type="checkbox"/>            | FOR DISCUSSION                              |
| <input type="checkbox"/>            | TO NOTE/FOR INFORMATION                     |

**Resource Implications:** As per budgets

**Risk and Assurance:** SMG - Operating Cash Generation (ID: 1262)  
 SMG - Student recruitment market (ID: 1357)

SMG - Value, impact and benefits realisation (ID: 1289)  
SMG - Maintaining and improving reputation (ID: 1342)

**University Strategy:** World Changers Together: World Changing Glasgow 2025

**Sustainability Implications/Assessment:** None

**Student Experience:** Supports the enhancement of the overall student experience

**Equality Considerations:** N/A

**Supporting Information:** N/A

**Classification:**

- OPEN
- CONFIDENTIAL
- STRICTLY CONFIDENTIAL

This should remain strictly confidential and should not be released as it contains commercially sensitive information.



University  
of Glasgow

# COURT

**Court Meeting:** 23 April 2025  
**Document Title:** Socially Responsible Investment Policy  
**Responsible:** Dr David Duncan, Chief Operating Officer & Gregor Caldwell, Executive Director of Finance

## Executive Summary:

At the Court meeting on the 20 November 2024 during the discussion on the draft SRI Policy the majority of Court accepted the advice of senior managers that the University should not require fund managers to divest. Court voted 14-7 against the inclusion of the restriction, with 4 members not present at the meeting. Court agreed to endorse the SRI Policy subject to minor amendments to Section 6 -Representation.

At the Finance Committee on 26 March the University Secretary provided an update on the current position of the SRI policy and the ongoing student protests. The Committee noted that the SRC was running a referendum on divestment, with results expected soon. The Committee agreed that the SRI Policy final draft would be circulated to members to review the amendments to Part 6 – Representations for approval prior to being submitted to the next Court meeting.

The SRI Policy was circulated to the Finance Committee for comment and the revised draft SRI Policy is attached **as Annex 1 for Court's approval.**

## Action Required:

- FORMALLY APPROVE **Annex 1- SRI Policy**  
 FOR DISCUSSION  
 TO NOTE/FOR INFORMATION

**Resource Implications:** n/a

**Risk and Assurance:** SMG - Operating Cash Generation (ID: 1262)  
 SMG - Climate change and sustainability (ID: 1422)

**University Strategy:** World Changers Together: World Changing Glasgow 2025

**Sustainability Implications/Assessment:** The University is strongly committed to environmental sustainability; this is reflected in its divestment from fossil fuels and membership of both the Institutional Investors Group on Climate Change (IIGCC) and Climate Action 100.

**Student Experience:** n/a

**Equality Considerations:** n/a

**Supporting Information:** n/a

<b>Classification:</b>	<input checked="" type="checkbox"/> OPEN
	<input type="checkbox"/> CONFIDENTIAL
	<input type="checkbox"/> STRICTLY CONFIDENTIAL

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



# Responsible Investment Policy

Approved Date	XX 2024
Approver	University Court
Document Owner	Executive Director of Finance / Head of Financial Reporting, Tax & Treasury
Purpose	The investment strategy for endowment funds which have been endowed to the University for both specific and general purposes
Scope	Relates to Investment of University Endowment funds only  <i>This policy does not cover the following;</i>  <i>University General Funds – Treasury Management Policy</i> <i>Pension related Investments – Scope of Trustees</i>

## 1 Introduction

Since its foundation in 1451, the University has relied on philanthropic support to achieve its objectives. Over the centuries, many buildings, teaching posts, research posts and scholarships have been funded by the generosity of donors. These donations are often endowment gifts – charitable funds held on trust to be used for the specific benefit of the University.

As trustees of the University, under the Charities and Trustee Investment (Scotland) Act 2005, the members of the University Court (the University's governing body) have a legal duty to do what is best for the University and its beneficiaries; these include those students and others who benefit from the proceeds of the University's endowment funds.

The University has a choice about how it invests these funds it needs to consider the balance and alignment between financial return and the wider impact of these investments on society. The University believes that in making decisions about how to invest the funds it holds, ethical, social and environmental and governance issues ("ESG") should be at the forefront of its agenda. This policy outlines the University's approach to responsible investment and how it will be implemented.

The SRI is policy aligned with the institutional strategy and the values set out in that strategy. It is also consonant with *Glasgow Green* – the University's Strategy for Environmental Sustainability.

The University's commitment to environmental sustainability is underlined by our ranking of 12<sup>th</sup> in the world in the Impact Rankings 2024 (which focus on UN Sustainable Development Goals) and a ranking at 20<sup>th</sup> in the world in the QS Sustainability Rankings 2024.

As a reflection of our commitment to the SDGs and sustainability overall, we;

- were the first University in the UK to declare we would divest from fossil fuels within by 2024. This was achieved ahead of schedule with full divestment achieved by Sep 2023.
- were the first University in Scotland to declare a Climate Emergency.
- are committed to a significant plan of action to achieve carbon neutrality by 2030.

## 2 Investment Objectives

The University has a fiduciary duty to maximise returns from the University's investments, while ensuring that financially material risks are considered.

The performance of the University's endowment investments is reviewed on a total returns basis and has both a capital growth and income target. The terms of most of our endowments require the capital value to be maintained, while income can be reinvested in line with the terms of the endowment.

## 3 Governance

To achieve the objectives, the University Court has delegated responsibility for endowments to the Finance Committee, which in turn appoints an Investment Advisory Committee (IAC) to provide expertise and oversight of its endowment investments. The Investment Advisory Committee has remit over the following:

1. To advise the Finance Committee and Court on investment policy.
2. To advise Finance Committee and Court on the impact of restrictions on return and growth objectives set by management and alternative proposals.

3. To appoint and replace Investment Managers to act on the University's behalf to deliver return and growth investment objectives set by management.
4. To monitor the activities and performance of the Investment Managers.
5. To ensure that the Committee's membership includes the skills and experience necessary to address its remit effectively. To this end, the Committee may request the Finance Committee to appoint additional members as required. The Chair of the Committee and Executive Director of Finance will participate in the selection process for a new member.
6. The Committee will from time to time undertake a review of its own performance and effectiveness as part of the overall review of Finance Committee.

The Investment Advisory Committee normally meets twice per year. It may meet more frequently at the request of Finance Committee or the Chair. A quorum for a meeting of the Committee is one third of its members, of whom at least one must be a lay member of the IAC.

The Investment Committee draws on advice from the Executive Director of Finance on the University's risk appetite regarding investment returns and budgetary impact.

## 4 Responsible Investment

### 4.1 Approach

The University recognises that ESG factors play a role in determining risk and return. Moreover, it believes and considers that companies' effective management of the risks associated with ESG matters can lead to long term financial benefits as well as having a positive impact on society. This policy is designed to enable a socially responsible investment approach, whilst minimising any potential negative impact on investment returns.

The University has taken progressive steps over time to incorporate ESG considerations in its investment approach and intends to continue to evolve this. The University will:

- Require fund managers to be signatories to UNPRI guidelines.
- Remain a signatory of Climate Action 100 and Institutional Investors Group on Climate Change (IIGCC).
- Consider additional signatory commitments at the request of the University Court or the Finance Committee.
- Include assessment and scoring of ESG credentials as a fundamental part of the selection criteria for fund managers.
- Apply exclusions in line with this policy and as agreed by the University Court.
- Regularly review ESG performance in a time frame agreed by the IAC and which is expected to include:
  - Carbon footprint of investments over time and where practical comparison to benchmarks.
  - Voting records of fund managers.
  - ESG reports of fund managers and funds.

- Consideration and implementation of corrective actions including change of manager or funds where appropriate.

#### 4.1.1 Signatory requirements and commitments

For the University to align its approach to investments with its commitments to social and environmental justice, including its *Glasgow Green* strategy and wider sustainability objectives, the University has adopted the United Nations Principles for Responsible Investment (UNPRI) and requires our fund managers to be a signatory.

The UNPRI is a United Nations-supported international network of investors working together to implement its six aspirational principles. Its goal is to understand the implications of sustainability for investors and support signatories to facilitate incorporating these issues into their investment decision making and ownership practices.

The UNPRI Investment Reporting Framework defines the underlying components of ESG as follows:

- **Environmental:** Biodiversity loss, greenhouse gas emissions, climate change, renewable energy, energy efficiency, air, water or resource depletion and pollution, waste management, ozone depletion, changes in land use, ocean acidification and changes to the nitrogen and phosphorus cycles.
- **Social:** Human rights, labour standards, child, slave and bonded labour, workplace health and safety, freedom of association and expression, human capital management and employee relations, diversity, relations with local communities, activities in conflict zones, health and access to medicine, consumer protection and controversial weapons.
- **Governance:** Issues relating to the governance of companies and other investment vehicles. For listed equities, these include board structure, size, diversity, skills and independence, executive pay, gender pay gap, shareholder rights, stakeholder interaction, disclosure of information, business ethics, bribery and corruption, internal controls and risk management, and, in general, issues dealing with the relationship between a company's management, its board, its shareholders and other stakeholders. This category may also include matters of business strategy, encompassing both the implications of business strategy for environmental and social issues and how the strategy is to be implemented. For unlisted asset classes, governance issues also include matters of fund governance, such as the powers of advisory committees, valuation issues and fee structures.

The Principles for Responsible Investment are a voluntary set of investment principles that offer a menu of possible actions for incorporating environmental, social and governance (ESG) issues into investment practice.

The principles are as follows:

- Principle 1:** We will incorporate ESG issues into investment analysis and decision-making processes.
- Principle 2:** We will be active owners and incorporate ESG issues into our ownership policies and practices.
- Principle 3:** We will seek appropriate disclosure on ESG issues by the entities in which we invest.
- Principle 4:** We will promote acceptance and implementation of the principles within the investment industry.

**Principle 5:** We will work together to enhance our effectiveness in implementing the principles.

**Principle 6:** We will each report on our activities and progress towards implementing the principles.

The University is strongly committed to environmental sustainability; this is reflected in its divestment from fossil fuels and membership of both the Institutional Investors Group on Climate Change (IIGCC) and Climate Action 100. Further details of both organisations are outlined below:

[IIGCC - The Institutional Investors Group on Climate Change](#)

[Climate Action 100+](#)

Signatories to other bodies may be considered and recommended by the IAC or be proposed through representations outlined in section 6.

#### 4.1.2 Exclusions

The University will require investment managers to exclude direct investment in the following:

- Tobacco production companies
- Fossil fuel companies
- Companies that manufacture controversial weapons
- Companies that are in serious breach of international treaties to which the UK is a signatory.

Further exclusions will be considered as part of the representations process outlined in section 6.

#### 4.1.3 Fund Managers

##### *Fund Manager Selection*

The investment managers who oversee the investment funds of the University are required to work to agreed investment mandates. As part of our investment manager selection process, the University requires fund managers to confirm that they have robust ESG policies in place. The University requires its investment managers to have adopted and be signatories of the UN Principles for Responsible Investment. It also requires them to hold companies to account by active engagement on corporate governance and use shareholder voting rights to influence company behaviour.

The Investment Advisory Committee will review the fund on a regular basis to determine whether areas require to be re-tendered to better align with our approach to ESG.

##### *Fund Manager Reporting*

The appointed investment managers are required to report regularly to Investment Advisory Committee. The investment managers will provide monthly valuation data and quarterly reports, which outline the performance of the University portfolio compared against the agreed benchmark. The investment managers will engage directly with the Investment Advisory Committee with attendance at IAC meetings and the provision of report. These must include an annual Environmental, Social and Governance report highlighting areas of greatest concern to the University, information on the engagement that has taken place with companies that the University has holdings in and voting records along with benchmark data on their progress towards net zero.

When a fund manager does not adequately follow this line, the University will consider changing the manager at an appropriate point in time.

## 5 Monitoring

To give effect to its commitment to this Policy, the University will:

1. publish this Policy on its website following its approval by Finance Committee.
2. issue guidance to its investment managers responsible for the University's investments.
3. for segregated (direct) mandates, incorporate the exclusions into the relevant investment management agreements and agree how the exclusions will be achieved.
4. monitor fund managers' performance on areas of greatest concern including engagement and voting records.
5. delegate to Investment Advisory Committee the responsibility to monitor the operation and the effectiveness of the Policy and provide Finance Committee and Court with an annual update.
6. publish on its website annually a list of the companies and other investments in which funds are invested by the University; and
7. A report on the implementation of this policy will be submitted annually to the Finance Committee

## 6 Representations

Groups or individuals from within the University may make representations in respect of an investment or investments held by the University or to change signatory commitments. Representations should be made in writing to the University Secretary. Such representations will be considered on the following basis:

1. The key criteria against which specific cases would be ~~assessed~~considered would be (a) whether the University's current approach ~~are could be considered could be considered contrary to the University's at variance with its~~ stated values, as reflected in the Mission Statement or the Strategic Plan; or (b) whether it raised wider issues of social, environmental and humanitarian concern.
2. Representations should be related to industries or specific companies whose activities or values appear to be so far removed from the University's core values as to give grounds for significant concern.
3. Representations would be considered by a Court group in the first instance. The group would comprise two lay members of Court, a staff representative chosen by the staff members ~~representative on Court, an SRC representative from Court~~ the SRC President, the Executive Director of Finance and the University Secretary. The group would consider the current extent of the fund managers' engagement with the industry or company with respect to the concerns raised.
4. The group might recommend to the Court that it should disinvest in a company or companies. The Investment Advisory Committee would ask for advice on the financial consequences of such a decision
5. ~~The Court might consider any counter arguments presented by other individuals or groups in relation to possible amendments to the policy~~ The Court might consider any arguments or counter-arguments presented by individuals or groups in relation to possible amendments to the policy. Individual members of these groups may be allowed to request verification of information provided.

~~without requiring unanimous agreement from all members. This process will be as open and transparent as possible within requirements around confidentiality.~~

6. Once a decision had been reached following a representation, the Court would not normally revisit the same issue for at least two years.



University  
of Glasgow

# COURT

**Court Meeting:** 23 April 2025  
**Document Title:** Application of Conduct rules to student protesters  
**Responsible:** Dr David Duncan, Chief Operating Officer & University Secretary

## Executive Summary:

In recent months, the University has experienced a series of protests involving actions such as blockades, vandalism, and disruptions to campus events.

We have been made clear to all students that while the University supports the right to peaceful protest as part of our commitment to freedom of expression, we will not tolerate activities which disrupt the business of other members of the University community. This includes disrupting Open days, careers fairs, blocking access to buildings and vandalising property. Students who engage in those activities may face disciplinary action under the code of conduct. One student is currently under investigation. [REDACTED]

## Action Required:

- FORMALLY APPROVE
- FOR DISCUSSION
- TO NOTE/FOR INFORMATION

**Resource Implications:**

**Risk and Assurance:**

**University Strategy:**

**Sustainability  
Implications/Assessment:**

**Student Experience:**

**Equality Considerations:**

**Supporting Information:**

<b>Classification:</b>	<input type="checkbox"/>	OPEN
	<input type="checkbox"/>	CONFIDENTIAL
	<input checked="" type="checkbox"/>	STRICTLY CONFIDENTIAL

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



University  
of Glasgow

# COURT

**Court Meeting:** 23 April 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:

- Scottish Funding Council Indicative Funding Allocations 2025/26
- Admissions update
- Higher Education Developments and Political Update, including Spring Statement and wider Scottish Sector Finances (University of Dundee)
- University League Tables: the University of Glasgow placed 107th in THE World Reputation Rankings. 25 subject areas are in the top 100 in the QS World University Rankings by Subject
- Principal's engagements since previous Court meeting
- Senior Management Group business since previous Court meeting

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

## Action Required:

- |                                     |                         |
|-------------------------------------|-------------------------|
| <input type="checkbox"/>            | FORMALLY APPROVE        |
| <input checked="" type="checkbox"/> | FOR DISCUSSION          |
| <input checked="" type="checkbox"/> | TO NOTE/FOR INFORMATION |

**Resource Implications:** N/A

**Risk and Assurance:** University Strategic Risk Register

**University Strategy:** World Changers Together: World Changing Glasgow 2025  
[University of Glasgow - Explore - University strategies](#)

**Sustainability Implications/Assessment:** N/A

**Student Experience:** N/A

**Equality Considerations:** N/A

Supporting Information: None

<b>Classification:</b>	<input checked="" type="checkbox"/>	OPEN
	<input checked="" type="checkbox"/>	CONFIDENTIAL (Admissions update confidential)
	<input type="checkbox"/>	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.**

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



**Court - Wednesday 23 April 2025**

## **Principal's Report**

### **Items A: For Discussion**

#### **1. SFC Indicative Funding Allocations 2025/26**

On Thursday 3 April, SFC published their indicative funding allocations for academic year 2025/26. Normally, little change is expected between this indicative announcement and the release of the final announcement which is expected in May. Any changes made are expected to relate to the allocation of controlled places for the most part, as Scottish Government places are finalised and targets set.

Universities Scotland have issued a response to the announcement, characterising the allocations as ‘not giving the sector the financial support needed at a time when it has never been more necessary’.

The table below shows the University of Glasgow’s key funding lines from 2024/25, with the funding announced for 2025/26.

	£k Final 24/25	£k Indicative 25/26	YoY Change
<b>Main Teaching Grant</b>	91,066	92,865	+2.0%
<b>Research Excellence Grant</b>	52,364	53,578	+2.3%
<b>Knowledge Exchange &amp; Innovation Fund (KEIF)</b>	3,000	2,905	-3.1%
<b>Research Postgraduate Grant</b>	8,832	9,110	+3.1%
<b>Grants for Teaching, Research, and Innovation</b>	155,262	158,458	+2.1%

#### **Key Context**

- SFC have removed 2,500 ‘SQA Places’ added to the sector in in 2021/22.
  - As anticipated and planned for, UofG has seen the removal of 288 additional places we received in 2021/22, bringing our indicative SFC funded place allocation to **14,354.6 places**.

- Other institutions have retained places, or had additional cuts, based on their SFC Funded enrolments over the past three years.
- SFC have **increased the Home teaching unit of resource (TUoR) by 3.3%**, using the funding freed up by the removal of the second tranche of SQA Places to do so.
  - This uplift has increased UofG's main teaching grant by 2% (£1,799k) with the TUoR uplift offsetting reductions in student places and RUK top up funding.
- There is a **decrease** for UofG in KEIF funding of -3.1% (-95k) despite an overall sector uplift of +8.7% (£2M).
  - PIA will work with colleagues in Innovation to look at the specifics of the latest metrics used and look at modelling what our future allocations might look like given estimations provided in our 5-year strategy.

### Sector-Wide Funding Headlines

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

- SFC's university resource (revenue) budget for FY 2025-26 has increased by £12.9m (1.7%) from FY 2024/25.
- SFC's university capital budget has increased by £11.4m (3.2%) from FY 2024/25.
- SFC note that total teaching funding **has been set at £727.1m**, an increase of £12.9m (1.8%) from AY 2024/25.
- The main teaching grant has been set at £694.6m, an increase of £12.7m (1.9%).
  - As anticipated, SFC has removed the 2,500 additional SQA funded places introduced in 2021/22 and repurposed the associated funding to enhance the teaching unit of resource by 3.3%.
- Research and Innovation budgets have **increased by £11.3m (3.6%)**.
  - This uplift has been used to increase all three main R&I grants - the Knowledge Exchange and Innovation Fund (by 8.7%), the Research Excellence Grant (by 3.1%), and the Research Postgraduate Grant (by 3.1%).
- Capital maintenance funding has been maintained at 2024/25 levels, £5m.

### Graduate Apprenticeships

Graduate Apprenticeships (GA) remain a ministerial priority, with SFC taking over their funding for students starting from 2021/22. GA places in 2025/26 will continue to be included and counted within the wider non-controlled allocation as they were in AY 2024/25, with an expectation that the sector will deliver an intake of 1,378 GA places.

## 2. Admissions Update

[REDACTED]

### 3. Higher Education Developments and Political Update

#### Spring Statement

Chancellor Rachel Reeves delivered the UK Government’s Spring Statement, announcing major welfare and departmental cuts to restore fiscal credibility amid downgraded growth forecasts — 2025 GDP growth is now expected at just 1%. The Chancellor reaffirmed Labour’s fiscal rules and promised a full Autumn Budget, while outlining key measures in the form of £3.4bn in welfare savings, £6.1bn in public spending cuts, and a £3.25bn fund for AI and public service reform. Defence spending will rise to 2.5% of GDP, backed by a 0.3% cut to overseas aid. The Chancellor also announced a new Defence Growth Board and £400m innovation fund for technologies. No major tax rises were introduced, but HMRC compliance changes are expected to raise £7.6bn. The next key fiscal announcement will be the multi-year Spending Review up to 2029, scheduled for 11 June 2025.

[Redacted]

[Redacted]

**Items B: For Information**

**4. University Rankings**

**Times Higher Education 2025 World Reputation Rankings**

At the last meeting, I reported on the THE World Reputation Rankings and it was noted that errors had been present in the ranking as originally announced by THE. Subsequently it was confirmed that the University’s position had increased seven places to 107<sup>th</sup> in the world.

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

**QS World Subject Rankings**

On 12 March, the 2025 QS World University Rankings by Subject were published, ranking 1,758 universities across five broad subject areas – ‘faculties’ – and 55 narrow subjects. With three out of five broad subject areas and 25 narrow subjects ranking in the top 100 in the world, the results again demonstrate the global reputation of the University across a broad range of subject areas.

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

- Of the five faculty areas, the University maintains three in the world top 100: Life Sciences & Medicine (42<sup>nd</sup>); Arts & Humanities (61<sup>st</sup>); and Social Sciences & Management (95<sup>th</sup>).
- Life Sciences & Medicine is our best performing subject area, rising eight places this year to 42<sup>nd</sup> in the world.
- Arts & Humanities has risen 10 places to 61<sup>st</sup> in the world.
- Social Sciences & Management has fallen five places but remains 95<sup>th</sup> in the world.
- Our top subjects are Anatomy (13<sup>th</sup>), Veterinary Science (22<sup>nd</sup>), English (34<sup>th</sup>), Library Management (36<sup>th</sup>) and Archaeology (37<sup>th</sup>).

**Faculty-level Performance – Benchmarking**

Arts & Humanities improved its ranking and is now ranked 11<sup>th</sup> and 10<sup>th</sup> in the UK and Russell Group, respectively, while holding onto 3<sup>rd</sup> place in Scotland. The four other faculties have not changed their positions, as noted in the table below.

**QS World University Ranking Subjects 2025: University of Glasgow Faculty Positions in UK, Russell Group and Scotland:**

	UK Rank 2025	Change YoY	Russell Group Rank 2025	Change YoY	Scotland Rank 2025	Change YoY
Arts & Humanities	11	▲ 2	10	▲ 2	3	▶ 0 ◀
Engineering & Technology	15	▶ 0 ◀	15	▶ 0 ◀	2	▶ 0 ◀
Life Sciences & Medicine	9	▶ 0 ◀	8	▶ 0 ◀	2	▶ 0 ◀

<b>Natural Sciences</b>	14	▶0◀	14	▶0◀	2	▶0◀
<b>Social Sciences &amp; Management</b>	12	▶0◀	11	▶0◀	2	▶0◀

Seven University of Glasgow subjects are in the top 50 (no increase from 2024), and 25 are in the top 100 (increase of two since 2024). History is a newcomer in the top 50, ranking 49<sup>th</sup> this year, up from the 51-100 banding last year (see table below). Education, dropping from 49<sup>th</sup> to 65<sup>th</sup>, left the top 50.

### QS World University Rankings Subject 2025 UofG Top 50 Narrow Subjects

	Rank 2025	Change from 2024
Anatomy	13	▲2
Veterinary Science	22	▼4
English	34	▼3
Library Management	36	▼4
Archaeology	37	▲6
Medicine	44	▲4
History	49	N/A due to banding

## 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

- 20 February: Visit to UofG Dumfries Campus including informal townhall meeting with the Head of School and colleagues from the School of Social & Environmental Sustainability.
- 26 February: Viewing of the virtual reality/extended reality Museums in the Metaverse new platform with colleagues from College of Arts & Humanities.
- 31 March/1 April: Visit with SMG to University of Birmingham, taking forward joint activity and collaboration in strategically aligned areas.

### Internationalisation Activities

- 26 February: Met with representatives of Tianjin Municipal Government, China, to discuss a potential TNE opportunity.
- 7 March: Hosted a Chinese ministerial delegation.
- 10 March: Welcomed the Deputy High Commissioner of Malawi along with a delegation from our partner, Kamuzu University of Health Sciences in Malawi, led by their Vice Chancellor. Hosted a meeting with the delegation, Scottish Government HE Minister and

officials, and other Scottish universities, marking 20 years of partnership with HE in Malawi.

- 13 March: Attended CIVIS Board of Rectors meeting.
- 17-21 March: Joined the CASE Global Leaders programme as a member of faculty. I helped to deliver a development programme for UK University leaders around external engagement (including alumni relations, fundraising, marketing, communications and public affairs) which involved visiting several major universities including Harvard, Princeton, & Georgetown
- 26 March: Meeting with President of Nankai University and delegation from Tianjin Municipal Government regarding potential TNE opportunity.

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

### Media engagement

- 25 February: Interview with China Global Television Network (CGTN) regarding the global economy.

### Engagements as President-Elect/President of the Royal Society of Edinburgh (RSE):

- 26 February: Meeting with Presidents of the Celtic Alliance (Devolved Nations Academies) with Minister Patrick Vallance
- 27 February: Royal Society of Edinburgh Diversity and Skills panel meeting
- 3 March: Royal Society of Edinburgh Council Meeting
- 14 March: Royal Society of Edinburgh meetings
- 14 March: Attended Royal Society of Edinburgh triennial dinner
- 25 March: Meeting with Chief Executive, Royal Society of Edinburgh
- 26 March: Meeting with Royal Society of Edinburgh colleagues and leader of Scottish Labour Party.

### Other external engagement

- 20 February: Delivered Crichton Foundation Lecture – *“Reflections on changes, challenges and opportunities for the University of Glasgow and the Higher Education Sector over the past 15 years”*
- 21 February: VIP Cabinet Office Visit and Roundtable – AI & Digital in the Workplace. As part of this Cabinet Office visit, I welcomed the Chancellor of the Duchy of Lancaster to the University.
- 25 February: Regular catch up call with Director of the Scotland Office
- 26 February: Adam Smith Club Dinner – Keynote Speaker - *“Aspects of the World Economy and increasing geopolitical tensions”*
- 28 February: Meeting with one of our local MPs
- 2 April: Royal Economic Society – attended Council meeting
- 3 March: David Hume Institute Presidents Dinner
- 4 March: Universities Scotland / Chief Scientific Adviser: Health Research Roundtable meeting
- 5 March: Conference and Dinner with Italian Ambassador, Former Italian Prime Minister Mario Monti, and Financial Times Chief Economic Commentator
- 13 March: Chaired Royal Economic Society Board meeting

- 13 March: Welcomed the Chancellor of the Exchequer to the University, and had the opportunity to brief her on UofG activity and priorities.
- 25 March: Engagement with Special Adviser, HM Treasury
- 26 March: Met with Cabinet Secretary Net Zero and Energy and briefed on University research activity in this area.
- 27 March: Introductory meeting with new Chief Executive of SFC.
- 27 March: Hosted dinner for Committee of Scottish Chairs
- 28 March: Universities Scotland Future Funding working group meeting
- 28 March: Meeting with Universities Scotland and group of Scottish Principals.
- 2 April: Attended British Academy SHAPE (Social Sciences, Humanities and Arts for People and the Economy) conference – I spoke on a panel with other representative of the devolved nations regarding “*Devolution in teaching, education & research*”.

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

- 1 March: Introduced Cardinal Winning Lecture 2025
- 4 March: Internal Fundraising Advisory Board Meeting
- 4 March: Delivered Stevenson Lecture – “*Geopolitics and Global Economic Shocks: the prospects for the world economy*”
- 7 March: Presented the World Changing Glasgow Alumni Award
- 14 March: Income Growth Board meeting
- 22 March: Hosted dinner in New York to thank alumni and major donors to the University
- 24 March: Meeting with Jewish Students Society & Chief Operating Officer
- 25 March: Catch up with Executive Director of Transformation
- 25 March: Workshop on UofG International Strategy
- 27 March: Understanding Racism and Transforming University Cultures internal event – gave a welcome to attendees
- 28 March: Catch up with the Chancellor Dame Katherine Grainger and the Chief Operating Officer
- 3 April: Recorded ‘SMG Conversations’ video for staff with DVC Academic, DVC External Engagement and Executive Director of Finance
- 3 April: Chaired Transformation Service Excellence Programme Board
- 3 April: Hosted 1451 Society lunch, for alumni and supporters who have made a legacy pledge in their will to the University.

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

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

### ***SMG Meeting of 24 February***

- Recruitment and Admissions
- TNE Opportunities
- High level government visits
- HE Sector Financial Benchmarking

- University Social Media Channels
- Innovation Cluster Development Fund

***SMG Meeting of 3 March***

- University Budget update
- Queen Elizabeth Prizes for Education – Institutional Submission

***SMG Meeting of 10 March***

- Health, Safety and Wellbeing Annual Report
- Professorial Zoning
- College of Social Sciences Online Programmes

***SMG Meeting of 18 March***

- Curriculum for Life
- College of Social Sciences: Planning for the Future
- James Watt Nanofabrication Centre Update
- US Government Announcements

***SMG Meeting of 24 March***

- Project SIERRA Business Case – Finance System Replacement
- REF 2029 People, Culture & Environment Pilot exercise
- Student activism
- Internal Communications re University Budget

***Monday 31 March – 31 April***

- SMG held a joint meeting at the University of Birmingham with their Executive Board.

***SMG Meeting of 7 April***

- Exam contingency planning
- AI Bots in professional meetings
- Wiley contract
- Smithsonian
- Internal Communications re University Budget
- Budget Update
- Free Speech

**7. Senior Management appointments**

Rachel Sandison, Deputy Vice-Chancellor (External Engagement) and Vice-Principal (External Relations), has been appointed the Scottish Government's Trade and Investment Envoy for International Education.

The announcement was made on 10 April by Richard Lochhead MSP, Minister for Business.

As part of the International Education Envoy's remit, Rachel will work to promote Scotland's academic institutions and research expertise and draw on her international connections to bridge universities with other global institutions to attract more students and staff to live, work and study in Scotland.

Rachel will also help identify opportunities for inward investment in Scotland's higher and further education sectors, boosting Scotland's academic and research capabilities.



University  
of Glasgow

# COURT

**Court Meeting:** 23 April 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 and the Organisational Change – SPSU Review 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 is sought in **Annex 1**.
- 2) Court is asked to approve a list of senior academic colleagues to be trained to sit on certain appeal panels (e.g. appeals against dismissal). The proposed list, attached as **Annex 2**, has been approved by both University Management and the campus Trade Union
- 3) Court is asked to approve **Annex 3**, which is a report made in compliance with Section 8 of the Gender Representation on Public Boards (Scotland) Act 2018
- 4) The Equality Outcomes Report was considered by Equality and Diversity Strategy Committee (EDSC) in March 2025 and Court is asked to note the report in **Annex 4**.

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

## Action Required:

- |                                     |   |
|-------------------------------------|---|
| <input checked="" type="checkbox"/> | <b>FORMALLY APPROVE - as per Annex 1, Annex 2 and Annex 3</b> |
| <input type="checkbox"/>            | FOR DISCUSSION  |
| <input checked="" type="checkbox"/> | 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

**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.

## Court – Wednesday 23 April 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 implemented in December and a re-audit took place between 8-9 April 2025. The audit went as well as could be expected and our legal adviser is confident of a positive outcome. At some stage in the near future, a lessons learned paper and an outline of proposed management and governance arrangements going forward will be presented to SMG and the Audit and Risk Committee.

##### *A.2 Court Effectiveness Review - Elected Academic Staff Regulations*

Court’s approval of the revised process and regulations for the election of academic staff members of Court is sought in **Annex 1**.

##### *A.3 Training for Dismissal Appeal Panel Members*

Court is asked to approve a list of senior academic colleagues to be trained to sit on certain appeal panels (e.g. appeals against dismissal). The proposed list, attached as **Annex 2**, has been approved by both University Management and the campus Trade Unions.

##### *A.4 Gender Representation Objective*

Court is asked to approve **Annex 3**, which is a report made in compliance with Section 8 of the Gender Representation on Public Boards (Scotland) Act 2018.

##### *A.5 Public Sector Equality Duty – Equality Outcome 2025-2029*

The Equality Outcomes Report was considered by Equality and Diversity Strategy Committee (EDSC) in March 2025. The report outlined the progress on the 2021-2025 Equality Outcomes, the internal and external factors influencing the proposed set of Equality Outcomes, and the consultation process conducted to involve and engage staff and students in setting our new Equality Outcomes for 2025-2029.

**Annex 4** provides an overview of this report.

#### SECTION B – ITEMS FOR INFORMATION / TO NOTE

##### *B.1 Organisational Change – Social and Public Health Science Unit (SPHSU) Review*

Court is asked to note that following discussion at its last meeting, our legal advisor from Shepherd and Wedderburn (S&W) was asked to provide an opinion in relation to the College’s EDI considerations and specifically the timing of the Equality Impact Assessment. Information relating to the project was shared with S&W and an advice note has been received. Their opinion is that the University has indeed demonstrated that the EDI impact of the approach being taken to the SPHSU

has been and is being appropriately considered in line with our legal and statutory obligations. They do not believe there to be any merit in a challenge to the EIA based on the timing of its conduct but emphasise that as the project remains in progress the Public Sector Equality Duty also continues to apply. The Transition Executive Group (TEG) will continue to review these matters as the project continues and an update report will be provided to the Organisational Change Governance Committee. The University will also follow through on the recommendations made by Professor Jill Morrison.

Separately constructive discussions have taken place with the Campus Trade Unions in relation to the formal dispute lodged by UCU. Agreement has been reached based on some changes to the approach being taken. A separate wider commitment has also been made to consider how the University might initiate approaches to pooled research roles in situations where the ongoing nature of the work and funding, matched with a wider need for certain specialist research work and skills, could enable this.

## *B.2 Head of School Appointments*

### *College of Social Sciences - Adam Smith Business School*

Professor Graeme Roy has been appointed as the interim Head of the School, from 14 April 2025 to 31 December 2025.

### *College of Arts and Humanities - School of Modern Languages & Cultures*

Professor Nina Parish has been appointed as the Head of the School for four years, from 1 August 2025 to 31 July 2029.

## *B.3 Death of a student in the School of Geographical and Earth Sciences (GES).*

The case has been reviewed and reassurance given that there is no systemic issue within GES or the wider University. A review of Credit Refused code usage over the past two years confirms this was an isolated incident. Two training sessions have been held with GES exam board representatives:

- The first, prior to the February board, involved direct support from the Chair of the Academic Regulations Committee to ensure procedures were correctly followed.
- The second covered the roles and responsibilities of exam boards, regulatory compliance, handling exceptional cases, and compassionate communication.

A follow-up session is planned ahead of the May exam board to support ongoing compliance.

This training, initially developed for GES, will be rolled out University-wide in advance of the May boards, targeting exam board chairs and assessment officers. The delivery format is being finalised.

Finally, the student's family has requested further information, which we are now compiling.#

#### B.4 SRC Election

The following candidates were successful in the Spring 2025 SRC elections and will take up sabbatical officer posts on 1 July 2025:

- President Duncan Calvert
- VP Education Ayush Garg
- VP Student Support Frank Chen
- VP Student Activities Vacant – election to be re-run

#### B.5 Convener's Business

A summary of activities undertaken by the Convener from 20 February to 23 April 2025 is listed below.

Convener of Court – Gavin Stewart

Summary of Business from 20 February 2025 to 23 April 2025

Date	Meeting	Location
24 February	Periodic Subject Review: Music	Glasgow
	UKVI Audit Discussion	Glasgow
13 March	Discussion re SPID	Virtual / Phone Call
14 March	Catch up with The Principal	Virtual/Phone Call
18 March	Meeting re Project Sierra	Virtual / Phone Call
26 March	Finance Committee Pre-Meeting	Virtual
	Meeting with Paula McKerrow	Glasgow
	Meeting with Mary Jane Brouwers	Glasgow
	Meeting with Amber Higgins/David Duncan regarding Organisational Change Governance Committee	Glasgow
	Finance Committee	Glasgow
27 March	Pre Court Officer's Meeting	Virtual
	Meeting with Tara Brendle/Dan Haydon	Glasgow
	Meeting with Eric Yeatman	Glasgow
	Committee of Scottish Chairs	Glasgow
	Committee of Scottish Chairs - Dinner	Glasgow
3 April	Catch up with The Principal	Virtual/Phone Call

7 April	Court Governance Working Group	Virtual
7-9 April	UKVI audit progress calls	Virtual
23 April	Court Agenda Meeting	Glasgow
	Court Staff Members Meeting	Glasgow
	Court Lay Members Meeting	Glasgow
	Meeting with Professor Andy Schofield	Glasgow
	Court Pre Briefing	Glasgow
	Court	Glasgow
	Court Dinner	Glasgow



**Court Meeting:** 23 April 2025  
**Document Title:** Court Effectiveness Review – EASM Regulations  
**Responsible:** Amber Higgins, Head of Court Office and Clerk of Court

## Executive Summary:

Following discussion at the last Court meeting, comments were received from a Court member which have been discussed at the Court Governance Working Group. The updated regulations are attached in **Annex 1b**.

The changes bring the regulations inline with the Convener of Court and Rector's election. The Nominations Committee and Court Governance Working Group have both reviewed and provided comments on the EASM Regulations and support the approval of the regulations.

The changes following the last Court meeting are highlighted in Annex 1b. **Court's approval** is now sought for the revised process and regulations for the Elected Academic Staff Members (EASM).

## Action Required:

- FORMALLY APPROVE Annex 1a - Elected Academic Staff Members of Court Rules**
- 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:**

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



# 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	<del>TBC April 1 March</del> 2025
Last reviewed	2025
Owner	Court Office
Date of next review	Prior to any Vacancy arising

# 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](mailto: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 and excluding affiliate, honorary and visiting 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 and excluding affiliate, honorary and visiting staff’.

- 2.2. Amongst the five EASMs, there must be at least one EASM 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 by the Nominations Committee 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 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.
- 3.4 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.

- 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.

- 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)d) 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. The use of unsolicited email correspondence via~~

non-personal mailing lists (e.g. university, college, school, Union email lists), or University, SRC or Union administered social media pages/groups, by or on behalf of the candidate, 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 non-financial or financial inducements~~free or discounted alcoholic drinks or illegal substances for~~ to 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](mailto: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](mailto: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

<b>Role description</b>	
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.	
<b>Role responsibilities</b>	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.

<b>Role description</b>	
The <b>Senior EASM on Court (SEASM)</b> is selected by the current members of EASM (EASM) and organises the work to be carried out by each EASM every academic year.	
<b>Role responsibilities</b>	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, <u>following discussion with the elected academic staff representatives on Court, -make recommendations to the Nominations Committee in relation to the EASM staff representatives to be allocated to <del>to all</del> 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.-</u>
	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.	<del>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.</del>
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.

**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.



University  
of Glasgow

# COURT

**Court Meeting:** 23 April 2025  
**Document Title:** Training for Dismissal Appeal Panel Members  
**Responsible:** Chris Branney (Head of Policy & Employee Relations)

## Executive Summary:

University Court are asked to approve an identified grouping of senior academic colleagues to be trained (by People & Organisational Development) to sit on certain appeal panels (e.g. appeals against dismissal). The proposed grouping (**attached at Annex 2b**) has already been approved by both University Management and the campus Trade Unions.

The **final approval of Court is now required** in order to comply with University Ordinance No. 205 (Employment Matters) which states that appeals against dismissal by those engaged in teaching, the provision of learning or research are to be heard by “a panel including a senior member of academic staff, drawn from a grouping proposed jointly by University management and the recognised trade union(s) and approved by the University Court”.

## Additional Detail

A number of University procedures can lead to employees being dismissed (e.g. disciplinary procedure, absence management) and these processes include mechanisms which permit individuals to appeal against the outcome.

Appeals generally are heard by an independent and typically more senior manager whilst appeals against dismissal carry an additional stipulation in that they are required to be heard by a panel of two. This panel consists of a Chair (being a more senior member of University staff at a minimum of grade 7) and an “appropriately trained employee”. This well-established position applies in all cases however relevant University policies (e.g. Disciplinary Procedure) contain an additional clause, derived from University Ordinance No. 205, which states the following (of the “appropriately trained employee”):

*“For employees engaged in teaching, the provision of learning or research, the trained employee will be a senior member of academic staff drawn from a grouping proposed jointly by University Management and the recognised Trade Union(s) and approved by Court”.*

Historic approved lists have, due to attrition, reduced in size thus necessitating a further round of training to grow a pool that meets the above conditions. University management have consulted with campus Trade Unions and have agreed a jointly proposed grouping (attached at Appendix 1). University Court is now asked to review and approve this list in order that training for the named individuals may proceed, in compliance with the policy position (and in compliance with Ordinance No 205 – Employment Matters).

**Action Required:**

- FORMALLY APPROVE
- FOR DISCUSSION
- TO NOTE/FOR INFORMATION

**Resource Implications:** Delivery of training for those identified will be delivered through existing resources with no additional budget implications. If the list is not approved then future ability to arrange compliant appeal panels will be increasingly strained due to the dwindling pool of currently trained colleagues.

**Risk and Assurance:** N/A

**University Strategy:** The paper (and proposed mechanism within) align with the people-centred nature of the theme of 'Community' under the University Strategy, particularly with regard to leading with our values (inc honesty, integrity and fairness in our processes).

**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.

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

**Appendix 1 - Proposed Dismissal Appeal Hearing Members (April 2025)**

**College of Arts & Humanities**

Professor Jo Gill	College of Arts & Humanities	Vice Principal & Head of College
Professor Ann Gow	School of Humanities	Professor of Information Studies
Professor Nick Fells	School of Culture & Creative Arts	Professor of Sonic Practice
Professor Roibeard O'Maolalaigh	School of Humanities	Professor of Gaelic

**College of MVLS**

Professor Aileen Bell	School of Medicine, Dentistry & Nursing	Head of the Dental School Professor of Oral Surgery
Professor Chris Halsey	School of Cancer Sciences	Professor of Paediatric Haemato-Oncology & Head of School
Professor Christian Delles	School of Cardiovascular & Metabolic Health	Head of School (Cardiovascular & Metabolic Health)
Professor Ewan Cameron	School of Biodiversity, One Health & Veterinary Medicine	Deputy Head of College of MVLS / Professor of Molecular and Cellular Oncology
Professor Helen Walden	School of Molecular Biosciences	Professor of Structural Biology, Head of School (Molecular Biosciences)
Professor Matthew Walters	School of Medicine, Dentistry & Nursing	Professor of Clinical Pharmacology & Head of School
Professor Maureen Bain	School of Biodiversity, One Health & Veterinary Medicine	Professor of Comparative Anatomy and Histology & Dean of Learning and Teaching
Professor Roman Biek	School of Biodiversity, One Health & Veterinary Medicine	Professor of Disease Ecology and Molecular Epidemiology
Professor Stuart Nicklin	School of Cardiovascular & Metabolic Health	Professor of Cardiovascular Molecular Therapy

**College of Science & Engineering**

Professor Andrew McBride	School of Engineering	Professor of Computational Mechanics
Professor Craig Buttar	School of Physics & Astronomy	Professor of Experimental Particle Physics
Professor Justin Hargreaves	School of Chemistry	Professor of Catalytic Materials Chemistry
Professor Muhammad Imran	School of Engineering	Professor of Communication Systems/Dean of Graduate Studies
Professor Phil Trinder	School of computing Science	Professor of Computing Science
Professor Rado Simitev	School of Maths & Stats	Professor of Applied Mathematics
Professor Steven Neale	School of Engineering	Professor of Micro Engineering

**College of Social Sciences**

Professor Duncan Ross	School of Social & Political Sciences	Professor - Economic & Social History/Dean of Learning & Teaching & Deputy Head of College
Professor Graeme Roy	Adam Smith Business School	Professor in Economics/Dean of External Engagement & Deputy Head of College
Professor Irene-Marie Esser	School of Law	Professor of Corporate Law and Governance/Dean of Graduate Studies
Professor Melanie Simms	Adam Smith Business School	Professor of Work & Employment/Dean of Research & Deputy Head of College
Professor Nicola McEwen	Centre for Public Policy	Professor of Public Policy

**University Services**

Professor Chris Pearce	Office of the Vice Principals	Vice Principal for Research & Knowledge Exchange
Professor Moira Fischbacher-Smith	Office of the Vice Principals	Vice-Principal (Learning & Teaching)
Professor Murray Pittock	Office of the Vice Principals	Pro-Vice Principal (Special Projects)



University  
of Glasgow

# COURT

**Court Meeting:** 23 April 2025  
**Document Title:** Gender Representation Objective  
**Responsible:** Amber Higgins, Head of Court Office and Clerk of Court

## Executive Summary:

The University is required to report on an annual basis compliance with Section 8 of the Gender Representation on Public Boards (Scotland) Act 2018 which is outlined in **Annex 3**.

The Court of the University of Glasgow, being the appointing person under the [Gender Representation on Public Boards \(Scotland\) Act 2018](#) (the 'Act'), affirms that it has met the gender representation objective.

The report will be published on the University website following approval by Court.

## Action Required:

- FORMALLY APPROVE of Annex 3b - Gender Representation Objective**
- 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:** Gender Representation on Public Boards (Scotland) Act 2018

Supporting Information: n/a

<b>Classification:</b>	<input checked="" type="checkbox"/>	OPEN
	<input type="checkbox"/>	CONFIDENTIAL
	<input type="checkbox"/>	STRICTLY CONFIDENTIAL

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

## **Gender Representation Objective**

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

The Court of the University of Glasgow, being the appointing person under the [Gender Representation on Public Boards \(Scotland\) Act 2018](#) (the 'Act'), affirms that it has met the gender representation objective.

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

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

From the date of Royal Assent of the Act to the date of this report there have been 6 recruitment processes to fill lay vacancies on the University Court. Four vacancies have been filled by a female candidate.

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

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

The Nominations Committee continues to take steps to increase the female membership and in the most recent round of recruitment for co-opted lay members in Summer of 2024 we received a total of 20 applications – 14 male and 6 female, with 5 candidates shortlisted and 2 females appointed to Court. Applicants were actively encouraged from women, using a range of online routes including: Women on Boards, Advance HE Board Vacancy Portal, Public Appointments Scotland, as well as other discipline-specific websites.

#### **Court's commitment to diversity**

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



University  
of Glasgow

# COURT

**Court Meeting:** 23 April 2025  
**Document Title:** Equality Outcomes 2025 - 2029  
**Responsible:** Equality and Diversity Strategy Committee (Principal, Sir Anton Muscatelli)

## Executive Summary:

By virtue of the Equality Act 2010, the University is bound by the Public Sector Equality Duty (PSED).

The PSED is underpinned by additional, devolved, specific duties. The Scottish specific duties require the University to publish equality reports every two years from April 2013, and a set of equality outcomes every four years. The aim of the Scottish specific duties is, in part, to support the effective adherence to and advancement of the general PSED.

This report presents the University's Equality Outcomes for the forthcoming four-year period from 2025-2029.

Court is asked to note the report in **Annex 4b**.

## Action Required:

- |                                     |                         |
|-------------------------------------|-------------------------|
| <input type="checkbox"/>            | FORMALLY APPROVE        |
| <input type="checkbox"/>            | FOR DISCUSSION          |
| <input checked="" type="checkbox"/> | TO NOTE/FOR INFORMATION |

**Resource Implications:** Resource implications for advancing the equality outcomes are detailed in relevant University action plans underpinning the outcomes.

**Risk and Assurance:** These reports support compliance with legislative reporting duties under the Equality Act 2010 via fulfilment of the Public Sector Equality Duty.

**University Strategy:** Equality Outcomes align with several strategic imperatives, KPIs and objectives, including within World Changers Strategy 2020 -2025; Learning and Teaching Strategy 2020 -2025; Research Strategy 2022-2025; and People and Organisational Development Strategy

**Sustainability  
Implications/Assessment:**

**Student Experience:** Inclusion and Belonging from a key pillar of the Student Experience Strategy. The Equality Outcomes directly relate to an inclusive student experience.

**Equality Considerations:** The Equality Outcomes for part of our response to the Public Sector Equality Duty and the General Equality Duty under the Equality Act 2010.

**Supporting Information:**

<b>Classification:</b>	<input type="checkbox"/> OPEN
	<input checked="" type="checkbox"/> CONFIDENTIAL
	<input type="checkbox"/> STRICTLY CONFIDENTIAL

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The Public Sector Equality Duty Reports are Confidential until their publication on the University website at end April 2025.



# Public Sector Equality Duty – Equality Outcomes 2025-2029

## Introduction

The Equality Outcomes Report was considered by Equality and Diversity Strategy Committee (EDSC) in April 2025. The report outlined the progress on the 2021-2025 Equality Outcomes, the internal and external factors influencing the proposed set of Equality Outcomes, and, specifically, the University's response to Scottish Funding Council's and Equality and Human Rights Commission's National Equality Outcomes prescribed for the tertiary education sector for 2025 – 2029.

This paper provides an overview of this report. In addition, EDSC considered and approved the annual Staff Equality Monitoring Report, Gender and Equal Pay Gaps Report, and the biennial Mainstreaming Report – all legal requirements of the University's PSED reporting.

## 1. Equality Outcomes 2025 – 2029

### 1.1 Internal and External Influences

A range of internal and external influences shape and inform our strategic approach to equality and our Equality Outcomes. These include our equality data monitoring report, student data analytics, issues raised through our colleague and student equality networks and related equality groups, colleague and student experience survey results and other feedback obtained through online reporting tools and processes. Further, our plans and actions are similarly informed by guidance from Equality and Human Rights Commission (EHRC) on setting equality outcomes as well as sector-level research and reports on common equality challenges.

The most significant factor which has shaped Equality Outcomes 2025 – 2029 has been the Memorandum of Understanding (MOU) established between EHRC and the Scottish Funding Council (SFC). In 2020, EHRC and SFC developed, agreed and published a joint MOU and action plan, with the aim of tackling significant societal inequalities through sector-specific National Equality Outcomes (NEOs). This arrangement resulted in 17 NEOs prescribed by SFC for the tertiary education sector (16 for Higher Education Institutions (HEIs) to address those outcomes identified as 'Persistent Inequalities'<sup>1</sup>.

### 1.2 Addressing Persistent Inequalities

Many of the NEOs align with the work the University has been advancing through our 2021 – 2025 Equality Outcomes. Whilst we have made substantial progress in addressing those, the planned outcomes represent some of the most difficult and entrenched inequalities, such as those relating to disability, Gender-Based Violence (GBV) and structural and interpersonal racism. Further, these particular issues require a long-term perspective to achieve associated outcomes beyond a single reporting cycle in order to effect lasting impact. These are continuing outcomes in relation to which the

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<sup>1</sup> EHRC and SFC. 2023. [Tackling Persistent Inequalities Together](#)

institution has taken the opportunity to update and revise, taking account of progress to date, institutional learning and evidence-based identification of need. Several NEOs represent additional areas of focus for the University and are incorporated in our updated Equality Outcomes 2025 – 2029. Building a baseline measurement for these will form part of an outcomes framework currently under development in our Learning and Teaching Strategy.

### 3. Equality Outcomes 2025 – 2029

The table below sets out the University's Equality Outcomes for 2025-2029. These reflect ongoing work to tackle persistent inequalities; are reprioritised to signal areas in which we aim to accelerate the pace of change; and respond to the NEOs as detailed above. We will review progress in 2027 and adjust, revise or add any actions, as appropriate, in line with the requirements of the specific duties. Many of the Outcomes refer to further reports or action plans with the detail of the action included within these more significant pieces of work.

Equality Outcomes 2025-2029 (Relevant NEOs)	Action	Responsibility	Success Measures/Intended Impact
<p>1. Embed a whole university approach to addressing barriers to inclusion for disabled people ensuring they can access, engage with, and thrive in campus opportunities.</p> <p><b>(NEOs: 2.1-4.)</b></p>	<ul style="list-style-type: none"> <li>• Implement Student Disability Action Plan</li> <li>• Implement Colleague Action Plan</li> <li>• Improve data collection and reporting on students declaring a disability at point of application, enrolment and upon registration with SDS.</li> <li>• Build on student and staff communication and engagement targeting male mental health; review and update Mental Health Action Plan.</li> <li>• University-wide Campaign to address barriers to disability inclusion, enact education and awareness raising and increase understanding of the whole university approach to ensuring access and inclusion for disabled members of UofG Community.</li> <li>• Review membership of University Court to develop a baseline understanding of disability lived experience amongst representatives.</li> </ul>	<p>SMG; Disability Champion; Mental Health Champion; S&amp;AS; EDU; POD; ER</p>	<ul style="list-style-type: none"> <li>• Improved student satisfaction for Disability support evidenced through Student Experience Surveys, Service User feedback, NSS and engagement with SRC and Student Societies.</li> <li>• More robust data capture of disabled students across the student lifecycle.</li> <li>• Staff evaluation and feedback through improvement across Colleague Engagement scores for disabled respondents.</li> <li>• Continuous improvement in KPI 2030 on declarations rates for disabled staff.</li> <li>• Improvement in proportionate engagement with EAP and relevant student services by gender.</li> <li>• Baseline understanding of disability declarations amongst current Court members.</li> </ul>

<p>2. Advance our anti-racist approach to race equality work and continue to address structural inequalities.</p> <p><b>(NEOs: 4.1-4)</b></p>	<ul style="list-style-type: none"> <li>• Continue to advance <u>URTUC Action Plan</u> with a particular focus on tangible impact through: <ul style="list-style-type: none"> <li>○ Addressing Awarding Gap</li> <li>○ Enhancing Allyship</li> <li>○ Diversifying Recruitment</li> </ul> </li> </ul>	<p>SMG; Race Champion; Sanctuary Champion; EDU; ER– further details in the action plan.</p>	<ul style="list-style-type: none"> <li>• UK Minority Ethnic Staff KPI 2030</li> <li>• Adopt GTRSB Pledge</li> <li>• Success measures as detailed in the URTUC action plan.</li> </ul>
<p>3. Build on foundational work in delivering an engaging and enabling culture for women through continued focus on increasing percentage of senior women and actively tackling GBV on campus.</p> <p><b>(NEOs: 6.1-4)</b></p>	<ul style="list-style-type: none"> <li>• Senior women KPI 2030</li> <li>• Support Schools with Athena Swan Renewals and New Awards.</li> <li>• Upgrade Institutional Athena Swan award, due 2026.</li> <li>• Evaluate implementation of Morag Ross KC Report Recommendations and GBV Action Plan to identify progress and address any outstanding areas for action.</li> <li>• Continue to roll-out cyclical GBV campaigns and communications to ensure awareness of reporting and support mechanisms and processes.</li> </ul>	<p>SMG; Gender Champion; EDU; POD; HoS/DRI; S&amp;AS</p>	<ul style="list-style-type: none"> <li>• Senior women KPI</li> <li>• All Schools hold Athena Swan awards</li> <li>• Institutional Silver Athena Swan Award</li> <li>• Review outcome shows full implementation of Morag Ross KC Recommendations and GBV Action Plan.</li> <li>• Continued confidence in online reporting systems as evidenced through usage</li> </ul>

<p>4. Cultivate a welcoming, inclusive, and connected UofG community environment in which all colleagues and students feel respected, supported, and celebrated.</p> <p><b>(NEOs: 3.1; 5.1; 7.1)</b></p>	<ul style="list-style-type: none"> <li>• Devise pre-enrolment material for students outlining expected behaviours.</li> <li>• Update policy and guidance frameworks to support a balanced and lawful approach to ensuring colleagues and students can exercise their rights and freedoms whilst also providing a campus culture that does not tolerate discrimination or harassment.</li> <li>• Provide relevant training on Antisemitism and Islamophobia in line with identified need and best practice approaches.</li> <li>• Continue to support activities of staff and student LGBT+ Networks to foster inclusion and belonging.</li> <li>• Engage with EHRC/SFC Thematic Reviews of relevant NEOs.</li> </ul>	<p>S&amp;AS; POD; All Equality Champions; EDU; ER</p>	<ul style="list-style-type: none"> <li>• Rollout of pre-enrolment material for students.</li> <li>• Mandatory training completion rates continue to show &gt; 95% engagement.</li> <li>• Revise Dignity at Work and Study Policy and Guidance Framework, to support an inclusive culture.</li> <li>• Colleagues and students from relevant protected characteristic groups report a positive campus experience through colleague engagement surveys, student surveys, consultation with relevant equality groups and Networks.</li> <li>• Improved declaration rates for Sexual Orientation and Gender Reassignment.</li> </ul>
<p>5. Enhance accessible and inclusive learning and teaching experience which promotes a global curriculum that is reflective of our community.</p> <p><b>(NEOs: 1.1; 2.1-2; 4.2)</b></p>	<ul style="list-style-type: none"> <li>• Embed and systematise the use of our data analytics on student success (including on Age) to influence future decision making.</li> <li>• Continue to provide CPD and use insights from PET to support decolonising the curriculum ambitions in URTUC action plan.</li> <li>• Mainstream accessibility through implementation of the ongoing review of revised AILP.</li> <li>• Maximise opportunity for inclusive assessment through professional development and support.</li> </ul>	<p>VP L&amp;T; S&amp;AS; Deans L&amp;T; PIA</p>	<ul style="list-style-type: none"> <li>• Established reporting mechanisms and dashboards to identify and monitor actions required to improve outcomes for students.</li> <li>• Embedding commitment to awarding gap and DtC in Inclusive Learning Experience strand of strategic L&amp;T activity.</li> <li>• Implementation of the PET and Learning Through Assessment Framework</li> <li>• Continuous review of the AILP.</li> <li>• Review experiences through analysis of Student Voice Framework.</li> </ul>



University  
of Glasgow

# COURT

<b>Court Meeting:</b>	23 April 2025
<b>Document Title:</b>	Report of the meeting of Student Experience Committee held on 22 January 2025.
<b>Responsible:</b>	Dr David Duncan (Deputy Vice Chancellor and Chief Operating Officer) and Mr Pablo Morán Ruiz (SRC President).

## Executive Summary:

### 1. Student Bodies

**SRC (Student Representative Council):** Key activities and initiatives were reported including the Advice Centre handling over 300 cases since mid-November and SRC participation in the Learning & Teaching Committee away day. 55 Community and Inclusion events had taken place. Events for Disability Month and 16 Days of Activism Against Gender-based Violence.

**GUSA (Glasgow University Sport Association)** Membership had reached 12,117 members. Accessible swimming sessions and women's only swimming hour remained popular. Repair work was ongoing on the hockey pitch and GUSA offices

**GUU (Glasgow University Union):** Mr Wilson presented on the 'GUU and the Student Experience' and gave an overview of the student-led board and range of activities offered. Freshers week, Daft Friday and the community meals initiative were all highlighted and the GUU's role as key social hub emphasised.

**QMU (Queen Margaret Union):** The successful 16 Days of Activism Against Gender-based Violence programme was reported on, alongside preparations for the upcoming elections and installation of new lockers.

**Dumfries:** 12 events had been held as part of refreshers week and a Winter Ball had taken place. Café Rutherford was temporarily closed, and discussions were ongoing to resolve the situation.

### 2. Update on Student Numbers

Student numbers for 2024/25 had largely increased compared to the previous year with a small decrease noted in Home and RUK (Rest of UK) postgraduate taught students. Members stressed the need for sustainable growth. It was anticipated that 2025 student numbers would not exceed those of 2024.

### 3. Cost of Living Action Group

More regular meetings of the group were planned, alongside an expanded membership. The next COLAG meeting would review the latest COLAG report and discuss future plans.

### 4. Student Experience Strategy

An update was given on the Residential Life project, which had its remit expanded to include out-of-hours support. Implementation was paused pending approval of 2027/28 financing, with clarity on long-term funding needed. The Student Organisation Facility Improvement project faced delays, but design work set to begin in February. Four projects were nearing the

end of their initial two-year period and were due to be evaluated for continuation. 15 paid student internships had been awarded under the Community Inclusion Project.

**5. PGR Annual Report**

Ms Faisal provided an overview of the Postgraduate Research annual report of 2023-24. A slight increase in PGR numbers was noted. Updates to the PGR code of practice were detailed. The Research Services Directorate held an AI Townhall and published AI guidance. A sub-committee was formed to review PGR complaint handling, and a bespoke Moodle course was created for trusted research. Inkpath, an online training system, launched in September 2023. The PGR Support Survey 2023 and the PGR Experience Survey 2024 had just under 20% response rate, mostly from first-year students. Efforts to better engage later-stage PGR students were ongoing.

**Action Required:**

- FORMALLY APPROVE
- FOR DISCUSSION
- TO NOTE/FOR INFORMATION

- Resource Implications:** N/A
- Risk and Assurance:** N/A
- University Strategy:** Student Experience Strategy
- Sustainability Implications/Assessment:** N/A
- Student Experience:** The following items would improve the student experience: ongoing work and events offered by the student bodies and ongoing work on Student Experience Strategy projects.
- 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: 23 April 2025**

**Report of the meeting of Student Experience Committee held on  
22 January 2025**

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

**All items are for noting.**

**1. Updates from Student Bodies**

**1.1 SRC**

Mr. Morán Ruiz reported on key activities and initiatives. The Learning and Teaching Committee Away Day included an SRC-led workshop on student growth's impact on assessment and support. The World Changers Need Access campaign continued advocating for campus accessibility. Fraser Building hours were extended for clubs and societies, and lockers were allocated at QMU. The Advice Centre had handled over 300 cases since mid-November, focusing on student conduct and academic appeals. A policy paper on the Progress Committee process was submitted, and a meeting with the University Credit Control Team was arranged. A revised Events and Communications Workshop was held, and SRC Volunteering hosted a coffee morning and developed workshops. The SRC and clubs held 55 Community & Inclusion events with over 1,250 students attending. Forty-six grant applications were submitted, with 28 grants awarded, benefiting at least 2,500 students. Disability History Month offered more events and led to the affiliation of the Disabled's Students' Society. The 16 Days of Activism Against Gender-based Violence took place, with over 770 students attending. Exam distress events and 25 Welcome events, including six targeted at specific student groups, were also held.

**1.2 GUSA**

Mr. Kirkpatrick reported that GUSA membership had reached 12,117 members, including 8,816 students, 1,171 staff, and 2,130 external members, with an increase following refreshers week. There were 6,045 club memberships and 4,764 individual club memberships. Accessible swimming sessions and women's only swimming hour remained popular, with a waiting list for the latter. GUSA secured funding from the Team U of G Together Internship Fund. Repair work was ongoing on the hockey pitch and GUSA offices. The 2025 GUSA survey was to be launched to inform the UofG Strategy for Sport, with focus groups also planned. Additionally, a new partnership with Partick Thistle football club was offering discounted tickets to students.

**1.3 GUU**

Mr. Wilson presented on 'GUU and the Student Experience' highlighting the GUU's structure, facilities, and activities that enhance student life. He detailed the student-led board and the diverse range of activities offered, including competitive and non-competitive debating, games like chess and quizzes, student publications, comedy nights, film showings, and live music. During Freshers week, 10 days of activities were organized with the help of 140 Freshers' helpers. The annual Daft Friday event, created and run by student volunteers, was

also mentioned. The GUU provided free community meals for over 150 people, safe/quiet spaces for students, exam distress sessions, and collaborations with charities. Mr. Wilson emphasized the GUU's role as a key social hub on campus. The Chairs thanked him for his comprehensive presentation and his contributions as GU president.

#### **1.4 QMU**

Mr. Dodd reported on the successful 16 Days of Activism Against Gender-based Violence programme, which included a short film by Glasgow Girls Club as part of a campaign against violence towards women and girls, in collaboration with Glasgow City Council. The QMU hosted a popular adult pantomime by North East Adult Pantomime. Preparations for the upcoming elections were underway. The newly installed lockers were in high demand, though some users had difficulty locating them.

#### **1.5 Dumfries**

The Committee welcomed Ms. Davies, the Student Engagement Coordinator in the School of Social & Environmental Sustainability. Ms. Davies reported that 12 events, including art, fitness, and sport sessions, were held during refreshers week. A successful Winter Ball was attended by 100 students, and preparations for the July Graduation Ball had begun. Planning for the Spring Fling Ball on April 12 was also underway. Café Rutherford was temporarily closed due to staff illness, with ongoing discussions between Catering, the Head of Commercial Service, and the Head of School to resolve the situation based on student feedback and SRC lobbying.

### **2. Update on Student Numbers**

Ms. Fernandes reported a 6% increase in Home undergraduates, a 26% increase in RUK undergraduates, and a 33% increase in International undergraduates for 2024/25. Postgraduate Taught numbers showed a 1% decrease in Home/RUK students and a 27% increase in International students. Despite recruitment challenges, efforts by External Relations and University colleagues were praised. Student content was highlighted as crucial for engagement.

Members inquired about planning for student services, with Dr. Duncan noting budget considerations at school and central levels. Although student numbers stabilized since 2022, concerns about using 2022 as a baseline were raised. Discussions included the potential for lowering English Language requirements, but maintaining standards was emphasised. Members stressed the need for sustainable growth and requested advance access to student numbers at future Committee meetings. Dr. Duncan mentioned the difficulties in international recruitment, with many universities facing restructuring. It was anticipated that 2025 University of Glasgow student numbers would not exceed those of 2024.

### **3. Cost of Living Action Group**

Mr. Struan has taken over reporting duties for the Cost of Living Action Group (COLAG) from Mr. Buckland, who was thanked for his contributions. More regular meetings were planned alongside an expanded membership, which had been discussed with the SRC. The next meeting would review the latest COLAG report, confirm the expanded membership, and plan future discussions.

### **4. Student Experience Strategy**

Mr. Jones updated the committee on the Residential Life project, which had its remit expanded to include out-of-hours support. Implementation was paused pending approval of 2027/28 financing, with clarity on long-term funding needed. The Student Organisation Facility Improvement scoping exercise, surveying the John McIntyre, QMU, and GUU, faced delays but was close to starting, with design work set to begin next month.

Four projects—the Tech Bar, Echo Hub, NHS mental health partnerships, and club and society improvements—were nearing the end of their initial two-year period and were being evaluated for continuation, with positive feedback so far and future funding options being explored. Additionally, 33 applications were received, and 15 paid student internships were awarded under the Community Inclusion Project.

## **5. PGR Annual Report**

Ms. Faisal provided an overview of the Postgraduate Research (PGR) annual report, noting a slight increase in PGR students to 3,115 and 1,406 thesis pending students in 2023. Updates to the PGR code of practice were detailed, and the Scottish Graduate School of Social Sciences (SGSSS) received five new PhD cohorts from the ESRC. A UKRI survey covered future funding and other key areas, with the University of Glasgow already addressing most elements.

The Research Services Directorate held an AI Townhall and published AI guidance. A sub-committee was formed to review PGR complaint handling, and a bespoke Moodle course was created for trusted research. Inkpath, an online training system, launched in September 2023, and the Ecosystem project began in January 2024 to streamline PGR processes. A SharePoint site for PGR communication launched in October 2024.

The PGR Support Survey 2023 had 19.9% engagement, mostly from first-year students, with positive feedback on supervisor relationships. The PGR Experience Survey 2024 had 17.2% engagement, with positive feedback but concerns about community and interaction opportunities. Efforts to better engage later-stage PGR students were ongoing.

Members suggested summarizing key findings in future reports and using focus groups for feedback. Concerns were raised about underrepresentation of part-time and non-native English-speaking students. Ms. Faisal noted ongoing efforts to utilize survey findings constructively



University  
of Glasgow

# COURT

**Court Meeting:** 23 April 2025  
**Document Title:** Report of the meeting of Student Experience Committee held on 11 March 2025.  
**Responsible:** Dr David Duncan (Deputy Vice Chancellor and Chief Operating Officer) and Mr Pablo Morán Ruiz (SRC President).

## Executive Summary:

### 1. Updates from Student Bodies

**SRC (Student Representative Council):** The Advice Centre assisted over 300 student cases since mid-January. The spring election saw a record 54% increase in turnout, and there were 877 nominations for the Volunteering Clubs and Societies Awards. Visits to UESTC campuses evaluated student experiences, and a student referendum on arms divestment was scheduled. The SRC's Community Inclusion work was highlighted.

**GUSA (Glasgow University Sports Association):** As of the end of February 2025 there were 12,612 sports members. Upcoming events included Rugby Varsity and Glasgow Taxis Cup. The recent elections had seen an increased turnout with 2,700 unique voters.

**Dumfries:** A successful Burns Night had taken place and upcoming events included a graduation ball and potential Spring Fling. The website would soon be refreshed with new images.

**GUU (Glasgow University Union):** New president Angus MacDonald was welcomed. Recent elections had seen 611 members voting. The GUU had become the most followed student union on Instagram. Recent events had included February's Month of Games and the Community Meals programme.

**QMU (Queen Margaret Union):** Mr Dodd presented on how the QMU contributes to the student experience, providing an overview of activities, committees and facilities.

### 2. Cost of Living Action Group

Members considered the Cost of Living 2024 report and expressed interest in further analysing survey data to understand the impact on students' progression and future prospects.

### 3. Student Experience Committee

Six projects had been delivered with four due for evaluation and two being one-off projects. Six projects were currently in delivery. Upcoming projects included Residential Life & Facility Support Reimagined and Student Organisation Facility Development Scoping.

### 4. Update on Student Numbers

The recruitment landscape for 2025/26 remained challenging with a decrease in international postgraduate students forecast. Conversion and Clearing campaigns were planned and the importance of social media in attracting applications highlighted.

### 5. Complaints Annual Report

Ms Barnes, Head of Complaints Resolution Office, provided an overview of the Complaints Handling Procedure Annual Report 2023-24. Enhancements at the triage stage and improved response times were noted.

**6. Any Other Business**

Members discussed student concerns regarding the Safe Zone app, highlighting feelings of discrimination against international students and privacy issues. The creation of further resources to reassure students about the app’s purpose and use were discussed.

**Action Required:**

- FORMALLY APPROVE
- FOR DISCUSSION
- TO NOTE/FOR INFORMATION

**Resource Implications:** N/A

**Risk and Assurance:** N/A

**University Strategy:** Student Experience Strategy

**Sustainability Implications/Assessment:** N/A

**Student Experience:** The following items would improve the student experience: ongoing work on Student Experience Strategy projects; ongoing work and events offered by the student bodies; improved complaints handling procedures and continued communication around the Safe Zone app.

**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.

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



## University of Glasgow

Court: 23 April 2025

### Report of the meeting of Student Experience Committee held on 11 March 2025

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

All items are for noting.

#### 1. Updates from Student Bodies

##### 1.1 SRC

Ms. Wilson reported that the Advice Centre assisted over 300 student cases since mid-January, with 23% related to academic appeals and 14% to student conduct issues. The spring election saw a 54% increase in turnout, the highest since 2017, and there were 877 nominations for the Volunteering Clubs and Societies Awards, a 32% increase compared to last year. Visits to UESTC campuses aimed to evaluate student experiences, and a student referendum on arms divestment was scheduled for 26-27 March. Ms. Duane highlighted the SRC's Community Inclusion work. Support had been provided to 55 club societies, doubling grant applications. Events including a hair braiding workshop, Holocaust Memorial Day, and Chinese Culture Week had been organised, along with collaborations with various societies. Disability History Month led to the formation of the Disabled Student Society, and other events including Diwali, Halloween, and Black History Month saw increased engagement. Future plans include utilising a new podcast studio, Student Refugee Week, and Ramadan activities.

##### 1.2 GUSA

Mr. Kirkpatrick reported that at the end of February the University of Glasgow had 12,612 sport members, with 9,500 of that number being students involved in university clubs. Upcoming events included Rugby Varsity against the University of Strathclyde and the Glasgow Taxis Cup, featuring 20 sports and participants from Strathclyde and Glasgow Caledonian University. Fifteen clubs were engaging with 18 schools in Glasgow, notably through the charity Rising Stars. International Women's Week featured extra women's-only sessions. The recent election saw increased turnout with 2,700 unique voters. A February survey received over 1,000 responses and would inform the sports strategy and action plan. Progress on resolving hockey pitch issues and boat storage was ongoing and work on the GUSA offices was due to begin.

##### 1.3 Dumfries

Ms. Davidson reported that Dumfries welcomed a successful visit from the Indonesian Society, funded by the student-led activity fund. January's well-attended Burns night allowed

international students to practice ceilidh dancing with local organisations. GUDU was in the process of finalizing SRC affiliation. Upcoming events included drag bingo, a graduation ball, and a potential spring fling. A recent marketing photoshoot was expected to refresh the website with new images.

#### **1.4 GUU**

The Committee welcomed Mr. Angus MacDonald, the new GUU President, who reported that the annual election on 6 March saw 20 candidates run for positions, with 661 members voting in-person. For International Women's Week, a debate for women and gender minorities was hosted. Parliamentary debates continued, and the competitive debating team entered national Scottish competitions. The GUU became Scotland's most followed student union on Instagram. February's Month of Games included scavenger hunts, pool, snooker, and quizzes. The Community Meal programme provided 150 students with free meals with future meals planned. Collaborations included events with the Feminist Collab, Successful Women at Glasgow, and the Challenge for Change.

#### **1.5 QMU**

Mr. Dodd presented on how the QMU contributes to the student experience, detailing the board of management's oversight of student and commercial activities. The Tech Team, the only committee to pay students, provided technical support for events and external bookings and offered valuable training and experience. The venue recently improved its sound systems and continued to host numerous live bands. Commercial outlets included a café, bar, and an Asian Fusion Restaurant which was undergoing refurbishment. Members were particularly interested in the Tech Team. The Committee thanked Mr. Dodd for his comprehensive presentation and his work as QMU president.

### **2. Cost of Living Action Group**

Dr. Struan submitted an overview of the COLAG meeting held on 11 February 2025, which focused on increasing student awareness of financial aid and support, with membership adaptations planned for cross-institution work. The next meeting on 17 March would review the Cost of Living Survey 2024 summary report and plan future activities. The survey highlighted financial pressures on students, with housing, food, and energy costs being primary stressors, impacting mental health, academic engagement, and decisions to continue studying. Many students were unaware of available financial assistance, and rising transport costs limited participation in activities. Members expressed interest in further analysing survey data to understand the impact on students' progression and future prospects.

### **3. Student Experience Strategy (Update)**

Mr. Jones updated the Committee on the Student Experience Strategy, noting that six projects had been delivered, with four due for evaluation and two being one-off projects. Six additional projects were currently in delivery, with evaluations scheduled for July 2026 or July 2027. Upcoming projects included Residential Life & Facility Support Reimagined and Student Organisation Facility Development Scoping. The strategy was 4% under budget,

which would allow for additional initiatives. Members expressed interest in reviewing evaluations and potentially considering extending projects to other campuses, including China.

#### **4. Update on Student Numbers**

Ms. Fernandes updated the Committee on the challenging recruitment landscape for 2025/26, noting optimism for meeting home undergraduate targets despite challenges. International undergraduate applications were up compared to the previous year and efforts were focused on nurturing and converting these applications. A clearing campaign was planned for UK and international students. Significant challenges were noted in the international postgraduate taught sector, with a forecasted 6% decrease in intake compared to the previous year. The need for social media content to showcase Glasgow's appeal was emphasised. Members raised concerns about the financial impact of student number shortfalls. The instability in the North American market and its impact on recruitment were discussed. Diversification efforts were ongoing, with East Asia remaining a key market, alongside increased investment in South Asia and North America.

#### **5. Complaints Annual Report**

Ms. Barnes, Head of the Complaints Resolution Office, presented the Complaints Handling Procedure Annual Report 2023-24. The report noted 721 incidents, with 314 eligible for the Complaints Handling Process. The number of reported incidents had increased year on year, highlighting the need for effective resolution. Enhancements at the triage stage ensured consistent treatment of first-time reports. The team focused on collecting granular data, particularly in finance, accommodation, and admissions, to better understand complaints. Support for students with disabilities or health concerns remained a priority, with disaggregated data providing targeted support. Improvements in response times were noted, though complex cases posed challenges. It was noted that only one complaint had been upheld by the Office of the Scottish Public Services Ombudsman (SPSO) in the past five years.

#### **6. Any Other Business**

Members discussed student concerns regarding the Safe Zone app, highlighting feelings of discrimination against international students and privacy issues. Professor Hendry explained that the app was adopted to meet UKVI obligations, which required different treatment of international students compared to UK students. He emphasised the goal of using the app for attendance monitoring without invading privacy. Members discussed the data management plan and the creation of further resources to reassure students about the app's purpose and use.

**Court Meeting:** 23 April 2025  
**Document Title:** Finance Committee Minutes on 26 March 2025  
**Responsible:** Jonathan Loukes

## Executive Summary:

Minutes of the meeting of the Finance Committee held on 26 March 2025.

The University Secretary provided an update on the current position of the SRI policy and the ongoing student protests. The Committee noted that the SRC was running a referendum on divestment, with results expected soon. The Committee agreed that the SRI Policy final draft would be circulated to members to review the amendments to Part 6 – Representations for approval prior to being submitted to the next Court meeting. This item will be discussed under **Agenda Item 7**.

The Committee received an updated on the SPID project. The Committee discussed the governance and financial aspects of a joint venture project for student residences and innovation spaces. The project involved developing university-owned land, including some listed buildings. The Committee approved the plan to seek a financial partner, with the university maintaining a minority stake to protect its borrowing capacity. The Committee also agreed that Court would receive an update on the Strategic Property Investment and Development project (SPID) and re-endorsement of the governance approach would be sought. This item will be discussed under **Agenda Item 6**.

The Executive Director of Finance provided an update on the Finance Strategy & Risk Update and presented the financial strategy. The Committee discussed the university's financial strategy, risks, and controls. The main financial risks were cash generation, cost control, and benefits realization. The Committee noted that the university was performing well compared to the sector in cash generation, but had opportunities for improvement in commercial activities and innovation. **Annex 1** provides a brief overview.

The Committee approved the investment request for £17.6m for Project SIERRA and noted that this would be put forward to Court for formal approval as the total Project spend was due to be over £25m. Further details on Project SIERRA can be found in **Annex 2** and Court's **approval for the investment request for £17.6m for Project SIERRA is sought**.

The Committee received an update on progress to ensuring that the University was compliant with international student visa regulations and noted the action plan which would be addressed by the time of the follow-up UKVI audit, scheduled from 8-10 April.

The Committee noted **Annex 3**– Director of Finance Report which summarised the current financial position.

<b>Action Required:</b>	
<input checked="" type="checkbox"/>	FORMALLY APPROVE
<input type="checkbox"/>	FOR DISCUSSION
<input checked="" type="checkbox"/>	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 – Finance Controls excerpt  
Annex 2 – Project SIERRA Report  
Annex 3 – Executive Director of Finance Report

<b>Classification:</b>	<input type="checkbox"/>	OPEN
	<input checked="" type="checkbox"/>	CONFIDENTIAL
	<input type="checkbox"/>	STRICTLY CONFIDENTIAL

The minutes of the meeting from 26 March 2025 can be released following the Court meeting.

Annexes 1, 2 and 3 – 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 Wednesday 26 March 2025**

**Present:**

Jonathan Loukes (JL(Chair)), Mary Jane Brouwers (MJB), Gregor Caldwell (GC), Laurie Foulds (LF), Prof Dan Haydon (DH), Stuart Hoggan (SH), Prof Simon Kennedy (SK), Pablo Moran Ruiz (PMR), Prof Anton Muscatelli (AM), Gavin Stewart (GS).

**In attendance:**

Prof Frank Coton(FC), Dr David Duncan (DD), Amber Higgins (Clerk), Angus Ross (AR), Martin Sinclair (MS), Nicola Cameron (For item FC/2024/42 only)

**Apologies:**

Peter Haggarty, Arleen McGichen, David Thompson.

**FC/2024/49. Summary of main points**

- DD provided an update on the current position of the SRI policy and the ongoing student protests. The Committee noted that the SRC was running a referendum on divestment, with results expected soon. The Committee agreed that the SRI Policy final draft would be circulated to members to review the amendments to Part 6 – Representations for approval prior to being submitted to the next Court meeting.
- GC provided an update on the Finance Strategy & Risk Update and presented the financial strategy. The Committee discussed the university's financial strategy, risks, and controls. The main financial risks were cash generation, cost control, and benefits realization. The Committee noted that the university was performing well compared to the sector in cash generation, but had opportunities for improvement in commercial activities and innovation.  
  
During the discussion the Committee noted the importance of market share, institutional reputation, and operational processes in attracting international students and the challenges of maintaining a top 100 university ranking and its impact on student recruitment. The Committee discussed the financial controls and risk management strategies for the university. The Committee agreed that maintaining a cash from operations target was seen as crucial for investment and future capacity.
- The Committee received an update on the SPID project. The Committee discussed the governance and financial aspects of a joint venture project for student residences and innovation spaces. The project involved developing university-owned land, including some listed buildings. The Committee approved the plan to seek a financial partner, with the university maintaining a minority stake to protect its borrowing capacity. The Committee also agreed that Court would receive an update on the Strategic Property Investment and Development project (SPID) and re-endorsement of the governance approach would be sought.
- The Committee approved the investment request for £17.6m for Project Sierra and noted that this would be put forward to Court for formal approval as the total Project spend was due to be over £25m. The Committee also approved the investment request for £331k in Causeway Therapeutics.

- The Committee received an update on progress to ensuring that the University was compliant with international student visa regulations and noted the action plan which would be addressed by the time of the follow-up UKVI audit, scheduled from 8-10 April.
- The Committee noted Paper 11– Director of Finance Report which summarised the current financial position.

### **FC/2024/50. 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; and Gregor Caldow as Chair of GUHL and the GUHL nominated Director of Causeway Therapeutics which has requested additional funding.

### **FC/2024/51. Minutes of the meeting held on Tuesday 28 January 2025**

The minutes of the 28 January 2025 meeting were approved.

### **FC/2024/52. Matters Arising**

#### *FC/2024/52.1 SRI Policy*

DD provided an update on the current position of the SRI policy and the ongoing student protests. The Committee noted that the SRC was running a referendum on divestment, with results expected soon. DD reported that feedback from UCU had been considered as part of the amendments to Part 6 - Representations which aimed to make the policy more inclusive and responsive to stakeholder concerns.

During the discussions the Committee noted that there was an ongoing student protest in the form of an encampment which had been organised by GUJPS. DD reported that the University had maintained dialogue with various student groups, emphasising the importance of peaceful protests and open communication. It was also noted that there had been a number of letters and emails sent to the University from various groups with a wide range of views. The University had responded by reiterating its commitment to allowing peaceful protests while liaising with the police for any activities on public roads or that disrupt University business such as blocking access to buildings, vandalism or disruption of teaching.

The Committee agreed that the SRI Policy final draft would be circulated to members to review the amendments to Part 6 – Representations for approval prior to being submitted to the next Court meeting.

### **FC/2024/53. Interaction with other Court Committees**

The Committee discussed interactions with other court committees, noting that there was good representation across committees with chairs of Audit & Risk, Estates & Sustainability, and IPSC present. The Committee noted that there was duplication of topics across committees however this was from different perspectives, so it was not felt that any changes were needed. The Committee agreed that bringing people together for joint sessions on major decisions and strategic items, like had been done for Keystone investment plans and Project Sierra, worked well.

The Committee agreed to review committee feedback in September as usual and noted at present no other changes were required.

### **FC/2024/54. Finance Strategy & Risk Update**

GC outlined Paper 6 – Finance Strategy & Risk Update and presented the financial strategy. The Committee discussed the university's financial strategy, risks, and controls. The main financial risks were cash generation, cost control, and benefits realization. The Committee noted that the university was performing well compared to the sector in cash generation but had opportunities for

improvement in commercial activities and innovation. Currently the university was dependent on international student income, particularly from China, which posed geopolitical risks.



The Committee agreed there were robust controls and reporting to mitigate and highlight risks. The Committee agreed that setting and maintaining a cash from operations target, which was seen as crucial for investment and future capacity. There was acknowledgement that while this is set at 14% in the financial framework this has often been a stretch target and there may need to be flexibility in this if there is significant short-term movements in tuition fee income. The Committee explored ways to enhance financial reporting, including providing greater visibility of costs and college positions and conducting scenario analyses for individual risks. The Committee also discussed the challenges of managing research funding and maintaining a balance between research and teaching activities with the annual TRAC return providing visibility to the committee. The Committee also acknowledged the importance of the revolving credit facility, along with the need to be aware of the covenants.

The Committee noted that the finance team were working to close a budget gap, with some additional challenges remaining and the next steps included a second round of meetings with budget holders, followed by a principal's budget meeting and with the final presentation to the Committee in May. A key focus would be on exploring opportunities to reduce consumable spending and improve operational efficiency and trim investment plans to maintain a positive cash flow and keep within the Financial Framework approved by the Committee.

#### **FC/2024/55. Recruitment Update**

GC outlined Paper 7 – Student Recruitment and the Committee noted that the institutional forecast on international students remained broadly in line with the January forecast and so no updates had been made to cash flow forecasts. It was also noted that the first major deposit deadline for PGT courses was on March 31 2025 and there was significant focus on conversion activity.

The Committee would be provided with an update at its next meeting.

#### **FC/2024/56. SPID Authorities Renewal**

GC and NC outlined Paper 8 – Commercial Funding Partner which detailed the background to the Strategic Property Investment and Development Board (SPID). The Committee noted that previously the University had approved entering into joint venture to redevelop Church Steet, with a deal to deliver this falling through in late 2022 due to economic uncertainty and high borrowing rates after the Truss budget. Since then the SPID board had been progressing work to redevelop Church Street and was set to relaunch selection of a JV partner.

The Committee discussed the governance and financial aspects of a joint venture project for student residences and innovation spaces. The project involved developing university-owned land, including some listed buildings. It was noted that it was important to maintain the university's involvement in the project due to its strategic nature and the need for pastoral care in student residences. The Committee noted the need to clarify the partner's role beyond just funding and to keep relevant committees informed of the project's progress.

The Committee approved the plan to seek a financial partner, acknowledging the redevelopment could not be self-funded without a significant impact on its borrowing capacity. It also acknowledged the commercial and broader student, academic and civic benefits from the projects. The Committee also agreed that Court would receive and updated on the Strategic Property Investment and Development Board (SPID) and re endorsement would be sought.

### **FC/2024/57. Investments Applications**

#### *FC/2024/57.1 Project SIERRA*

The Committee noted that joint workshop had been held with the Finance Committee and Audit & Risk Committee which discussed the implementation of a new Enterprise Resource Planning (ERP) system and research management system, considering the risks and benefits of a "Big Bang" implementation versus a phased approach. Members noted that discussions included the integration of ERP and research management systems, the four phases of the project, and the financial aspects of the project. Lastly, they discussed the engagement and risk management aspects of the project, emphasising the importance of early engagement, minimising customisation, and regular stand-ups.

AR provided a further update on Project SIERRA which was on track for Phase 1, with a planned end date of April 25. This phase had included initial project team stand up, governance board stand ups, business engagement sessions, early market assessment (product, tech, delivery and cost), detailed plan development and website and communications strategy development. Phase II was preparation for procurement of product and systems implementation partners which was already underway and was due to be concluded late summer.

The Committee discussed Phase II Business Case, which sought £17.6m to fund a full project team resourcing and noted that this had been approved by Investment Committee and IPSC. The Committee noted concerns about potential overruns, the need for cultural change, and the importance of keeping the Committee informed about project progress and any significant variations in spending.

The Committee approved the investment request for £17.6m and noted that this would be put forward to Court for formal approval as the total Project spend was due to be over £25m.

#### *FC/2024/57.2 Causeway Therapeutics*

GC declared an interest as he was currently chair of the GUHL Board and was the GUHL nominated director on the Causeway Therapeutics board. The Committee noted that a request was being made for an additional investment of £331k in a seed plus round of £2.3m being raised by Causeway Therapeutics from its existing investors. It was reported that should the £2.3m not be raised then the University would not contribute the additional investment. The Committee acknowledged the high risk associated with clinical trials and the potential risks and benefits of investing in spin-offs.

The Committee approved the investment request for £331k in Causeway Therapeutics.

### **FC/2024/58. UKVI Update**

DD outlined Paper 10 –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.

DD reported that he was confident in the progress made to date, highlighting that the University was in a significantly stronger position and assured the Committee that all actions outlined in the plan would be addressed by the time of the follow-up UKVI audit, scheduled from 8-10 April. The Committee noted that mock audits with external legal advisors had taken place in preparation for this and advice taken on challenging the scope of the audit with UKVI.

The Committee would be provided with an update at its next meeting.

### **FC/2024/59. Executive Director of Finance report**

#### *FC/2024/59.1 Director's Update*

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

- Maintenance Issues – the Committee noted that issues continued with the maintenance contract and that there were significant challenges. The contractor had now created a small works team to focus on specific service streams and was committing additional resources. Progress would continue to be monitored in line with the service level agreement.
- Banking Change – it was noted the University had successfully transitioned to the new BACS service. The Committee passed on their thanks to the Treasury Team who had worked tirelessly to ensure a smooth transition.
- Internal Audit Tender – the Committee noted that the tender for internal audit was launched on the 19 March with selection expected to be finalised in late May.

#### *FC/2024/59.2 Debtors*

A query was raised about the level of student debt which currently stood at £116m with sponsor debt at £35m. The Committee noted that if the £116m student debt, £92m of this related to students who were continuing to make regular payments through agreed plans. A concern was raised by the SRC President about the fee payment process and the emails that students received in relation to any debt. It was noted that these were often automated emails and sometimes the tone was harsh.

GC agreed to meet with the SRC President to discuss any concerns he may have.

### **FC/2024/60. Table of Actions**

<b>Action</b>	<b>Date Due</b>	<b>Notes</b>
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
Circulate final version of SRI policy for approval prior to being submitted to Court	March 2025	Executive Director of Finance
SPID renewal of the approval would be sought from Court	March 2025	Executive Director of Finance
Approval for £17.6m for Phase II of Project SIERRA with submission to Court for formal approval	March 2025	Executive Director of Finance & Deputy Director of Finance
Approval for £331k for Causeway Therapeutics	March 2025	Executive Director of Finance

Executive Director of Finance and SRC President to meet to discuss Debtor emails if required.	March 2025	Executive Director of Finance
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**FC/2024/61. AOB**

No substantive matters were raised.

**FC/2024/62. Date of Next Meeting**

The date of the next meeting was noted as 4 June 2025.



University  
of Glasgow

# COURT

**Court Meeting:** 23 April 2025  
**Document Title:** Minute of meeting of Estates & Sustainability Committee, 12 March 2025  
**Responsible:** Stuart Hoggan, Chair, Estates & Sustainability Committee

## Executive Summary:

The meeting of the Estate & Sustainability Committee on 12 March 2025 was the first, following the conclusions of the Court Governance Review. The Committee now has an expanded remit, covering all aspects of the University's environmental sustainability, and will meet 4 times in each year, focusing alternatively on estates and sustainability.

For this introductory meeting on sustainability, the Committee was briefed on the international, UK and Scottish policy context, together with the University's sustainability strategy and its governance. The programme of planned decarbonisation interventions was illustrated by a waterfall diagram, demonstrating how the transition to meet the 2030 carbon neutral target could be achieved. Further details were provided on the contribution, cost and timing of significant projects.

The meeting focused on particular on plans for the Partick pumping station project; the University district heat network, combined heat and power system and utilities company; the aviation safeguarding assessment for wind energy at Cocho Farm; and the offsetting strategy.

The Committee received short updates on the Church Street listed buildings; the proposed relocation of the Boathouse; the planned freehold purchase and developments at the Health Innovation Hub in Govan; and plans for consolidation of storage sites.

Next steps on the sustainability programme are improvements on the costs, benefits, risks, timing and milestones for key projects, building towards a pipeline of business cases for approval.

## Action Required:

- |                          |                         |
|--------------------------|-------------------------|
| <input type="checkbox"/> | FORMALLY APPROVE        |
| <input type="checkbox"/> | FOR DISCUSSION          |
| X                        | TO NOTE/FOR INFORMATION |

**Resource Implications:** As per budgets

**Risk and Assurance:**

**University Strategy:**

**Sustainability Implications/Assessment:** N/A

**Student Experience:** N/A

**Equality Considerations:** N/A

**Supporting Information:** N/A

<b>Classification:</b>	<input checked="" type="checkbox"/>	OPEN
	<input type="checkbox"/>	CONFIDENTIAL
	<input type="checkbox"/>	STRICTLY CONFIDENTIAL

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

**UNIVERSITY of GLASGOW**  
**Estates and Sustainability Committee**  
**Minute of meeting held in room 146, Clarice Pears Building**  
**Wednesday 12 March 2025**

**Present:** Mr. S Hoggan (Convenor), Dr. D Duncan, Mr. P Haggarty, Mr. G Caldow, Professor T Brendle, Professor F Coton, Mr. S Good, Mrs. L Hanna, Mr. C Kennedy, Professor S Kennedy, Mrs. L McMillan and Ms. A Wilson.

**In attendance:** Mr. D Hall, Ms. N Cameron, Mr. C Ewing, Mr. A Griffin, Mrs. L Shaw, Ms. M Magee and Mr. S Baird.  
Mrs. K Y Biggins (Clerk)

**ESC/2025/80 Apologies**

Mr. Hoggan welcomed all and noted apologies from Professor Muscatelli, Mr. McIntyre and Mr. Moran Ruiz (represented by Ms. Wilson), and welcomed Mrs. McMillan to the Committee.

**EC/2025/81 Declaration of Interests**

There were no declarations made. Mrs. McMillan asked for guidance from Estates Committee in relation to possible future conflicts of interest, noting links to SEPA and AECOM, and an advisory role to the finance committee of the Archdiocese of Glasgow.

**EC/2025/82 Minute of the meeting held on 25 October 2024.**

The Committee approved the minute as an accurate record.

**(a) Action Tracker**

29 Future Estates Committee Activity 2024/25 information – a refreshed version of this is provided as item 3b. Ongoing.

30 Review of Committee Remit – Revised ToR has been created and new format adopted (see below). Feedback was requested by Mr. Hoggan from the Committee. Ongoing.

32 Feedback to be provided re Risk Register new format via PPM Anywhere. Ongoing.

**(b) Future Estates Committee Activity**

The Committee were asked to comment outwith the meeting.

**EC/2025/83 Terms of Reference Review**

The Committee remit is expanded to include Sustainability, taking a more strategic role. There will be 4 meetings per annum; rotating between Estates and Sustainability. Feedback on new approach to Mr. Haggarty and Mr. Hoggan is welcome. The ToR was provided for information and noting. Mr. Kennedy noted that the professional services member reference should be more generic. Dr. Duncan also noted that the Sustainability Working Group and Campus Development & Maintenance Group minutes should be shared with this committee.

**EC/2025/84 Sustainability Introductory Paper**

Mr. Yarr referenced paper 5.

The overall direction of travel remains positive. The team are constantly monitoring the energy landscape which is dynamic and moving quickly. We continue to work to the Glasgow Green strategy and the 5 embedded themes to achieve a carbon neutral estate, within the context of City, region and national requirements and opportunities. Cost per tonne of carbon informs our options development exercise leading to prioritisation and delivery.

### **EC/2025/85 Sustainability Interventions – Waterfall Diagram**

Mr. Yarr referenced paper 6 detailing an evolving picture of high-level activities. Current emissions are 56k tonnes, with a target of 27k tonnes by 2030 based on Glasgow Green initiatives.

There is an emphasis on embedding cost and carbon reduction thinking across the University community. Financial payback and optimism bias were discussed, with a focus on large projects like Partick pumping station waste heat recovery. Integration into the existing District Heating Systems (DHS) will mature over time. Optimism bias numbers will become clearer within six months.

Mrs. Hanna discussed the committee's role in receiving reports, progress and implementing strategies. KPIs and dashboards are important for understanding sustainability beyond carbon. Discussion took place on how to accurately develop costs and support wider sustainability efforts. The committee supports a holistic approach to sustainability.

Mr. Yarr noted that the current focus is on delivering carbon and emissions reductions within the Glasgow Green timescale cost-effectively. The committee were asked to note the breadth of projects underway.

Positive steps were being taken in procurement, focusing on sustainable materials and reducing embodied carbon in new buildings.

The team are developing guidelines around cost-benefit analysis and using a carbon tool based on Salix investment criteria. This involves overlaying different plans and scenarios for a 10-year strategy to change the size and shape of the campus. Further analysis is required to focus on net zero.

[REDACTED]

## **EC/2025/87 University District Heating Network, CHP System and Utilities Company Update**

Mr. Yarr referenced paper 8.

The energy from waste project involves transitioning from these assets with the aim to decarbonize heat and power.

The strategy has three main goals: extending the network to improve the existing system, integrating clean heat supply, and reducing reliance on gas and the energy grid. The project must be economically viable, with discussions taking place around using electricity for heat pumps. The paper details the numbers and the carbon impact.

Solutions exist globally, including possibly using hydrogen. The CHP system replaced inefficient heating systems in many buildings, and the grid has now decarbonized significantly since installation.

## **EC/2025/88 Phase 1 Aviation Safeguarding Assessment for Wind Energy at Cochno Farm**

Mr. Yarr referenced paper 9.

Mr. Yarr discussed the farm's aspiration for decarbonization, focusing on wind energy. Due to healthy wind speeds this may be an option at the northern point of the site, with rooftop solar having potential in other areas.

The wind energy project involves 18 megawatt hours of energy, but requires permission from Glasgow Airport, which is a significant hurdle. The paper outlines three elements of the study to start conversations with the airport on the viability with this.

Mr. Kennedy highlighted the complexity of airport permissions and Mr. Caldwell emphasised the need to understand revenue and cost elements.

Dealing with the airport can take time, and feasibility studies are needed. Mrs. Hanna asked about the impact on the farm, and Mr. Yarr confirmed there would be no impact on its operation. Professor Cotton noted the windfarm's scale is larger than the original CHP engine business case.

Mr. Good mentioned wind turbines are less recyclable and suggested considering timber components. Mr. Yarr described it as a medium-scale development.

## **EC/2025/89 Offsetting Strategy (c27,000 Tonnes)**

Mr. Yarr referenced paper 10.

The team is in discussions with various bodies. The team plan to visit a site on Loch Lomond shortly which has the potential for offsetting.

Sustainability Working Group: The group has provided updates on opportunities for high-quality offsetting within national boundaries. Mr. Duncan mentioned possible benefits for teaching and research at the Loch Lomond site.

Mrs. McMillan emphasised climate change adaptation measures, such as protecting against flooding and temperature rises. Recent storms have reduced the number of trees and carbon capture.

Mr. Yarr highlighted several initiatives which have and are being incorporated into our projects, including rainwater systems, green roofs, rooftop PV solar panels and rainwater harvesting.

Twenty-one thousand trees have been planted at Cochno, requiring management from wildlife damage. Ms. Cameron mentioned replacing trees at Lilybank and Molema with equal or better solutions and creating a micro forest at Garscube.

Mr. Good raised the idea of using lost trees in productive forestry, though the market is currently immature. Professor Kennedy noted the cost of buying land parcels, which the Government opposes.

Mr. Yarr emphasised the importance of understanding the management and maintenance costs of land.

### **EC/2024/90 Executive Director of Estates Report**

Mr Haggarty referenced paper 11 noting the key movements since last Estates Committee:

- Keystone: Successful commencement on site and conclusion of Target Price
- Library Annex: Contract execution, on site.
- Commercial (SPID): Design development and Contractor ECI, residences consultations.
- Prism: Design development.
- CBRE FM Contract
- Concluding and launch of a new Lead Advisor Framework.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

More widely, across the estate, there are concerns about accommodating disruptions from building operations, especially during exams. Additionally, it was noted that activities such as fume hood replacements are disruptive and impact research and teaching.

Ms. Cameron noted mixed feedback on the Lilybank student residential project from the local community, with concerns about losing a car park. The local council is supportive, but a petition has now been raised.

[REDACTED]

The safety and compliance teams are merging into a single operating model with c.21 members. No concerns have been raised about the proposed merger. Mr. Haggarty will share the proposed structure with the Committee and the forthcoming Health Safety and Wellbeing Committee.

### **EC/2025/91 Estates Risk Register**

Ms. Magee joined and referenced paper 12.

Across the estates and sustainability risk registers there are 16 reported risks. Of these four are deemed as major risks with a current assessment score of 16 and above – two of these are Estates and two are Sustainability. The two major Estates risks are related to achieving sustainability targets and insufficient available appropriate space. Within the space risk, accessibility and constraints of the estate are highlighted. The two sustainability major risks relate to the resourcing and development of the team and that sustainability is a challenging and complex subject matter to communicate and engage on.

The challenging and complex communication challenges and achieving sustainability targets will remain closely linked, although separate risks on risk registers.

Since the last report, regular review sessions have been arranged with risk owners, and these have been well supported. Also, since the last review, work has been done with Jane Hoey to consolidate the number of risks on the Estates risk register, which has reduced the number from circa 25 to 10.

Achieving sustainability targets presents one of the top major University risks with additional actions to address the recent KPMG audit.

[REDACTED]

Professor Kennedy queried risk around sustainability team resourcing. Mr. Haggarty advised that an additional sustainability development manager is now in role; the risk has since reduced.

#### **EC/2025/92 Investment Projects Update**

Mr. Hall referenced paper 13.

[REDACTED]

Majority of ambers are issues are due to statutory requirements and approvals. The lift maintenance project is nearing completion.

Mr. Haggarty and Mr. Hoggan are discussing further improvements to the package format. Mr. Hall will consider streamlining the package.

#### **EC/2025/93 Committee Reports for Noting/Approval**

A) Summary of investment under delegation.

This was provided for information.

B) Church Street Outpatients

Mr. Baird joined the meeting and referenced paper 14b.

Three previous funding approvals have been exhausted, and there are ongoing concerns about two buildings and two structures. The two structures cannot be used and need to be recovered in the same way.

There are ongoing concerns about the Outpatients building, which had some localised loose stonework following the January storm. Intervention is needed due to some internal collapse, but no external collapse. The plan is to partially dismantle the building internally and retain the façade, as it is listed.

Opportunities are being explored to bring the Tenant Building up to standard for use as site accommodation by Grahams. Costs will be provided and offset against temporary cabins.

The Pathology building in Plot J is under review, with an investigation to understand its condition expected to take 6-9 months. The intention is that this structure will be restored and incorporated into the Innovation building, currently at Stage 4 design.

It is believed recent break-ins have occurred, and there is a need to secure and maintain the boundary. This will be a separate project. There is also consideration of whether buildings can be brought back into temporary use.

Ms. Cameron updated the Committee on the following:

C) Boat House

Recent press coverage was incorrect, as the Glasgow Green Boathouse is owned by Glasgow City Council. There is a plan to create a new boathouse elsewhere on the river to support civic engagement.

Professor Kennedy raised concerns about unpaid rent and the lack of a contract.

D) Govan HiH Land Purchase

A paper to consolidate interest in purchasing freehold land from Scottish Enterprise was noted.

E) Storage Rationalisation

A review of six stores has been undertaken, with plans to consolidate as the leases end.

Mr. Kennedy emphasised the need for safe and easily accessible stores with appropriate staffing levels. Ms. Cameron highlighted that bringing teams together creates a better environment.

**EC/2025/96 AOB**

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

Feedback on general way forward and agenda items is sought from the Committee.

**EC/2025/97 Schedule of Meetings for 2024/25**

Wednesday 21 May 2025 - 9.30am - 12.30pm



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# COURT

**Court Meeting:** 23 April 2025  
**Document Title:** Information Policy and Strategy Committee Minutes on 17 March 2025  
**Responsible:** Professor Frank Coton

## Executive Summary:

Minutes of the meeting of the Information Policy and Strategy Committee held on 17<sup>th</sup> March 2025. The Cyber Security Report highlighted key achievements and initiatives. Enhanced operations centre capabilities improved phishing responses. Updates on vulnerability scoring and National Cyber Security Centre threat intelligence were presented. A new phishing reporting service had been launched. Commendations were given for the Security Operations Centre's resourcing and automation efforts. The team will continue focusing on automation, visibility, and AI risk assessment, with updates to follow at the next meeting.

IPSC reviewed the £717m Investment Plan for 2025/26, highlighting significant savings and key areas needing investment. The plan includes costs for MyCampus replacement and invest-to-save initiatives. The IPSC endorsed the plan, allowing it to proceed to the Investment Committee.

IPSC reviewed the Information Governance Framework, focusing on unlocking the value of the university's data and reducing the burden of working with it. The framework aims to improve data use through people, culture, processes, and technology, with a phased approach to better data quality and accessibility. Key principles include responsible and ethical data use, and fostering a culture of data literacy.

IPSC reviewed the Phase II business case for Project SIERRA. Project SIERRA addresses the de-support notice received for the Unit4 Agresso system and includes three streams: ERP financial accounting replacement, a new RMS solution, and a data reporting stream. The project aims to streamline processes, enhance ERP efficiency, and leverage AI for automation. The Phase II business case, with an initial estimate of £53m, was approved by IPSC for the next stage of governance.

## Action Required:

- FORMALLY APPROVE
- FOR DISCUSSION
- TO NOTE/FOR INFORMATION

<b>Resource Implications:</b>	None
<b>Risk and Assurance:</b>	Risk SMG014 Technology Strategy; Risk SMG015 IT Security, [Risk 006 Student Experience; Risk 012 Campus Development Programme]
<b>University Strategy:</b>	Information Technology (IT) Strategy
<b>Sustainability Implications/Assessment:</b>	None
<b>Student Experience:</b>	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.
<b>Equality Considerations:</b>	N/A
<b>Supporting Information:</b>	N/A

<b>Classification:</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> OPEN</li> <li><input checked="" type="checkbox"/> CONFIDENTIAL</li> <li><input type="checkbox"/> STRICTLY CONFIDENTIAL</li> </ul>
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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 17<sup>th</sup> March 2025 at 10:00 on Zoom

Present: Frank Coton (Chair), David Duncan, Susan Ashworth, Gregor Caldwell, Paula Donoghue, Nina Douglas, Billy Howie, Bo Hu, Mark Johnston, Alun McGlinchey, Chris Pearce, Kenneth Robertson, Bethan Wood

Attending: Andrea Roy (Clerk)

Apologies: Laic Khalique, Pablo Moran Ruiz, Philippe Schyns

**1 Minutes of the previous meeting**

Frank Coton (FC) welcomed all colleagues to the meeting. The minutes of the previous meeting held on Monday 20<sup>th</sup> January 2025 (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. IT Code of Conduct: Alun McGlinchey (AM) advised that he had presented the initial IT Code of Conduct to David Duncan (DD) and AM was working on a second draft incorporating feedback from DD with a focus on clear 'dos and don'ts'. The revised draft would be presented to the next IPSC meeting in May.
- b. Strategic Risk Review: Discussions had taken place offline, and the risk around cyber security had been updated. It was agreed to close this item.
- c. Vulnerability management: Covered on the agenda

**3 Information and Cyber Security**

[Redacted]

[Redacted]

[Redacted]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

#### 4 Director of IT Update

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

- Over recent weeks, MJ had been networking with Scottish IT Directors for HE and Russell Group IT Directors. Discussions had increasingly focused on shared services and how to achieve more with less. Significant progress had been made with Microsoft security operation services. Given financial pressures, there may be a need to elevate these efforts. MJ highlighted the opportunities for shared services and noted that few in Scotland were operating at the same scale and competency level.
- MJ reported on preparations for the upcoming UKVI mock audit, stating that technology aspects were ready and expected fully operational for the main audit in early April.
- A colleague had left the University to take up a higher-level post, and efforts were focused on ensuring a smooth transition and continuous improvement in their function.

- MJ shared a positive story about how colleagues had recently responded to a threat actor, successfully keeping the organisation safe. He thanked the Cyber Security team, Billy Howie (BH), and others for their efforts.
- MJ advised that teams had observed a shift towards better gender balance during appointments, moving closer to a 50/50 ratio. MJ noted this as good progress.
- MJ mentioned a productive session with external auditors on IT governance controls and strategy.
- Positive feedback had been received on the demonstrable benefits and value proposition of the Estate Management Information System.
- MJ announced an upcoming bid with UCL for an AI supercomputer.

Challenges:

- Oracle Java: MJ had led a successful negotiation, securing a 97% discount for the sector.
- Cyber Red Team and Threat Actors: Ongoing efforts to address cyber threats.
- Network Issues: Directorate domains were being created without proper security. MJ emphasised the need for better governance and control to prevent vulnerabilities. Recent staff departures had highlighted the need for tighter control over infrastructure to ensure security.

FC thanks MJ for the helpful updates.

**5 Investment Plan**

Nina Douglas (ND) provided an update on the investment plan (Paper 4)

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]



## 6 Information Governance Framework

Alistair Knock (AK), Director of Strategic Planning and Chief Data Officer joined the meeting to present the Information Governance Framework (Paper 5). AK discussed efforts to build a clear narrative for staff, focusing on unlocking the value of the university's data and reducing the burden of working with it. He presented a framework developed over the last couple of years, highlighting a phased approach to better data use, involving people, culture, processes, and technology.

The framework's core principles aimed to understand main problem areas and refresh existing reporting processes. Currently in phase 2, the focus was on working with IT programmes and the integration platform project to embed good practices, improve data quality, and make core data sets more accessible. By 2026, the goal was to have high-quality data and reporting routinely embedded into business processes.

The principles were based on FAIR principles (Findability, Accessibility, Interoperability, and Reusability), with additional emphasis on responsible and ethical data use and reproducibility. The framework was organised around five themes: finding focus collaboratively, improving data access, enhancing data quality, and fostering a culture of data literacy and ethical understanding.

Over the past couple of years, a community of practice had been created, involving over 200 participants from various functions. This community aimed to drive the deliverability of the Insight Hub, launched last October. The Hub had streamlined dashboards into PowerBI, providing a one-stop shop for reports. A policy change had allowed staff default access to aggregated statistics, supported by a trusted data platform. Efforts were ongoing to develop a data glossary and data quality monitoring tools. Most of the work had been done using existing resources in PIA, with some savings from reduced software licensing costs. Governance structures were being reviewed to include data quality practitioners.

There was some discussion about the timing of different phases, with an acknowledgment of slippage due to resource diversion to compliance and staffing issues. However, progress was expected to resume soon. The data and analytics community, which had started as an MS team with about 200 participants, aimed to hold more structured events to enhance cohesiveness.

The importance of encouraging community participation and responsibility was highlighted, with suggestions to use senior commission risk officers as data owners and stewards with formal roles in data quality. The complexity of data ownership, especially for student data, was acknowledged, and the need for mapping, tools, and guidance was emphasised. Issues with postcode validation and core reference data on curriculum were identified as areas affecting data usability.

The discussion also touched on the challenges of improving data quality, which often became a 'nice to have' rather than a priority. Identifying data owners and highlighting problem areas to make the issues tangible were proposed as steps to drive improvements. Developing metrics around the costs of poor data quality could help in prioritising these efforts.

FC referred to the development of the next strategic plan, with data as a key enabling component of the next University strategy. Improving data quality would be crucial for better business intelligence and would be embedded into the strategic framework.

On behalf of IPSC, FC thanked AK for attending the meeting to present his update on the Information Governance Framework.

## 7 Update on Project Sierra

Angus Ross (AR) Deputy Director of Finance, John Cummings (JC) ERP Systems Manager, and John Redmond (JR) Head of Research Finance Office, joined the meeting to present an update on Project SIERRA (Paper 6).

Angus Ross, John Cummings, and John Redmond provided an update on Project SIERRA. GC, as the sponsor, introduced the session, commending the team for their efforts in establishing initial resources for SIERRA. The project had reached a critical stage where additional resources were needed. The business case had been submitted to IC and would proceed to IPSC for governance.

The project originated from a de-support notice in late 2023 for the existing Unit4 Agresso system, coupled with a long-term roadmap indicating the current solution would no longer be supported. This had led to the initiation of Project SIERRA, focusing on reporting and research.

The project comprised three streams: replacing the ERP financial accounting piece, implementing a new RMS solution for pre-award processes separate from the ERP, and establishing a data reporting stream. The urgency of the project was underscored by the de-support notice, necessitating immediate action. The project was significant in scale and required proper investment to avoid common pitfalls such as inadequate resourcing and engagement, and cost creep.

BC provided a financial summary for phase 2, noting that most numbers were high-end estimates pending commercial due diligence. The initial estimate was £53m, with £25m allocated for implementation. While some adverse variances were noted, the overall financial position remained broadly in line with expectations. Additional requirements, such as floor space and changes in support for Agresso, had impacted costs. A contingency of £2m had been included in the first two business cases, with further phases planned for partner selection and final decommissioning.

Project opportunities were highlighted, including the potential to streamline research management processes, enhance ERP efficiency from procurement to payment, and leverage AI for automation. The data and reporting stream aimed to improve data capture and analytics, building skills and fostering a positive project culture.

The application landscape included five ERP and four RMS systems, focusing on data, reporting, and integration. Value drivers were identified, such as machine learning, best practices, integration, data-driven analytics, and digitisation. Practical examples included reducing the use of Excel, improving data and invoice capture, and enhancing reconciliation processes.

JC presented the early market assessment, detailing engagements with vendors and stakeholders to explore future technology in the ERP and RMS space. Full-day product sessions and technology discussions provided insights into performance, scalability, security, and

implementation plans. The market had been responsive, offering valuable insights for the procurement phase.

The importance of adopting technology to enforce best practices, rather than adapting it, was emphasised. Engagement models were used to drive workshop discussions and inform the university community about system opportunities.

JC reported that sessions had been conducted to introduce new project resources, primarily business analysts, to help frame and shape activities. The engagement process, focusing on pre- and post-award areas, had been streamlined by shifting from current pain points to future opportunities. This approach had reduced the number of workshops and safeguarded engagement phase timelines, ensuring quality discussions while adhering to delivery timelines. Teams had remained engaged, working through both functional and non-functional areas, preparing for the next phase of procurement activities.

John Redmond highlighted high engagement from the finance operations team but noted frustration among academics. To address this, a group had been proposed to ensure academic and professional services could influence organisational change. The aim was to adopt new technology tailored to user needs, with some standardisation and bespoke elements. The focus was on offloading systems and processes like Excel and email to improve efficiency and user experience.

JC outlined the programme phasing, noting that timelines had remained stable. The engagement approach with business workshops had pivoted, and Phase 2 was nearing completion. The team was clear on the approach and route to market. Phase 3 would involve implementation, focusing on data, reporting, and integrations. The project was on track with a good understanding of the next steps.

Governance had been established with two rounds completed. Phase 1 recruitment was nearly complete. Vendor demos had been conducted. Engagement programmes across the organisation had commenced, focusing on functional requirements. The resource model for Phase 2 had been built. The procurement strategy and approach had been agreed with Procurement.

A two-stage approach for ERP had been outlined, aiming to select technology by summer and then find a delivery partner/service integrator for Phase 3. The RMS selection would follow the ERP decision, with a similar approach for finding a service delivery partner.

AR reported that the project had started with 19 resources, with an additional 16 added. The resource model had been tested, and the recruitment of contractors provided flexibility. The number of resources had been approved in the business case, and the team believed they were in the right space.

JR discussed engagement with other institutions, noting challenges and successes. Key risks included the end of support in 2026 and the need for ongoing discussions to extend the current contract. The market's capacity to support change was also a concern. Mitigations included broader engagement with vendors and ensuring values were delivered. Risks had been assessed pre- and post-mitigation, with ongoing efforts to address them.

The governance structure included a board with GC as the executive sponsor and representation across the organisation. Four steering committees focused on research, ERP, data and

reporting, and technical and systems. Business acceptance teams and ongoing engagement with various governance groups had also been established.

KR emphasised the importance of adopting rather than adapting technology and ensuring the programme had the necessary skillset and leadership. AK's group was represented on the data reporting stream, and the importance of managing rules had been highlighted. FC noted the need to codify deadlines and reinforce them in presentations to avoid drift over time. The Phase II business case would be presented to IPSC out of cycle, with the presentation setting the context.

On behalf of IPSC, FC thanked AR, JC and JR for attending the meeting to present the Project SIERRA update. FC asked GC to speak with PD about her experience with system implementation, based on a comment she made in the meeting chat.

*Clerk's note: The Project SIERRA Phase II business case was circulated to IPSC for approval on 19<sup>th</sup> March 2025 and approval was confirmed for the next stage of governance on 25<sup>th</sup> March 2025.*

## **8 Court Context Card**

The following items would be included on the Court Context Card:

- Headlines from the Cyber Security update
- Approval of the Investment Plan
- Highlights from the Information Governance Framework update
- Project SIERRA update

## **9 Programme/project reports**

The IPSC Project Reports (Paper 7) were reviewed. The Chair asked for any further comments on the Reports to be fed back through the Clerk or MJ.

## **10 AOB**

There were no further items for discussion.

## **11 Date of next meetings**

Dates of future meetings were noted as follows:

- Thursday 22<sup>nd</sup> May 2025 at 10:00 – 12:00 on Zoom.



University  
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# COURT

**Court Meeting:** 23 April 2025  
**Document Title:** Audit and Risk Committee  
**Responsible:** Martin Sinclair, Chair of Audit and Risk Committee

## Executive Summary:

The Committee received a presentation on Project Sierra, the rollout of a new finance and research management system. They discussed phased vs. all-at-once implementation, system integration, project phases, and costs. Emphasis was placed on early staff engagement, limiting customisation, and learning from cultural challenges faced by other universities.

The Committee was also updated on the University's response to the UKVI action plan, noting that the University was expected to meet all requirements ahead of the UKVI audit in April.

The Committee heard that work was underway to map out all the regulatory bodies the University must comply with - over 120 in total. A more detailed plan was being developed to assess risks and assign responsibility for compliance.

Of the twelve internal audits planned for the year, five have been completed to date. The Committee also reviewed two new audit reports. The first, on Environmental Sustainability, identified several medium-risk issues related to how the University tracks emissions and business travel. In response, a new committee has been established to strengthen sustainability governance. The second report, on the Virtual Learning Environment, found mostly low-risk issues but highlighted the need for improved communication and training for course leaders to ensure consistent use of digital tools.

The Committee also received an update on the internal audit tender, which was now live. Finally, they noted upcoming changes to global audit standards and would revisit this once a new audit firm was appointed.

## Action Required:

- FORMALLY APPROVE
- FOR DISCUSSION
- TO NOTE/FOR INFORMATION

**Resource Implications:** N/A

<b>Risk and Assurance:</b>	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)
<b>University Strategy:</b>	World Changers Together: World Changing Glasgow 2025
<b>Sustainability Implications/Assessment:</b>	N/A
<b>Student Experience:</b>	N/A
<b>Equality Considerations:</b>	N/A
<b>Supporting Information</b>	N/A

<b>Classification:</b>	<input checked="" type="checkbox"/> OPEN <input type="checkbox"/> CONFIDENTIAL <input type="checkbox"/> STRICTLY 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.

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

University of Glasgow

**Audit & Risk Committee**

**Minute of Meeting held on Wednesday 19 March 2025 held in the Melville Room**

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

**In attendance:** Gregor Caldwell (Executive Director of Finance), Dr David Duncan (Chief Operating Officer and University Secretary), Amber Higgins (Head of Court Office), Jane Hoey (Head of Risk), Lee McClure (Clerk), Angus Ross (Deputy Director of Finance), Carys Jones (KPMG), James Lucas (KPMG), Neil Thomas (KPMG), Matthew Hall (PwC),

**Apologies:** Professor Sir Anton Muscatelli (Principal), Craig Chapman Smith (Director of Strategy Implementation and Risk), Annuay Gupta (PwC)

**AUDIT/2024/24. Welcome and Briefing**

It was noted that Angus Ross (Deputy Director of Finance), John Cummings (ERP Systems Manager), John Bell (Project Manager, Project Sierra) and John Redmond (Head of Research Finance) had provided a presentation to the Finance Committee and Audit and Risk Committee on Project Sierra. The Committees discussed the implementation of a new Enterprise Resource Planning (ERP) system and research management system, considering the risks and benefits of a "Big Bang" implementation versus a phased approach. Members noted that discussions included the integration of ERP and research management systems, the four phases of the project, and the financial aspects of the project. Lastly, they discussed the engagement and risk management aspects of the project, emphasising the importance of early engagement across the University, minimising customisation, and regular stand-ups noting that 'cultural issues' were often cited where other HE institutions had problems with similar projects.

**AUDIT/2024/25. Declarations of Interest**

The Committee noted that Sarah Armstrong had become a member of the UCU Finance Working Group.

In addition, Lorraine McMillan noted her position as a Non-Executive Director of the Scottish Environment Protection Agency, given the relevance of the Environmental Sustainability Internal Audit Report to be discussed later in the meeting.

**AUDIT/2024/26. Minutes of the meeting held on 30 January 2025**

The minutes of the last meeting were approved, subject to an amendment under item 5 to accurately reflect that PwC were looking at external controls, not internal.

## **AUDIT/2024/27. Matters Arising**

No matters were raised. All actions from the previous meeting had been addressed.

## **AUDIT/2024/28. Management update**

### *28.1 UK Visas and Immigration (UKVI)*

The Committee received an update from the Chief Operating Officer, on the UKVI action plan issued in December. Members noted that as part of its efforts to address the action plan, the University had reviewed discrepancies in student data, conducted a comprehensive review of all 14,000 international student records, implemented a new attendance monitoring system using the SafeZone app, and centralised compliance responsibilities. Additionally, a new Compliance Board had been established, with regular reporting to SMG.

The Committee discussed their key concerns, including data privacy, the impact on the student experience, and the importance of clear communication with international students regarding monitoring requirements. The Chief Operating Officer reported that he was confident in the progress made to date, highlighting that the University was in a significantly stronger position and assured the Committee that all actions outlined in the plan would be addressed by the time of the follow-up UKVI audit, scheduled from 8-10 April. The Committee noted that mock audits with external legal advisors had taken place in preparation for this and advice taken on challenging the scope of the audit with UKVI.

A further update would be provided to the Committee in May.

### *28.2 Regulatory Compliance*

The Committee noted the exercise undertaken with colleagues across the University to compile a comprehensive list of regulatory bodies the institution must comply with. This exercise identified 53 statutory/regulatory bodies and 74 accredited bodies, along with several overseas organisations with regulatory requirements.

The Committee proposed that a more developed plan be presented at their meeting in May, agreeing that a targeted review be conducted for the top ten regulatory bodies identified. For the high-level summary it was suggested that a grid assessing impact and likelihood should also be incorporated along with those responsible for operational oversight. It was noted that the Health and Safety Executive would be included in this list. Members were reminded that the new PPMA software would be utilised to record audit outcomes and align them with regulatory requirements.

The Committee discussed the need for a systematic approach to risk management, emphasising the importance of categorising risks into financial, institutional and accreditation. Members highlighted the necessity of a centralised risk management framework, with a clear focus on compliance and assurance.

The Executive Director of Finance agreed to consider how a more systematic approach will be developed and to provide an update to the Committee at a future meeting.

**Action GC**

## **AUDIT/2024/29. Internal Audit Update**

### *29.1. Internal Audit Update - Implementation of Outstanding Recommendations and Progress Report*

The Committee noted the progress report which outlined the progress against the 24/25 internal audit plan. As of March 2025, it was noted that 5 of the 12 planned audits had been completed.

The update on implementation actions was noted. The number of actions completed since the last meeting was 19. The Committee noted that of the 64 actions, 19 actions had been completed, 45 actions were outstanding, of which 30 were not due and 15 actions was overdue. It was noted that the Risk Management Report had been temporarily paused due to a staff member's ill health, with plans in place to resume the report's progress.

The 15 overdue actions stemmed from three main reports: Research Ethics, Animal Welfare and the Taxi Account Controls. Nine of the overdue actions have had their target dates revised for a second time, including three high risk actions from the Animal Welfare and Taxi Account Controls reports.

The Committee was reminded that resource constraints and staff absences had been cited as the reason for delayed progress in implementing these actions. The Head of Court Office reported that an appointment had been made to help oversee the Animal Welfare work, and that significant progress had been made in the past month, with actions on track to be completed by the summer. The Committee agreed that it would be valuable to receive a progress report at their next meeting.

**Action: AH**

The Committee noted that the Executive Director of Finance would reassess the priority of the Taxi Account Controls report and ensure appropriate resource allocation. Given the increasing risk associated with this issue and concerns about meeting the 30 April deadline, a comprehensive status update would be given at the next meeting.

**Action: GC**

The Committee discussed how issues could be escalated and the importance of materiality in decision-making and acknowledged the need to accept risks within a risk appetite and not divert resources from higher-rated findings. KPMG noted that they were working on integrating audit actions into the PPMA system for improved data reporting and flagged that they did have a detailed tracker that showed the percentage of task completion, which could be included in future progress reports.

#### *29.2.1 Environmental Sustainability Internal Audit Report*

This review was undertaken as part of the 2024/45 internal audit plan approved by the A&RC. The audit focussed on key areas of concern for the University in relation to climate commitments. There was three medium risk findings relating to: Offsetting to meet the University's Glasgow Green and Carbon Management Plan commitments, Sustainable Business Travel and emissions data and Staff Commuting data. There were also one low risk finding.

The Committee noted the elevation of sustainability issues within the governance framework, with a new Estate and Sustainability Committee (ECS) established. ECS would focus on sustainability alternately with estates issues.

The Committee discussed the necessary resources for sustainability, noting the need for clear guidance to School management around the data that is provided to them. It was noted that Roddy Yarr, Director of Sustainability, had responsibility for several actions related to Schools, however, it was suggested that Heads of School should be assigned responsibility. It was noted that Roddy Yarr would be liaising with School management to provide clearer guidance on using business travel data and engaging schools in sustainability discussions.

The Committee noted that the report was graded as a 'partial assurance with improvement required'

(Amber-Red) risk overall. The Committee noted the report and the recommendations. The report would be referred to the new E&CS for their information.

#### *29.2.2 Virtual Learning Environment: Parity of Provision Internal Audit Report*

This review was conducted as part of the 2024/2025 Internal Audit Plan, as approved by the A&RC. The audit review assessed the clarity and consistency of standards for the use of core digital technologies across the University, with a focus on ease of use and accessibility. The audit had identified one medium-risk finding related and three low-risk findings were noted.

The Committee acknowledged the substantial efforts of the Learning Innovation Support Unit in providing training and guidance on digital tools. However, it was noted that some course leaders were unaware of how to access this training, which highlighted the need for improved communication. Additionally, the importance of course leaders providing reading lists and library resources to better support students was emphasised. It was reported that whilst the review did not specifically assess the security of digital tools, it did consider aspects related to licensing and recruitment.

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

*NB: At this point in the meeting, the internal auditors left to allow for discussion of the next agenda item.*

#### **AUDIT/2024/30. Internal Audit Tender**

The Committee noted the progress update on the internal audit tender, which was now live, with Procurement communicating the tender details to audit firms. The tender was set to close on 22 April, with the evaluators' consensus meeting scheduled for 7 May, followed by a full A&RC review on 28 May. Committee members were thanked for their contributions and their suggestions would be incorporated into the upcoming external audit tender.

#### **AUDIT/2024/31. Any Other Business**

The Committee was reminded of the new Global Internal Audit Professional Practices Framework, had become mandatory for the internal audit profession from early 2025 and would require every organisation to set an internal audit strategy. Members agreed to wait until the completion of the ongoing internal audit tender process before seeking a full update from the appointed auditors on their strategy for implementing the new International Professional Practices Framework/Global Internal Audit Standards. This would be added to a future agenda.

**Action: Clerk**

#### **AUDIT/2024/32. Date of Next Meeting**

The next A&RC meeting would be held on 28 May 2025 at 1400 hours in the Melville Room.



University  
of Glasgow

# COURT

**Court Meeting:** Thursday the 13<sup>th</sup> of March 2025  
**Document Title:** HSWC Agenda and 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. The Radiation Protection Service Report was delivered verbally for this meeting but will be a formal paper moving forward.

The 2024 HSW Annual Report is also included for information as **Annex 1**.

Points to note: Selina Woolcott, Director of University Safety and Resilience retires on the 21<sup>st</sup> of March 2025. An existing member of the Safety Compliance Team will deputise until the post is filled.

## Action Required:

- FORMALLY APPROVE  
 FOR DISCUSSION  
 TO NOTE/FOR INFORMATION

**Resource Implications:** None  
**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  
 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 Thursday the 13<sup>th</sup> of March 2025 at 10am in the Melville Room**

**Present:** David Duncan, Richard Reeve, Barbara Welsh, Sharon Burns, Mark Wildman, Iris Duane, Simon Ambrose, Jenna Millar, Steven Richardson, Peter Haggarty, Mhairi Docherty, David Harty, Gary Stephen, Hazel Bookham, Bruce Jolliffe, Selina Woolcott

**In Attendance:** Debbie Beales (Clerk)

**Apologies:** Louise Stergar, Paula McKerrow, Chris Kennedy, Somaria Maharaj, Phil Whitfield, Cyril Pacot, Alex Shearer

**1. Minutes of the Meeting held on 6<sup>th</sup> of December 2024**

The Minute of the 6<sup>th</sup> of December 2024 was approved.

**2. Matters arising**

*2.1 Covid vaccine update (verbal HB)*

*Hazel Bookham informed the Committee that, following consultation, The University of Glasgow shall not provide the COVID vaccine to staff as the NHS continues to offer the COVID vaccine for those deemed at particular risk. The Committee expressed concerns that the NHS could decide to reduce the criteria for eligibility further and David Duncan agreed to take the issue to SMG for further discussion.*

*2.2 Procedural changes (verbal update PH)*

*Peter Haggarty informed the Committee that Selina Woolcott, Director of USR, retires at the end of this month. An existing safety specialist will cover the post until it is filled and, as soon as that person is named, the Committee will be informed. University, Safety & Resilience (USR) are to merge with the Estates Compliance Team and David Harty circulated a paper showing how this new structure could look. However, the new Incoming Director of USR will decide what the final structure should look like. The former post of Head of SEPS will not be replaced.*

*2.3 Main Library, security issues (Paper 1)*

*The Committee noted the Paper that was circulated. Gary Stephen informed the Committee that an incident had taken place in the Library where a student behaved in a highly inappropriate way. This was witnessed by several students, one of whom filmed the incident and posted the footage on social media. Security staff were concerned that the student was mentally unwell and tried to defuse the situation while ascertaining if he required medical attention. In hindsight, Police Scotland should have been involved immediately as this was clearly a crime and all Security staff will receive training on when to escalate an incident to Police Scotland.*

*2.4 Transport and pedestrian safety on campus (SW)*

*Selina Woolcott informed the Committee that the working group for this item had met twice and a draft action plan has been created. David Harty will continue to update the Committee*

*on the progression of this.*

### **3. Estates Safety Report (Paper 2)**

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

- Joint working has begun between University Safety & Resilience (USR) and the Compliance Team in anticipation of the merging of the teams.
- A Service Catalogue is in production to summarise the service provision across both teams.
- The Estates Safety Report will combine with the USR reports for future meetings.

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

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

- Renewal of the Safe Effective Quality Occupational health Service (SEQOSH) certification (the 5-year enhanced audit).
- OHW have transitioned to Orchid Live, the digital records system.
- The current OH Physician retires at the end of March 2025 and OHW aim to have his replacement in post before he leaves.

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

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

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

The Committee noted that part of the Paper had not been fully updated from the previous meeting. Selina Woolcott agreed to circulate the correct version via email.

### **7. RPS Report (verbal update BJ)**

Bruce Jolliffe informed the Committee of the following:

- There was a data breach in December through the dosimeter badge provider. Four UofG staff were affected but, other than their names, no other data was affected.
- An overexposure report for a lens dosimeter was received. Upon investigation it was found to be due to careless badge storage, rather than actual overexposure, which highlighted a need for training on using dosimeters safely.
- Bruce highlighted Reg16 of the Ionising Radiations Regulations 2017 which states that 'Where work with ionising radiation undertaken by one employer is likely to give rise to the exposure to ionising radiation of the employee of another employer, the employers concerned must co-operate by the exchange of information'. As the University shares resources and employees with the NHS, CRUK and SUERC, he is planning proactive work to ensure that the University is compliant in this regard.

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

The Committee noted the Paper that was circulated. At the request of the Committee, the report included the following additional data:

- Unit comparison absence summary which included the proportion of staff in each unit with sickness absence as well as total days lost.

- Days lost in 2024 by reason/unit
- Proportion of staff with recorded absence in 2024 by reason/ unit
- Top 5 absence reasons by reason/unit

The Committee thanked Mhairi Docherty creating this document, which they found extremely useful.

## 9. HSW Annual Report (Paper 7)

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

- 2024 saw a lot of change across the whole of the service, including a name change to University Safety & Resilience (USR). [REDACTED]
- New into post were David Scott, Fire Safety Adviser, Bruce Jolliffe, Head of Service for RPS, Ross Slavin, Chemical Safety Adviser and Aude Aumeunier, Biological Safety Adviser.
- USR also welcomed the Estates Safety & Compliance Team, which consists of 7 members of staff, into the Service. This merger will facilitate a broader corporate safety service over the coming months.
- Total numbers trained through the USR training programme were 10,984 (4,000 higher than 2023) this was considerably boosted this year by POD running a drive on mandatory training updates across the University. This total includes online courses.
- Supporting the first wheelchair-using person to be accepted onto the Veterinary Medicine course in the UK by the Royal College of Veterinary Science in tackling accessibility issues and risk assessment.
- Advising and reassuring staff in relation to increased levels of anxiety-causing, damp-loving moulds. Facilitating disposal of potentially explosive crystals.
- This will be the final annual report from the current Director of USR, Selina Woolcott, who retires at the end of March 2025. Selina informed the Committee that she felt great pride in what her team have achieved over the years – facilitating staff to work safely.

The Committee thanked Selina for her service over the years. The University is indebted to Selina for her excellent judgement, sound advice, and ability to work with colleagues.

## 10. HSW Policy review (Paper 8)

The Committee noted the Paper that was circulated. Selina Woolcott informed the Committee that, although due for review, will continue in its current format, other than updating the service name, until the next Director of USR is in post. The review date will be changed accordingly.

## 11. Any Other Business

1. Health and Safety Executive (HSE) – Stress. HSE recently wrote to Birmingham University. When talking about stress, the usual terminology used by HSE is “managing stress”. In this letter, they questioned what measures the University had in place for “preventing stress” which suggests a potential change in how HSE is looking at stress in Universities. Selina Woolcott informed the Committee that it is possible that the HSE will contact the University of Glasgow in the coming months, to see what measures the UofG has in place for preventing stress.

2. The TU Safety Reps asked the Committee if UoG Commercial has a safety policy. The Convenor, David Duncan, agreed to report back to the Committee via the Clerk.

## **12. Date of Next Meeting**

The next meeting of the HSWC will take place at 10am on Friday the 30<sup>th</sup> of May 2025 at 10am in the Melville Room.

DRAFT

## Health, Safety & Wellbeing Annual Report 2024

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### 1. EXECUTIVE SUMMARY

2024 saw a lot of change across the whole of the service, including a name change to University Safety & Resilience. Departures included David McLean, Head of SEPS, who retired at the start of April, with Jim Gray semi-retiring into an Associate post, continuing as Radiation Protection Adviser (RPA) and Radioactive Waste Adviser (RWA) on a part-time Affiliate basis during recruitment of his successor and still continues now while the new head of service completes the necessary registrations to become the full time RPA. Dr. Phil Rodger, Chemical Safety Adviser, left in July for a promoted post at the University of Edinburgh and Dr. Alice Gallagher, Biological Safety Adviser, retired early in August, with Liridona Jahdaut, Business Continuity Adviser departing in September for a new role at the University of Essex. We are enormously thankful for their time and expertise whilst with us and wish them every success in their new roles.

As saddened as we were by those departures, we were delighted to welcome new into post David Scott, Fire Safety Adviser in April who was very welcome after a 5-month void in the role. David brings with him a wealth of experience having worked previously in higher education at Queen Mary University of London for 3years, a qualified Fire Safety Manager in Singapore and then running his own fire safety consultancy for seven years in Hong Kong before relocating back to the UK in 2021 and being Global Head of Compliance for a fire safety company. Bruce Jolliffe, Head of Service for Radiation Protection Services started with us in July. Bruce has many years' experience as a Fire Scientist supporting UK fire services in radiological safety during emergency responses and is in the process of completing his formal registration as an RPA. This will enable Jim Gray to reduce his time further as he continues to kindly provide part time RWA cover for the University. Bruce and/ or Alex Shearer, Safety and Environmental Adviser, will ultimately apply for registration as RWA. To give context, there are very small numbers of registered RPAs and RWAs in the UK, which makes recruitment extremely difficult.

Ross Slavin, former Chief Technician for the Schools of Chemistry & Geographical and Earth Sciences, joined us in October as Chemical Safety Adviser, followed in November by Aude Aumeunier, former Biological Safety Manager at the CVR, as our Biological Safety Adviser.

As priority has to be given to responsive safety work, such as the investigation of incidents, supporting enforcement body interventions and urgent requests for advice, the primary impact of this level of turnover was most noticeable in the decreased volume of training delivered. Fewer fire safety courses were run at the start of the year and, towards the end of the year, we saw an impact on numbers of IOSH-accredited general safety courses as well as specialist

Biological and Chemical safety training delivered. The SEPS audit programme and was slightly affected during 2024 although this effect will continue for some months into 2025 as staff new to specialist posts and develop their broader general safety competencies and familiarisation with the audit tool. The SEPS fire risk assessment programme was also impacted due to staff shortages in the first quarter of the year and competing priorities throughout the year.

Despite all this change, and more to come as USR welcomes the Estates Compliance Team into the Service, the variety of challenges and quality of responses to those challenges continues to test the team and inspire in equal measure! Total numbers trained through the USR training programme totalled 10,984 (4,000 higher than 2023). This includes online courses and was considerably boosted this year by POD running a drive on mandatory training updates across the University. 134 courses were delivered in person (down by 19 courses on 2023) to 1442 staff and students, down by 300 compared to 2023 but a significant proportion of the drop was due to the decision to deliver fewer Mental Health First Aid courses as we move to a position of maintaining rather than growing numbers of MHFAs across the University.

From supporting a wheelchair-using veterinary student into her first year at the Vet School (the first wheelchair-using person to be accepted onto the Veterinary Medicine course in the UK by the Royal College of Veterinary Science) tackling accessibility issues and risk assessment, through the impact of climate change - advising and reassuring in relation to increased levels of anxiety-causing, damp-loving moulds - to facilitating disposal of potentially explosive crystals, the work has provided the whole team with excellent learning opportunities and new networks of service users.

This will be my final Annual Report for the University and, as I retire at the end of March 2025, I can look back with pride, fondness and great gratitude to my team members, past and present, as well as the huge numbers of great colleagues I have been privileged to work with over the years. Whilst I don't underestimate the challenges faced by the team as many of them are still developing their broader safety knowledge and experience, I have great optimism for the future of health and safety at UofG, given the enthusiasm, tenacity and skills of the professional, technical and administrative folk in USR.

## **2. KEY DEVELOPMENT AND ACTIVITIES**

### **Administrative changes**

It's been a busy year for accommodation moves. The Radiation Protection Service team members relocated to the SEPS offices within the Isabella Elder Building during February which has further supported collaborative working between the two teams. The end of the year saw the whole of USR relocating to Level 1 of the building, with colleagues from the Estates Compliance Team, as part of the decant arrangements for the refurbishment of the upper levels for the New Ways of Working strategy.

The collocation of the two teams will facilitate the plan to merge USR with Compliance into a broader corporate safety service over the course of the next year.

We welcomed new colleagues as detailed earlier and they have all made excellent starts in their new roles, with much positive feedback from the Schools and Professional Services.

### **General safety**

Following the retirement of the Head of Service, and the decision to hold that post vacant, the majority of general safety work and enquiries have been fielded by the Safety and

Environmental Adviser (SEA), Alex Shearer, with assistance from the Director of USR, when possible. Requests for general safety advice that arrive via the SEPS mailbox cover a vast array of topics. Some of the typical requests include, but are not limited to, travel safety, food safety, disabled access to buildings, expectant mother risk assessments and lone working.

One topic that has seen an increase in requests is DSE/Workstation assessments. Although this is covered by the DSE Moodle module that was put in place last year, there has been a steady increase in colleagues returning to work after injury requesting SEPS presence in carrying out workstation assessments.

Another topic that has seen an increase in requests is water ingress and advice on subsequent mould issues. Due to increases in adverse weather events we have seen an increase in building fabric issues which eventually manifest as mould. Though not entirely benign, it's a very visible problem and colleagues get quite anxious believing they have been exposed to "toxic black mould" which, although prevalent in the Americas, is extremely rare in the UK. A large body of work over this year was inspecting affected areas, addressing anxieties and highlighting to colleagues in Facilities Services the need to prioritise work in badly affected areas.

Incident investigation continues to be an important part of SEPS role from which lessons can be learnt and improvements identified. Every incident report received by SEPS is reviewed by the USR Director and assigned to a specialist adviser for further review and, if necessary, investigation. The aim of this is to identify both the immediate and underlying causes of an incident so that these can be addressed. The outcome of individual incident reports cannot reasonably be catalogued in an annual report of this type and so are not discussed in detail. However, they are reported on a quarterly basis to the University HSW Committee and some summary data is provided within Section 6.

Continued requests for advice on the carriage of dangerous goods were also fielded by the SEA, mostly originating from the CVR, and included materials such as viruses, batteries, liquid nitrogen and other chemicals.

An overhaul of how we deal with statutory inspection reports is currently being undertaken with the Compliance team. Currently the SEA and CSA disseminate reports to the relevant contact in the Units and seek confirmation that any equipment with major defects is taken out of service and repairs are planned.

A major piece of work from this year has the identification and disposal of peroxide-forming solvents. This followed an incident in the ARC where it was identified that peroxide crystals had formed in a solvent. This event took place during the void period between our former and current CSA so was responded to in full by the SEA. Peroxide crystals can be shock-sensitive explosives and access was restricted to the lab and blast shields erected, until disposal could be arranged. A Safety Alert was drafted and shared across all labs throughout the University. Due to the hazard posed by these solutions specialist explosive disposal by an explosives expert is the only suitable disposal method (at great cost). Following the distribution of the Safety Alert by the SEA, three additional instances of peroxide-forming solvents were identified and disposed of safely.

Another important and involved activity was advising and supporting the planning process to enable access to study veterinary medicine for a wheelchair-using student. Some fairly major works were needed to facilitate this at the Garscube campus and Cochno Farm. Consideration had to be given to both accessibility into and around several buildings, but also road safety between buildings for the student. As this is the first wheelchair-student in the UK to be accepted onto the course by the Royal College of Veterinary Medicine, and their decision took several months to be reached, the work to assess locations and activities for accessibility and

risk management purposes was both challenging and time-constrained. We would like to thank all the staff at the SAH, Weipers and Production Animal Units, as well as Clarke Elsby, Building Surveyor with the portfolio to lead the accessibility agenda for Estates, for all their input and support in ensuring the student was able to join their first- year fellow students in their studies at the start of the academic year. Work continues to ensure accessibility to other areas the student will require to access as they progress through the course.

### **Biological safety**

The former Biological Safety Adviser (BSA) (Alice Gallagher) provided competent biological safety advice across the Colleges, Schools and Services as work progressed or was planned in her eight months in post in 2024 prior to retiring from the UofG in August. The Colleges of Medical Veterinary and Life Science (CMVLS) & College of Science and Engineering (CoSE) were again a major focus for the BSA although biological related activities extend across the University as a whole. General safety as well as specialist support was given to management units involved in teaching, research and support activities throughout the period.

Existing work with pathogens and animal models continued to grow. Input to the considerations and permissions for new proposed work was required in addition to providing consultation and competent advice for laboratory refurbishments and new builds, as the University expands. Input to refurbishment (especially for high containment facilities) and new-build planning and implementation considerations, involves intensive time-consuming meetings with relevant key stakeholders on multiple ongoing occasions.

The increasing biological risk profile (both safety and security) of the University has required the BSA to continue to support front-line academics and area managers as higher risk work has increased. There has been a marked increase in interdisciplinary collaborations within the University that involve biological material, encouraged by the co-location of chemists, engineers and biologists in areas such as the Advanced Research Centre. New and innovative work is encouraged and facilitated where possible, although further input was required from the BSA in those teams where personnel have no biological safety background or dedicated biosafety competent personnel within their discipline, to ensure compliance. The CMVLS Biological Safety Manager is proving to be a great support at CMVLS in informing units and ensuring compliance in relevant areas, particularly at the Gilmorehill Campus.

The University Scottish Marine Animal Stranding Scheme (SMASS) were finally able to commence work this year following the retrospective detection of SAPO 4 agents requiring containment level 4 in certain materials being held at the University in 2023. A thorough risk assessment was undertaken by the group in relation to commencing work in 2024 and appropriate consultation with HSE enabled an agreed approach to commencing work to include ongoing assessment to the changing foreseeable biological risk in the marine animal populations being studied.

HSE identified UofG as one of 6 higher risk organisations for biological work in December 2022 which resulted in an intensive regulatory inspection programme over the last 2 years with improvements made following enforcement or actions issued by HSE. Following on from this, HSE Microbiology and Biotechnology Unit undertook inspections and visits in April and October 2024 respectively and continue to work closely with the BSA for the rolling inspection programme and to ensure biosafety compliance.

The outgoing BSA met with HSE online in July 2024 to discuss handover to a different HM Inspector (for our future inspections) and also discuss appropriate business continuity. HSE were very satisfied with the current biosafety arrangements and looked forward to meeting with Dr Aude Aumeunier in her new capacity as University BSA in late 2024 having previously interacted with her in her previous role as CVR Biological Safety Manager.

The BSA attended and gave input to the School of Infection and Immunity's Health and Safety Committee meetings throughout the year, particularly as this is the largest School in CMVLS, where a substantial amount of higher risk biological work is undertaken. Many Units required support on the importation processes and documentation for receiving pathogens and specimens into the UK from EU and non-EU countries.

The BSA gave input and competent advice to the four CMVLS Genetic Modification Safety Committees (GMSCs) with the new CMVLS Biosafety Manager playing an integral role to help ensure appropriate approvals, or consent, were in place for the diverse range of work with genetically modified organisms, animals and plants. The CMVLS Biosafety Manager is now playing a pivotal role in working with the GMBSOs to help streamline processes, consolidate paperwork and ensure regular reviews are undertaken appropriately of GM risk assessments.

As a co-opted member of the NHS Greater Glasgow & Clyde GMSC the former BSA also continued to contribute to the review of GM risk assessments for work in NHS clinical trials until her retirement in August 2024.

The BSA role (and also the roles of the other Specialist Advisers in SEPS) includes general safety duties, which can occupy significant time. The work includes general accident investigations and ensuring statutory reporting to the enforcing authorities where appropriate. The BSA followed up on many biological and wider safety incidents across the organisation over the year.

The SEPS Team meet regularly with our colleagues in the Occupational Health Service (OHS) and the BSA liaised with them on specific health-related matters/investigations arising from within Units across the University. Some cases required more substantial input and liaison with OHS personnel, line management and relevant staff where appropriate.

### **Chemical safety**

The former CSA provided services until his departure towards the end of July. During that time he contributed to a number of major projects. In particular he provided specialist advice to several new build and major refurbishment projects, including to the design stage of the Keystone Building, and the re-design/ occupation/ commissioning of the Skabara Lab in the Joseph Black Building.

He provided extensive advice to the Clyde Hydrogen spin-out company, including assisting in identifying suitable space for some of their activities, reviewing risk assessments and the assessment required under the Dangerous Substances and Explosive Atmosphere Regulations (DSEAR).

The CSA provided significant input to the finalisation of the upgrade plans for the liquid nitrogen facility at the Davidson Building.

A contractor was required to deliver a programme of roof repairs on buildings with vent stacks servicing local exhaust ventilation in labs. The CSA took part in a working group with representatives from the contractor, colleagues from Compliance and Estates projects staff to resolve concerns and prepared a detailed COSHH assessment for the contractor's activities to reassure the contractor and their employees on the control measures in place for their safety and to enable the urgent repair works to progress after what had been a considerable period of delay.

The incoming CSA worked with staff in the University Library's conservation unit to raise their COSHH-awareness and help improve their practices in working with chemicals.

The School of Chemistry's Safety Committee received continuous support from the CSA throughout the year.

### **Environmental and specialist waste issues**

There have been long-running issues with the payment of invoices from our clinical/ biological waste contractor. This has seen large annual discrepancies in unpaid bills, leading to the contractor withdrawing services on some occasions. One such example involved unannounced withdrawal of service the Biological Services cadaver store. The issue was not noticed until there had been two missed collections and resulted in the Unit having to stockpile waste. The SEA worked with the unit to find extra cold storage capacity and worked with the contractor to address the issue ASAP. After one challenging and large collection, regular service followed the next week.

A great deal of work was undertaken during the year to address this repeating issue with our biological waste contractor. A new system was put in place with considerable invaluable support from the PA to the USR Director. This means the SEA now has sight of all biological waste collections and invoices as well as a contact list for all invoices, created to address any issues occurring from the University (client) side of the contract. The process helped us identify that the issue does not lie solely, or even primarily, with client processes. We subsequently worked with the contractor to identify problems at the invoicing end which were also causing payment delays or failures. Following the introduction of the new process, we have seen this discrepancy in payments fall from £15K-£27pa to less than £1K.

Chemical waste collections continued relatively smoothly. Some minor handling issues were raised such as waste containers and sharps bins not being fully sealed. Only one major incident was reported wherein a container of chemically contaminated material was overfilled causing it to break and spill on the South Front. We are fortunate that this was contaminated solids and fairly easy to clean up. Notice was sent to all users of the service to reinforce the importance of not exceeding container capacity.

Close communication with Security colleagues continued in coordinating the chemical waste collections. During the monthly collections typically around 10 tonnes of hazardous waste are collected around campus and removed.

Collections of waste electrical and electronic equipment (WEEE) continued throughout the year with no major incidents. The SEA continues to coordinate collections between units to ensure that the service remains free for users.

The contracts for all three waste streams (Chemical, Biological and WEEE) were reviewed by the SEA, with support from Procurement, with two being renewed and one extended for an additional year. All contracts continue with the previous/ existing provider.

Communications with SEPA were ongoing throughout the year and permits were obtained for CMVLS work with salmon at Millport and work on the mill pond at Cochno. The SEA also advised on SEPA requirements following erosion on the banks of the Kelvin at Garscube. It was noted that using a methodology taking advantage of native plants that there would be no requirement to register the activity with the regulator.

In collaboration with colleagues in the Sustainability team, a project was undertaken to get University-wide access to a chemical inventory system. Cheminventoy was chosen and the roll-out is well underway. This should allow users, labs and units to track their chemical use, share chemicals between groups and give the University some oversight for certain chemicals such as chemical weapons precursors and explosives. The SEA is currently the site administrator for the University.

The SEA also contributed to the APUC review of the frameworks for waste contracts.

## **Fire Safety**

Following ongoing internal changes within the Estates Department, it was necessary to undertake a review of our Fire Safety Policy and Arrangements. This review was undertaken late in 2024 and is currently out for further consultation and a reviewed and updated document is expected to be in place for early in 2025.

Several procedures and policies were either reviewed (organising a fire drill, short guide to fire procedures and fire safety measures for PODs) and reissued or new policies introduced (lithium-ion battery guidance for small devices). Several are either out for consultation (Fire Precautions Register) or are in draft format (Portable heaters, PV panels, fire alarm management and fire alarm guidance note). We will continue to add further guidance as necessary to meet the changing fire safety landscape.

SEPS continues to support Personnel Evacuation Escape Plans (PEEPs), policy and procedures with guidance and support to students and staff, where this is required to ensure that the appropriate evacuation measures are in place. SEPS continues to work with Disability Services, and disability coordinators, with the start of the new Academic year being a particularly busy one in relation to the preparation, reviewing and issuing of final PEEPS.

The fire safety team continues to provide support to all building users across all UofG locations and this has recently included several visits to our site at SUERC (East Kilbride) with support and advice given to our Dumfries Campus and SCENE at Rowardennan.

### **Fire incidents**

No serious fires occurred within university premises in 2024 although a small number of less serious incidents did occur, mostly within our science buildings, involving either electrical appliances or experiments within laboratories. Several outdoor fires were also recorded at our Garscube campus, mostly during a period of warm and dry weather in the Spring. We also had two incidents within our residential accommodation which required the attendance of the F&RS.

All other fire incidents were minor and were mainly dealt with promptly by those on site, with the Scottish Fire and Rescue Service (SFRS) being required for only four incidents, (except externally), these being the minor fire incidents within Queen Margaret Halls, (hair dryer) Wolfson Halls, (faulty lighting), Gibson Street residences, (cooking) and Boyd Orr Building (over heating diesel sprinkler pump) that are listed in Table 6. Other incidents included lab experiments with flammable materials, overheating of electrical equipment, lasers and incidents involving cooking which are clearly avoidable by improved operator attention. SFRS did not carry out post-fire audits in relation to these minor incidents but did so for the Queen Margaret Halls and Gibson Street residences, which resulted in further advice being offered as the only audit outcome.

### **Fire alarm activations**

The SEPS Fire Safety Advisers continue to put considerable effort into monitoring unwanted fire alarm activations. The internal response process includes support by Security and Facilities staff to assist building occupiers and local Fire Safety Coordinators to identify, address and mitigate impacts of all unwanted fire alarm signals timeously to reduce unnecessary SFRS callouts.

The total number of alarm activations decreased from last year, down from 238 (2023) to 182, with decreases recorded for genuine activations, unknown cause activations, cooking, other occupant activity and water ingress/steam, with increases to alarm faults and contractors. (See Table 7 for a breakdown of causes). A reduction in numbers from last year is to be welcomed, and although this takes time and effort to manage, advice to all occupants to continue to reduce such activations to avoid unnecessary business disruption will continue. We also work with our fire alarm contractor Dante to improve our fire alarm installations and replace our installations in a timely manner.

Incidents with student accommodation account for 18% of the overall total, which is relatively low given the number of accommodation units we have. We have further identified several non-residential buildings with repeat activations and want to act on these to reduce the number of unwanted fire alarms. Other areas which are highlighted for further investigation and action are the number of alarm faults, and contractor events. The high number of activations where Security or occupiers have been unable to determine an obvious cause is also a target area.

With the number of unwanted alarm activations decreasing, attendance by SFRS has also decreased from 2023, down from 23% to 19%. This is a result of changes in call out practice over the past few years, and the change in policy from SFRS not to attend unwanted fire alarm activations within non-residential buildings unless a fire is confirmed. This has been driven largely by the Scottish Government and SFRS and is aimed at reducing both the cost and safety risk from unnecessary attendance at emergency speeds. As a result of these policy changes, we no longer receive automatic attendance at every alarm activation but are expected to confirm a fire, or significant likelihood of a fire before calling SFRS. This does not apply in residential accommodation where automatic attendance is still the norm in most cases. Therefore, of the 39 SFRS attendances 36 were at HMO accommodation, which accounts for 92% of the SFRS attendances. It is likely that this attendance figure will not change much in the future given that we will still summon the SFRS on every occasion for our sleeping risks. Operational incidents internally and externally (8 events) accounted for the remainder, although on some occasions the FRS may not have attended for internally managed incidents.

Fire risk assessments

**Table 1**

<b>Premise Type</b>	<b>Number</b>
Cat 1 - High Risk	17(13370m <sup>2</sup> )
Cat 2 - Med Risk	24 (123,850m <sup>2</sup> )
Cat 3 - Low Risk	11 (2200m <sup>2</sup> )
Cat 4 – Very low risk	0
<b>Total assessments</b>	<b>52 (139420m<sup>2</sup>)</b>

**Radiation Protection Safety**

**General developments**

**Changes in staff**

- Jim Gray retired from being full-time after more than 40 years of service, became an affiliate part-time and remains RPA/RWA appointed in writing.
- Bruce Jolliffe was appointed Head of Radiation Protection Service 22 July 2024.

- Extended sickness absence within the team has led to resource challenges

### **Freedom of Information**

A freedom of information request was received (September 2024) by the University of Glasgow in relation to many of its activities and processes. The RPS team was required, as a matter of immediacy, to collate information and sift it relative to its sensitivity. Prior to any release of information, the RPS team had to liaise with colleagues in Police Scotland (CTSA) to ensure any FOI released was appropriate to its security status.

### **Radiation Risk Assessments (RRAs)**

A new radiation risk assessment format is being trialled across CoSE. The new format is aligned more closely with the HSE's IRR17 L121 approved code of practice, specifically paragraphs 70 and 71. At present it is being populated for use of a pulsed X-ray generator in the School of Engineering, X-Ray Diffraction analysers in the School of Chemistry and general use and movement of sealed sources for teaching in the School of Physics. Following these trials, it is intended to be reviewed prior to roll out across the University as a whole.

### **PET Laboratory, Joseph Black Building**

The RPS team has been supporting both project management from Estates and the local research group with the development of the proposed PET research laboratory on the Gilmorehill campus. Advice has included shielding calculations for a variety of placement proposals for a shielded fumehood, with differing surrounding building materials, neighbouring areas of work occupancy type and multiple radionuclide options as well as general advice on regulatory constraints relating to the proposed overall development.

### **Radiation Protection Supervisors (RPS)**

A lack of resilience has been highlighted in the University's cadre of local radiation protection supervisors (LRPS) and the process of reviewing and expanding the cadre has commenced. The general theme of this expansion is to ensure that experience is shared and that appointments of LRPS reflect the needs of IRR17. These are:

- The role is fully supported by the employer,
- Buildings with a variety of work practices with ionising radiation have sufficient resilience of cover to provide oversight of day-to-day activities,
- LRPS appointees command sufficient authority in the workplace

These requirements are why it is deemed appropriate for certain buildings, e.g. the Kelvin building, to have at least two LRPS sharing the role. NB the term RPS is the legally recognised term for appointment of supervisory persons in IRR17 whereas LRPS is specific to use within UoG, though in effect the two terms refer to the same individuals.

### **Laser Safety**

Laser safety has been highlighted as an area requiring better representation and oversight in the university. Representatives from across the university were approached and some from the Schools of Chemistry, Engineering and Physics have met with the Radiation Protection Service and an Artificial Optical Radiation Working Group has been formed.

## **SEPA & Radioactive Cat Litter**

During September and October of 2024, the RPS team were involved in an external investigation in support of SEPA. A bag of radioactive cat litter had triggered a radiation monitoring portal at a refuse site in the North of England. The truck was refused access and the refuse returned to Scotland on 4th September. On the 5th September SEPA monitored the waste and established that Iodine-131 was present in the cat litter. The waste shipment had originated from Perth & Kinross. The only cat from Perth & Kinross treated with I131 and returned to its owners at approximately that time had been treated at UoG's Small Animal Hospital.

Although the process should normally allow enough time for I131 decay prior to litter entering the waste stream, this event highlighted a need for review of the information, instruction and training associated with this process for both the discharging clinicians and cat owners involved.

## **Incidents**

Incidents that required investigation during 2024.

1. Dosimeter badge inadvertently exposed to x-rays when staff member left it and ID it was attached to in X-ray room, SAH.
2. Suspected corneal exposure of a technician to UV radiation, GBRC.
3. Overexposure notifications on local area monitors (LAM) due to geological samples in a controlled area, Hunterian.
4. An overexposure notification on personal dosimetry attributed to several international flights taken by UoG staff while carrying their dosimetry badge, SAH.
5. Contamination of Cat and Vet Whilst Injecting I-131, SAH.
6. Overexposure notifications on LAM (Hp 0.07 only) in the vicinity of the sputter ion sources, SUERC-AMS.

## **Routine radiation safety activities**

Contamination Surveys - 25 Radiation labs contamination surveys were conducted during 2024, This was up from 23 surveys carried out during 2023. Contamination surveys are part of our license conditions.

Source Audits - 25 source audits were conducted during 2024. This was the same number that was carried out during 2023. Source audits are part of our license conditions.

Decommissioning - No laboratories were decommissioned during 2024. A cryostat that resided within room 306 of the Sir James Black Building was surveyed and cleared for decommissioning.

## **Dosimeters**

368 whole body dosimeters are issued bi-monthly.

23 whole body dosimeters are issued monthly.

10 eye dosimeters are issued bi-monthly.

6 eye dosimeters are issued monthly.

29 extremity dosimeters are issued bi-monthly.  
7 extremity dosimeters are issued monthly.

#### Registered Radiation Workers

There were 91 new registrations in 2024 for a current total of 541 registered radiation workers, of which 16 were classified persons (under IRR17, schedule 3) in 2024.

The increase in classified persons was predominantly due to a need to cover contingency doses arising from work requiring consent from HSE. Under normal circumstances doses resulting from certain practices (injecting animals, operating accelerators) will be low, however, where potential for increased doses in contingency scenarios exists, prior classification is prudent. This has applied to staff from Small Animal Hospital (Iodine 131 treatments, Linear Accelerator), Weipers Equine Centre (Scintigraphy) and Positron Emission Tomography (PET) research (including cyclotron work).

#### Sealed Sources

Most of the sealed sources are held in the Kelvin Building. As part of our licence conditions these must be swab tested annually for leakage.

119 sealed sources were swab tested in 2024, none failed.

Furthermore, a new document from the National Counter-terrorism Security Office (NaCTSO) relating to security of radioactive sources was received by the RPS team from Police Scotland's Counter-terrorism Security Adviser (CTSA). This stated several requirements that must be met in relation to UoG's SEPA permit licensing conditions.

#### Contamination Monitor Testing

The University has around 155 contamination monitors available for staff, these must be tested annually for compliance with Ionising Radiations Regulations 2017. Of these 92 were tested (down 33 from in 2024), 1 monitor was scrapped for parts, 23 were missing at the time for their inspection and 42 were not checked due to staff absence.

#### Isotope Deliveries

There were 127 radioactive packages monitored, logged and delivered to users during 2024. This breaks down to:

Gilmorehill Campus - 845 MBq down from 1484 MBq in 2023

Garscube Campus - 227886 MBq up from 109085 MBq in 2023

#### Radioactive Waste Disposal

The University's radioactive waste management capability has been severely impacted by the ongoing refurbishment works at the Kelvin building. Access to the main radioactive waste store ceased in June/July 2024 and has not been regained. In the meantime, the radioactive waste store underneath the Sir Graeme Davies Building has been utilised as a stop-gap measure.

There were no sealed source disposals during 2024.

'Dustbin' solid waste disposals continue at the Garscube Campus for radioactive cat litter and horse bedding, and these records are kept on-site and can be available on request.

Liquid radioactive disposals for Gilmorehill during 2024 were 4007.21 MBq.

Liquid radioactive disposals for Garscube during 2024 were 0 MBq.

There was one uranium waste disposal to contractor (Grundon) during 2024, consisting of many small amounts of different chemical forms (uranyl acetates, salts, hexafluoride etc.) but a total activity of 6.95 MBq, all of which had been gathered under an amnesty to remove these materials from UoG campuses.

## **Inspection and Audit**

### **In-house auditing**

Over the course of the calendar year SEPS have continued to operate their rolling safety management audit programme. An audit system is an integral part of any good safety management system and a requirement in ISO 45001, the international standard for safety management. Although the University has not sought ISO 45001 accreditation, SEPS have sought to apply the standards within ISO 45001 and its predecessors, where it has been reasonably practicable to do so, as a benchmark for good practice.

During 2024 seven management systems audits were undertaken, using the internal auditing system developed by SEPS. This figure is slightly down on 2023 due to departure of experienced staff during the year. Audits are designed to scrutinise the health and safety management systems and arrangements of management units and form a vital part of the SEPS governance role helping units to identify areas for improvement as well as highlighting good practices which can then be shared across the organisation. A team of 4 SEPS staff comprising the Biological, Chemical and General/Environmental advisers, Head of SEPS along with the Director of USR undertook these audits, normally working within two-person teams. Larger units can take up to a week of working time to complete and so are a demanding part of our workload within the academic year. Audits from the 23-24 programme conducted this year were:

- Adam Smith Business School
- SUERC

Staff departures and recruitment reduced the number of audits it was possible to complete.

Progress on implementation with actions arising from all audits is monitored by SEPS on at least a quarterly basis and a summary report is submitted to each HSW Committee.

The in-house audit program seeks to ensure that the key elements of a safety management system are in place within each unit at a level that is proportionate to the risks within the unit. This programme has been in operation for over 11 years and is one strong element of the UofG safety management system that is not always matched by systems within other institutions, where routine auditing does not always take place. Repeat audits within the cycle now show that our system has been effective in getting the key safety management structures in place and that these are now being developed and enhanced by our major units.

### **Fire risk assessments**

Sustaining the rate of assessment review is challenging alongside the demands of work associated with new build, refurbishment activity, and training commitments. This was compounded by staff shortages for a quarter of the year. However, the new fire safety team sought to maintain a pace of assessment, whilst always prioritising our sleeping and HMO

risks. The new Adam Smith Business School was completed in the summer of 2024 with the fire risk assessment currently underway.

Fortunately, our new Fire Safety Adviser is very experienced in carrying out fire risk assessments, which has allowed us to stabilise and slightly increase the number of assessments from last year including the total floor area of the assessments undertaken.

A breakdown of the fire risk assessments carried out in 2024 is shown below. These include scheduled assessment reviews, several large buildings including two wings of the Gilbert Scott Building with the third due for completion in January 2025, Boyd Orr, St Andrews Buildings and Lilybank Gardens. The overall number of assessments this year has increased, which is a reflection on the planning and output process undertaken. As the buildings vary in size, and to try to reflect the scale of work involved, the total square meterage of the buildings assessed has also been included. The range of buildings included varies from the Gilbert Scott Building to Victorian terraces to 1960's buildings and slightly more modern buildings.

At the start of 2025, the Fire Safety team are currently undertaking a review of the Estate and Fire Risk Assessment schedule. This involves evaluating the risk profile of the estate which will in turn dictate the review frequency of Fire Risk Assessment review periods. It is foreseen that this will also be useful in prioritising future resources dedicated to fire safety improvement works across the University of Glasgow estate.

**Table 1**

Premise	Type	Number	Compartment Size
Category 1	High Risk	14	15377m <sup>2</sup>
Category 2	Med Risk	44	148386m <sup>2</sup>
Category 3	Low Risk	3	2115m <sup>2</sup>
Category 4	Very Low Risk	0	0

### **In-house inspections**

In addition to our ongoing programme of audits, SEPS also undertook a series of workplace inspections focusing on laboratory areas. These differ from our audits in that they focus on practical compliance in an area and are based on observation of working practices, general housekeeping and availability of risk assessments, emergency equipment etc.. Where our management audits look at safety management systems from the top down, inspections look at the practical working arrangements that are being achieved.

Inspections were carried out in the following areas:

- Compressed gas cylinder store between Bower and Kelvin buildings (School of P&A)
- Eight lab inspections within the Joseph Black Building (Bell, Connolly, Gregory, Henderson, Skabara, Webb and C40-08)
- Series of regular monthly lab inspections in the School of Chemistry to raise awareness of safety knowledge base following departure of local safety coordinator.

Laboratory inspections were undertaken with local technical staff and Safety Coordinators to ensure that results were easily understood and clearly communicated to those with management responsibility for the area. The BSA accompanied the University CSA on a number of inspections across Containment level 2 areas.

The CL3 inspection programme continued across the 7 CL3 laboratories at Gilmorehill and Garscube campuses with some areas having more than one inspection pre and post HSE interventions. Progress with actions raised and verifications with management will be closely monitored in the 2025 inspection programme by the CMVLS Biosafety Manager who will liaise with the BSA and work in conjunction with area managers. This will allow effective oversight at CMVLS of the ongoing activities of their CL3 laboratory areas and ensure actions are completed in a timely manner.

The BSA raised major concerns about the suitability of one of the JBB insectaries for infectious work in animals during an inspection of the facility. Work with biological agents was stopped and relocation is sought while a longer-term solution is investigated. The BSA has been giving significant input, in conjunction with the CMVLS Biological Safety Manager, to ensure compliance.

### **External audits and visits**

The Wellcome Trust funding body undertook an audit of the University in summer 2023 with the only action in relation to biosafety (to further enhance CL3 laboratory inspection action tracking and ensure that expected delivery dates were assigned where possible) was responded to and closed off by the auditors in the 2024 period. The overall audit went extremely well for the University with this important funding body.

We also received enforcing authority inspection visits from HSE's biological safety group and post fire audit visits from SRFS. Details of these are provided within Section 7.

Following last year's major insurance visit a further smaller scale visit was carried out this year by an external insurer to some of our rented properties. A reasonable amount of time was allocated by the Senior Fire Safety Adviser to facilitate the insurers request with the buildings including the preparation of documentation for the pre-inspection process. The inspection process involved physical inspections of the properties as well as a check on all documentation requested with no adverse outcomes with the insurer satisfied with our in-house provisions.

The Fire Safety team supported one SFRS familiarisation visit to our existing buildings (Gilbert Scott Building). The number of visits is well down on last year but may be a reflection on other work the SFRS has had to prioritise.

### **Campus development programme support**

New build activity restarted with at least five new developments underway at various stages that required a particularly high input from USR advisers in terms of "soft landings" advice and support throughout the year and on the handover of the new Adam Smith Business School. Support for the campus development program by Fire Safety Advisers and other specialist advisers is key in minimising the need for expensive, disruptive post-commissioning work.

The extensive campus development program continues to require significant input from the Fire Safety Advisers, along with input by other specialist advisers, at the design stage to minimise the need for potentially costly and time-consuming alterations once the buildings are commissioned and occupied.

Except for the Keystone Building, which is to be built in St Mungo Square, the focus has moved to sites either on the out skirts of the old main hospital site at Church Street or to other vacant sites around the university perimeter, such as Lilybank Gardens with the provision of new sleeping accommodation and other innovative buildings for ‘start up’ companies supported by the university.

These buildings continue to be designs involving fire-engineered solutions, and the fire team has been involved in a significant number of “soft-landings” meetings to support and agree the designs developed for these new buildings on the existing campus and on the Western Infirmary site. Both the Keystone, Church Street and Lilybank Garden developments require a higher level of fire safety management due to the occupancy numbers and occupancy profile and again, we have been involved in discussions regarding staffing and resource levels in these projects.

This professional input is crucially important to ensure that these designs are suitable and that any change, or the conduct of building operations, does not compromise fire safety. Following this process, the Adam Smith Business School was opened in December 2023, fully completed in summer of 2024 with the fire risk assessment due for completion in early 2025.

As new buildings are near completion on the Western campus redevelopment, SEPS staff have been involved in a series of operational readiness meetings in preparation for handover of buildings and infrastructure to the University. This has particularly involved the fire team and has involved planning for the handover of the Adam Smith Business School. This process is separate from specialist advice and support provided during the design and construction phases which typically involves the wider SEPS team and may include review of design material held within the principal contractor’s data system. Post-handover we have supported the local management teams with guidance on initial set up and with the development of new safety systems and arrangements.

Major refurbishment activity elsewhere in the estate demands similar levels of advice and support. Work within existing occupied buildings continues, including significant ongoing fire improvements within the Boyd Orr Building (continuing), Main Library cladding replacement program, (preparation), Kelvin Building new access arrangements (ongoing), including fire door refurbishment with multiple smaller ongoing programs, Rankine Building (continuing). Completed programs include the GUU fire door refurbishment and Gilbert Scott building (grand stair glazing replacement). Such refurbishment projects within existing, occupied and operational buildings require that work doesn’t compromise escape routes or create additional risk to the occupants, and this is always a primary objective of the Fire Safety team and it is one of our safety-critical tasks.

## **Occupational health and Wellbeing**

### **Staffing**

The contracted Occupational Health Physician has chosen not to renew his contract as he transitions to reduced working hours. In response, the tender process has been initiated to secure a new physician for continued service provision.

### **Health surveillance**

The Occupational Health team continues to strengthen its collaborative relationship with the University, providing support through health risk assessments and targeted health surveillance screenings based on identified risks.

Recent site visits to SUERC in East Kilbride and engagement with the Estates teams have been completed, contributing to a deeper understanding of workplace health risks. Moving forward, the team aims to work closely with SEPS to enhance insight into health risks across the University.

To support continuous professional development (CPD), Occupational Health staff have undertaken training, including updates on health surveillance practices.

### **Research passports**

There has been a steady year-on-year increase in requests for research passports, a trend that has continued to grow since the COVID-19 pandemic.

### **SEQOHS**

The Occupational Health team successfully achieved SEQOHS accreditation in December 2024 following a rigorous five-year audit process. This accreditation reflects the team's commitment to maintaining high standards in occupational health service delivery, ensuring compliance with sector best practices and regulatory requirements.

The successful outcome of this intensive assessment underscores the team's dedication to continuous improvement and the provision of high-quality support to university staff. Moving forward, the team remains focused on sustaining and enhancing these standards to uphold accreditation in future assessments. The next annual review is due in December 2025.

### **Digitilisation of systems**

The team has successfully transitioned from paper-based records to the electronic, web-based system Orchid Live. As part of this transition, a comprehensive data cleanse was conducted, with over 2,000 employee records scanned and uploaded to the new system.

Approval has been sought for additional funding to customise the platform to better align with the specific needs of the University.

While the system is still in its early stages of implementation, it presents a valuable opportunity for future expansion and development.

### **Seasonal Influenza ('Flu) Vaccination drive**

The Occupational Health team offered the flu vaccine to all staff who were ineligible for NHS vaccination. To facilitate this, an expression of interest process was developed to support procurement.

Scheduled walk-in clinics were held across multiple locations, including the main campus, Garscube, Berkeley, and SUERC. By 31st December 2024, a total of 1,800 employees had received the vaccine, while 14 declined for reasons such as unavailability, travel, or having received it elsewhere. In total, 1,813 employees registered interest.

A total of 2,000 vaccines were procured, with vaccinations continuing into early 2025.

### **Student health**

The Occupational Health team continues to conduct entry screening for undergraduate students in the Schools of Medicine, Dentistry, and Nursing, with a small number of students also assessed for Veterinary studies.

Screening clinics are conducted in-house, supported by sessional nurses and phlebotomists. To enhance cost efficiency, these sessions have been successfully delivered without reliance on a nursing agency.

The growing student cohort has led to an increase in referrals to Occupational Health for fitness to practice assessments. In 2024, to align with Public Health requirements, the Pertussis vaccine was introduced for applicable students.

### **Student electives**

There was no available data on student elective support due to introduction of new systems.

### **Wellbeing**

Following recent staff and structural changes, wellbeing now falls under POD People, Performance and Recognition team, with Occupational Health providing input on health-specific topics and requests as needed.

The Occupational Health team continues to refer employees and students to the Sports Wellbeing Programme and actively promotes Able Futures and the Employee Assistance Programme (EAP) provided by Health Assured.

Five 2-day courses on Mental Health First Aid were attended by 56 employees. This is a slightly reduced number on previous years as we move to a maintenance level, having established a ~500-strong network of MHFAs across the University.

The Blood Transfusion Service ran a blood donation day in November, in the mobile unit outside the ARC building, drawing 106 donations and a further 40 donations were made in December at a similar event at Garscube.

Several online awareness and upskilling sessions were delivered by the Beatson Cancer Charity for line managers supporting staff experiencing cancer.

Evelyn Partners delivered a number of sessions to help employees manage finance and understand the mental health and wellbeing issues that can arise in periods of financial difficulty.

The UK Government DWP- funded Able Futures programme was promoted to staff. The service provides access to 9 months of support by an assigned mental health professional. This doesn't replace the EAP service already in place at UofG but aims to complement it by providing more practically- focused support plans for a longer period of time compared to the short-term therapy model available via Health Assured.

## **Business Continuity**

The departure of Liridona Jahdaut in June, following on from that of the previous Business Continuity Adviser (BCA) the previous year, led to a void period while we reflected on how best to take forward the BCA role. The two most recent post-holders both came from outside the HE Sector from very different organisations and found the scale and diversity of the University a challenging adaptation process. Towards the end of the year, the decision was taken to consider an interim measure, ideally attracting an internal appointee with UofG experience and some local BC experience into the role.

While still in post, Liridona launched the new BC Sharepoint Hub, a repository of information, guidance documentation and templates, for use by the BC Coordinators across the University to access information and, subsequently, store their completed BIAs and plans.

Liridona also started a programme of training in BC awareness for BC Coordinators, delivering 5 courses over May.

## **3. COLLABORATION AND CO-OPERATION WITH EXTERNAL BODIES**

### **External Representation**

Regular collaboration with other Scottish universities continued through periodic sector meetings with colleagues working in general safety and in fire safety at other Scottish HE institutions. SEPS staff attended the two primary safety group meetings held during the year and our fire safety section hosted the Scottish Universities Fire Safety Advisers group meeting, within the ARC, in June 2023, providing a good opportunity to showcase our new building and the fire safety strategies applied within it. SEPS contributed the University statistics as usual to the national HESA data gathering exercise and received access to benchmarking data collated by the Scottish Universities Safety Advisers' Group (SUSAG) for Scottish data and by the University Safety and Health Association (USHA), for the UK-wide data.

SEPS continues to support the University's corporate memberships USHA, and the Environmental Association for Universities and Colleges (EAUC).

The SEA was asked to speak at a World Environment Day event in June and delivered a talk on lab plastics recycling and practical ways to reduce waste output.

The BSA is a member of the ISTR Executive Committee and UK Biosafety Steering Group and attended meetings throughout the year. As part of the Events Steering Group for ISTR she helped facilitate the organisation of the ISTR 2-day Autumn Symposium. The BSA has given advice and supported development of CL3 inspection programmes at various UK Universities.

The CSA has continued to represent the University of Glasgow on the University Chemical Safety Forum (UCSF) as a member of the organising committee responsible for planning and running UCSF events (e.g. online and face-to-face conferences). UCSF is a body dedicated to improving the standard of chemical safety applied across the higher education sector.

He has also continued in his role as a member the UK Nanosafety Group (UKNSG) who have responsibility for publishing the UK Nanosafety Guide which aims to improve the understanding of health and safety issues associated with nanomaterials and how these can be controlled. The group has spent the year working on the 3rd edition of the guidance document which is due to be published in early 2024.

The CSA organised and hosted an internal development day and networking event for safety coordinators and other UofG staff with health and safety responsibilities, held in November 2023. The conference was attended by around sixty staff who heard from internal and external speakers who covered a range of topics relevant to health and safety. The feedback from conference delegates was very positive and the intention is to run another similar session again in 2024.

## **4. TRAINING PROVISION AND STAFF DEVELOPMENT**

### **Training provision**

SEPS Specialist Advisers delivered a busy programme of specialist health and safety training courses to staff and students from across the organisation with most courses delivered in a face-to-face classroom or lecture theatre setting. The programme was busiest at the start of the year and dipped towards the end as we ran with vacancies for Advisers.

SEPS training has, for some time, been recorded with the People XD system. This system has a facility to send automated reminders when recompletion of a course is due. Use of this has been activated for some mandatory refresher training. Due to continued issues with reliable and accurate transfer of course data from Moodle into People XD we have struggled to have the notification system for Moodle-hosted courses activated, until this year when it seems now to largely operating well.

Training records for staff within Moodle can be viewed by the individual and their line manager. Composite data for a School or service can also be viewed using the Insight tool that is available within the People XD Manager Dashboard to authorised managers. Authorisation for access to this is provided by POD and is available to School Heads of Professional Service who may, in turn, request further POD authorisation for other College or School staff who have a need to see this data. Notification to line managers of staff not completing mandatory training has now come into effect, leading to a marked increase in completion of certain courses. This was further boosted by an HR-led drive across all employees on mandatory training, which saw a very significant increase in completion rates of Induction, Fire Safety Awareness and Display Screen Equipment training.

This year, staff movement reduced our capacity to deliver Institute of Occupational Safety and Health (IOSH) accredited courses in the latter part of the year, as we had no remaining IOSH-accredited trainers on the team. The BSA and CSA delivered several courses in the first few months and, towards the end of the year, arrangements were made for an external provider to deliver two Managing Safely courses, which were well-received by those attending – although slightly less well-received by the budget holders due to the five-fold increase in cost per head compared to SEPS-delivered courses. SEPS still hold licences for IOSH Managing Safely, the corresponding MS refresher course and the Working Safely course. The Safety and Environmental Adviser completed his IOSH train-the-trainer course and submissions during 2024 but confirmation from IOSH was not received until the new year. The plan will be to re-commence internally delivered courses in 2025.

The Biosafety & Genetic Modification training delivered by the BSA was well received again this year. There was very good attendance and high demand throughout the year. In person training enabled a better interaction/exchange with attendees and useful insight into the biological activities and processes taking place across the areas. Some training was specific to certain areas including bespoke group training.

The CL3 Management Training Programme commenced on 10th January 2024 for CL3 managers and relevant personnel with this initial workshop being led by the BSA in conjunction with CMVLS and CVR Biological Safety Managers. The CMVLS Biological Safety Manager

led on a further training session in May 2024 as part of this ongoing competency training programme.

The two CSA post-holders combined delivered 23 in-person chemical-related courses to 303 staff and students.

The fire safety team delivered 34 in-person various fire safety courses to 1539 staff and students – this included 7 sessions in lecture theatres for students in UofG residences.

SEPS First Aid and Manual Handling training contract entered its first year of a new four-year contract in March 2024, the existing provider being successful in the tendering process.

The SEA delivered 6 courses for 52 employees on hazardous waste topics.

The table below shows the delivery of formal courses and training achieved across HSW during 2024.

**Table 2 Courses and training delivered 2024**

Subject	Courses	No. Attendees
<b>Induction</b>		
Introduction to Safety at UofG	online	5,961 staff
<b>IOSH Accredited courses</b>		
IOSH Working Safely course (1 day)	2	16
IOSH Managing Safely course (4 day) (including 2 external)	4	46
IOSH Managing Safely Refresher course (1 day) New	3	31
<b>General and specialist safety courses</b>		
Biological Safety and GM (1/2 day)	9	166 staff/students
School of Chemistry PGR Induction (1.5 hours)	1	30 students
COSHH and Chemical Safety (3.5 hours)	5	50 staff/students
Chemical Emergencies (2 hours)	6	108 staff/students
Compressed Gas Safety (1 day)	2	39 staff/students
Cryogenic Refresher (2 hours)	9	184 staff/students
Safety in Research Groups (1 day)	2	19 staff
Chemical Waste (1 hour)	1	8staff
Hazardous Waste (includes chem and biological) (2 hours)	5	44 staff
Manual Handling (1/2 day – external trainer)	7	60staff
<b>Working Safely with Computers</b> (Full staff completions only as reported in Insight – many additional part-completions)	online	1999 staff
<b>Homeworking</b> Completion of training and assessment element	online	1232
<b>First Aid Courses</b>		
First aid 3-day certificated course	15	155 staff
First aid external 3-day certificated course	15	26 staff
First-aid 2-day refresher course	6	58 staff
First-aid external refresher course	9	16 staff
Oxygen/cyanide specialist first aid course	1	7 staff
<b>Mental Health Courses</b>		
Mental Health First-aid 2-day course	5	56 staff
<b>Fire Safety Courses</b>		
Fire Safety Coordinator (1/2 day)	8	91staff/students
Fire Warden (2 hours)	14	161 staff/students
Use of portable fire-fighting equipment (New)	3	20 students
Fire safety nursing students years 2 and 3 (1 hour)	2	81 students
Staff fire safety awareness training (online Moodle)	online	7177staff
<b>Radiation Safety</b>		
Radiation Safety (Attended)	online	62
Radiation Safety Examination (passed/ attempted)	online	62/62
Radiation Safety Refresher	online	15
X-Ray Safety Course	online	147
X-Ray Safety Examination	online	147/147
X-Ray Refresher Course	online	9
Laser Safety Course	online	117
Laser Safety Examination (passed/ attempted)	online	117/117

Laser Refresher Course	online	0
<b>Totals</b>	<b>134</b>	<b>10,984</b>

**HSW staff development**

All staff completed their mandatory training updates as part of the HR drive on this area. The new head of service for RPS completed his probationary induction training during the same period.

Most of the team attended one or more of the Estates- led Big Conversation workshops looking at some of those aspects arising from the colleague engagement survey.

The Training Coordinator attended the Amazon Business e-Procurement training session.

We had a USR Away Day at Ross Priory when we worked on our plan of work for the coming year, as well as celebrating long service anniversaries for several members of the team.

The BSA completed an online intensive NEBOSH Certificate course in occupational safety and health. We wish her success with her exam and assessment results!

The SEA completed the IOSH Train the Trainer course and assessment and subsequent to the year- end received confirmation of his success in becoming an IOSH- accredited trainer.

Two USHA Scottish Fire Officers meetings were held in 2024 hosted by the Universities of Dundee and the West of Scotland and chaired by Billy Russell our Senior Fire Safety Adviser covering a wide range of fire safety topics including items from the National Conference (see below), fire extinguisher simulation training, room occupancies, PV Solar Panels, fire extinguishers / blankets in student residencies and fire extinguishers for lithium-ion batteries. Unfortunately, despite our efforts we were unable to secure any external speakers, however we are hopeful that this will be remedied for next year. In addition, David Scott was nominated and voted for the position of Vice-Chair.

The national USHA Fire Conference was held at the University of Nottingham on the 17th and 18th October 2024 and this was attended by both fire advisers with presentations covering a range of subject matter including, PEEPS, (overview, legislation, guidance, and practical management), Fire Engineering Principles for fire risk assessment, Holistic Building Fire Strategies compliance and training review – Oxford University, and passive fire protection.

The main USHA conference continued on from the Fire Conference, running on the 18<sup>th</sup>-20<sup>th</sup> October and was attended by the Director of USR and Safety & Environment Adviser.

Several online presentations were also attended by the fire safety team, including Lithium Battery Fires (overview, cause of fires, behavior of use of batteries, guidance/legislation, different types of fire-fighting media- effectiveness) and questionnaire completion, Traditional Buildings, (fire strategies, sprinkler protection, inherent risks, passive fire protection).

BM Trada webinar - Building Safety Act (2022) following Grenfell Tower fire covering high risk buildings (over 18m in height, or 7 stories and used for sleeping accommodation (hospitals, domestic flats, care homes etc.).

The Business Continuity Adviser and Director of USR attended the Higher Education Business Continuity Network (HEBCon) conference, also in Nottingham, in March for 2 days.

The RPS Administrator completed the University course ‘Managing the Monster: Records Management for Administrators’ and focused on interdisciplinary skill-sharing with RPS colleagues to build service resilience.

The Society for Radiological Protection’s (SRP) Annual Conference was attended by the Head of RPS (in person) and the RP Officer (virtually) during the 14<sup>th</sup> – 16<sup>th</sup> May 2024.

The RP Officer and the Head of RPS both attended the SRP’s Scottish Event on contingency planning entitled ‘Getting It Right When Things Go Wrong’ on Thursday 28th November 2024.

The RPS team also joined many of the SRP’s programme of CPD webinar events throughout the year.

## 5. OTHER OPERATIONAL ACTIVITIES

**Table 3**

Activity	Description	2023	2024	
<b>Occupational Health</b>				
Bloods	All bloods, including undergraduate screening, elective students	2396	3103	
DNA	Includes staff, students and postgraduate students who did not attend scheduled appointments	267	323	
Management Referral	New	New referrals	472	526
	Returned	Returned to the referring manager due to insufficient/incomplete information supplied	6	3
	Declined	Guidance offered to referring manager & HR, as an OH referral will add no benefit to supporting the employee and business	8	5
	Reviews	Follow up review – variable clinical rationale	191	168
Health Surveillance	All health surveillance appointments for health surveillance screening. This includes appointments referred to the OHP for further evaluation. The data is per person not individual HS assessment completed.	256	187 employees listed for HS	
Undergraduate Medical student electives	Incoming to University	14	62	
	Outgoing from University	112	Unable to determine	
UG MVLS student Fitness to Practice referrals	students referred to occupational health and on commencement of study consult with occupational health to determine fitness and highlight recommended adjustments	260	94	
Research Passports	Processed by occupational health to conduct research in NHS. There has been a significant increase in the number of research passport requests.	54	60	

Immunisations	All staff, students, post graduate and elective students, researchers, including seasonal influenza programme	2357	3236
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<b>Activity</b>	<b>Description</b>	<b>2023</b>	<b>2024</b>
<b>Radiation Protection</b>			
Ionising Radiation	Registration of new workers	85 out of a total of 504 registered workers	91 out of a total of 541 registered workers
	Registration of classified radiation workers	0	16
	Issue of personnel dosimeters total. From this year figure represents those issued bi-monthly, including (in brackets) some issued monthly:  Whole body dosimeters Eye dosimeters Extremity dosimeters	426  371 (25) 10 (10) 45 (18)	
	Radiation contamination monitors testing (12 required repairs, 110 batteries replaced)	125	
	Swab tests of sealed sources (all passed)	176	
	X-ray surveys (include electron microscopes and dedicated X-ray units)	0	
Radioactive Substances	Contamination Surveys	23	
	Source audits	25	
	De-commissions Beatson (1 room) Henry Welcome bldg. (5 rooms) Wolfson Wohl bldg. (1 room) Sir Graeme Davies bldg. (1 room)	8	
	Isotope Order Management	120	
	Contractor disposals of solid waste	1 114.26 MBq	
	Liquid waste disposal - Gilmorehill	622.5 MBq	
	Liquid waste disposal - Garscube	0 MBq	
Non-Ionising Radiation	Laser surveys	0	

## 6. UNIVERSITY PERFORMANCE INDICATORS

Table 4 Summary of incidents reported in 2024.

2024	Animals	Electricity	Explosion	Fall/Level	Fall/Stair	Fall/Height	Fire*	Handling	Glass/Sharps	Hand Tools	Hot/Cold	Machinery	Spill/Release	Sport	Strike Against	Struck by	Traffic	Other	Medical	Occ. Disease	Violence	Totals
Staff	23			20	16		1	5	21		8		15		25	27	5	1	2		1	132
UG Students	8			6	4				45		3		15		5	2			1	3		74
PG Students	4								13		3		7		3							29
Visitors/other	1			8	3				1			1	1		1	3						6
<b>Total minor and over 3-day</b>	<b>36</b>			<b>34</b>	<b>23</b>		<b>1</b>	<b>5</b>	<b>80</b>		<b>14</b>	<b>1</b>	<b>38</b>		<b>34</b>	<b>32</b>	<b>5</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>311</b>
<b>RIDDOR reportable incidents</b>				<b>4</b>	<b>3</b>				<b>1</b>						<b>1</b>	<b>1</b>				<b>2</b>		<b>12</b>
<b>TOTAL work-related injuries</b>	<b>36</b>			<b>38</b>	<b>26</b>		<b>1</b>	<b>5</b>	<b>81</b>		<b>14</b>	<b>1</b>	<b>38</b>		<b>35</b>	<b>33</b>	<b>5</b>	<b>1</b>	<b>3</b>	<b>5</b>	<b>1</b>	<b>323</b>
<b>Work related injuries by year</b>																						
<b>2023</b>	34	4	1	29	12			1	63		7	1	37	1	23	14			2	19	4	<b>252</b>
<b>2022</b>	33			19	11			7	66		5		33		23	23		1	4			<b>226</b>
<b>2021</b>	26			20	7	1		5	46		5	1	42		19	20			-	4		<b>196</b>
<b>2020</b>	20	1		18	3			8	52		5		27	2	8	13	2	1	-	3	1	<b>164</b>
<b>2019</b>	38			36	14	1		11	62		9	1	36	2	19	25	3		-	3	1	<b>261</b>

<b>Other incidents - 2024</b>																						
DO / Near Miss	2	4		6	2		7	2	13	1	2	1	43		3	16	5	12		1	1	121
Not work-related						1					1			10	1			1	35			49
Contractors						1			2				2		2	2						9

\*Fire category covers incidents involving injury from fire only.

<b>Incident frequency rates</b>	<b>STAFF rate</b> (H/count basis 10.1k)	RIDDOR (11) NON RIDDOR(132)	<b>1.09 per 1000</b> <b>13.07 per 1000</b>	<b>Comparator National Rates</b> Universities Health and Safety Association 2022-23 (Headcount basis)	0.63 per 1000 16.04 per 1000
	<b>STUDENT rate</b> (H/count basis 35.5k)	RIDDOR (1) NON RIDDOR(103)	<b>0.03 per 1000</b> <b>2.90 per 1000</b>		0.05 per 1000 2.00 per 1000

**Table 5: RIDDOR incidents reported to enforcing authority in 2024 by reporting criteria.**

Description of incident	Category	Totals
<b>“Major” Injuries (RIDDOR defined)</b>		
Trip over tree stump causing broken rib/nose/finger. (fall on level)	Staff	<b>5</b>
Tripped over rubber carpet strip – Broken metatarsal. (Fall on level)	Staff	
Fractured wrist caused by hand hitting an automatic feeder. (Strike against)	Staff	
Fractured ankle after a fall over the lip of a kennel (Fall on level)	Staff	
Fractured ankle after a fall down stairs (fall on stairs)	Staff	
<b>Over 7-day incidents (RIDDOR defined)</b>		
Fall following a trip over electric vehicle charging cable. (Fall on level)	Staff	<b>4</b>
Heavy electric standing desk collapsed on foot. (Struck by)	Staff	
Trip over roller racking unit (Fall on level)	Staff	
Sprained ankle after slipping on stairs. (Fall on stairs)	Staff	
<b>Student/public to hospital for treatment</b>		
Capillary tube embedded in finger (Glass/Sharps)	None	<b>1</b>
<b>Reportable dangerous occurrence</b>		
No reportable dangerous occurrences recorded.	n/a	<b>0</b>
<b>Reportable occupational disease</b>		
Occupational dermatitis caused by sensitisation to denture material (Occ Disease)	Staff	<b>2</b>
Carpal tunnel symptoms with potential linked occupational cause. (Occ Disease)	Staff	
<b>TOTAL RIDDOR REPORTABLE INCIDENTS</b>		<b>12</b>

**Table 6: Fire incidents 2024**

Building	Probable Cause
<b>Major fires</b> (significant damage beyond part of building immediately affected)	<ul style="list-style-type: none"> <li>• No incidents in 2024</li> </ul>
<b>Minor fires</b> (localised fire or minor incident only)	<ul style="list-style-type: none"> <li>• Joseph Black Building (Lab Experiment)</li> <li>• Biomedical Building (Lab experiment)</li> <li>• Mazumder Shaw Building (Oven)</li> <li>• Rankine Building (Laser)</li> <li>• Queen Margaret Hall Residences</li> <li>• *(Sanctuary)hair dryer)</li> <li>• *85 Gibson Street Residences (cooking)</li> </ul> <p>*Not included as minor incidents in previous quarterly figures due to circumstances</p>
<b>Other</b> (Near Miss)	<ul style="list-style-type: none"> <li>•Wolfson Hall Residences (Lighting)</li> <li>•Boyd Orr Building (Generator)</li> <li>•Sir James Black Building (fan)</li> <li>•Biomedical Building Lighting)</li> <li>•*Joseph Black Building (laser)</li> </ul> <p>* Not included as minor incidents in previous quarterly figures due to circumstances</p>
<b>External</b>	<ul style="list-style-type: none"> <li>• 4 external fires were recorded throughout the year consisting of small street furniture items (bins etc.) and grass and vegetation fires within or adjacent to the Garscube Estate</li> </ul>

**Table 7: Fire alarm incidents and activations 2019 – 2024**

	2019	2020	2021	2022	2023	2024
<b>Genuine incidents</b>						
Major fire	0	0	1	1	0	0
Minor fire	10	3	9	5	3	7
External fire	3	0	5	12	13	4
Near miss	3	0	1	4	3	4
<b>TOTAL GENUINE</b>	<b>16</b>	<b>3</b>	<b>16</b>	<b>22</b>	<b>19</b>	<b>15</b>
<b>Unwanted activations</b>						
Accidental activation (good intent)	1	3	6	1	7	2
Alarm faults	15	8	32	22	21	28
Contractor activity/building work	33	18	23	41	28	35
Cooking	22	7	33	35	33	11
Deliberate/malicious	2	2	2	9	7	4
Occupant activity (other than cooking)	30	14	34	37	32	27
Water ingress/damp/steam	13	12	11	21	13	5
Unknown cause (unable to be determined)	41	26	77	97	74	68
Dust	4	10	3	7	4	2
Accidental activations	-	-	-	19	0	4
<b>TOTAL UNWANTED</b>	<b>161</b>	<b>100</b>	<b>221</b>	<b>289</b>	<b>219</b>	<b>186</b>
<b>TOTAL ALL INCIDENTS</b>	<b>177</b>	<b>103</b>	<b>237</b>	<b>311</b>	<b>238</b>	<b>201</b>
<b>Of which activations in residential properties: -</b>	<b>31</b>	<b>14</b>	<b>79</b>	<b>76</b>	<b>40</b>	<b>36</b>

**Table 8: Detail of Unwanted Alarm Activations for 2019 - 2024**

Year	No of Incidents	Fire Service attendances	As a % of Total Incidents	Attendance for Fire Incidents (no of incidents)	Attendance for non-fire Incidents (no of incidents)	Attendance for Residential (no of incidents)
<b>2024</b>	201	39	19%	8	31	36
<b>2023</b>	238	55	23%	9	46	37
<b>2022</b>	311	89	29%	6	11	76
<b>2021</b>	237	98	41%	8	11	78
<b>2020</b>	104	26	24%	1	17	8
<b>2019</b>	176	48	27%	8	40	23

## **7. ENFORCING AUTHORITY CONTACT, VISITS AND INTERVENTIONS**

### **Home Office**

Our routine annual chemical weapons declaration was requested by the Home Office in December 2023 and a request issued to relevant units by the CSA to provide the required data. The legally required return was submitted by SEPS in January 2024. A further request was received in December 2024 for our current year data, and this will be submitted in January 2025.

### **Health and Safety Executive (HSE)**

HSE undertook an inspection of derogated CL3 laboratories at Garscube Campus in April 2024 with two Specialist Inspectors in attendance. It was an intensive inspection for all of the Units involved and required substantial input from the academics, laboratory managers and importantly from the CMVLS Biological Safety Manager and CVR Biological Safety Manager as well as the University BSA prior to and during the inspections. No letter or written actions were issued following the inspection, however HSE wished to see evidence of ongoing competency checks and a structured regular programme.

The evidence was presented during the next inspection, in October 2024, and was deemed satisfactory by HSE who confirmed that all actions were now closed. The HSE intervention in October focused on the management and processes related to risk assessment of activities involving biological agents. It required substantial contribution from the CMVLS Biological Safety Manager, CVR Biological Safety Manager, chairs of CMVLS Health and Safety Committees and GM Safety Committees. The inspection went extremely well, and no written or verbal actions were issued.

### **Glasgow City Council, Environmental Health**

We received one regulatory inspection in relation to student accommodation HMO license. (Lister House).

### **Scottish Fire and Rescue Service (SFRS)**

Post-fire audit visits included Queen Margaret Halls and Gibson Street residences following two incidents - refer to table 6, with follow-up letters indicating some areas of improvement required, which falls well short of enforcement action.

### **Police Scotland Counter Terrorism Security Adviser (CTSA)**

Police Scotland Counter Terrorist Security Advisers (CTSAs) visited the University in relation to ongoing activities and made numerous visits to inspect and to facilitate new proposed work at additional locations across the University.

### **Scottish Environmental Protection Agency (SEPA)**

During September and October of 2024, the RPS team were involved in an external investigation in support of SEPA. A bag of radioactive cat litter had triggered a radiation monitoring portal at a refuse site in the North of England. The truck was refused access and the refuse returned to Scotland on 4th September. On the 5th September SEPA monitored the waste and established that I-131 was present in the cat litter. The waste shipment had originated from Perth & Kinross. The only cat from Perth & Kinross treated with I131 and returned to its owners at approximately that time had been treated at UoG's Small Animal Hospital.

Although the process should normally allow enough time for I131 decay prior to litter entering the waste stream, this event highlighted a need for review of the information, instruction and training associated with this process for both the discharging clinicians and cat owners involved.

## **8. MAJOR ACTIVITIES AND KEY OBJECTIVES FOR 2025**

2025 will be year of both change and consolidation for USR. There are several members of the team who are either new to their role and/or the sector who have joined within the last few months and are adjusting and developing into their posts. Some of the specialist safety advisers are growing their general safety knowledge and expertise to prepare them for contributing to the more proactive initiatives like auditing and safety management training, as well as supporting incident report responses. Like all development it is a gradual process and this will limit the scale of some of the programmes USR is able to deliver in the short term. However, the highest risk areas have good specialist support and will continue to be supported in the manner those activities require.

The impending retirement of the Director of USR marks more change and, to provide continuity while the post is recruited to, the Head of compliance has been appointed to the post of Assistant Director of USR and will be acting Director in the intervening period. The Director and Assistant Director will meet frequently to achieve as smooth and comprehensive handover as possible.

New ways of working will also require continued adjustment and are likely to pose considerable challenges. The first floor of the Isabella Elder Building has been a very useful space in which to support closer working between USR team members with those of the Compliance Team in preparation for merger during the course of the year. This space will no longer be available once the refurbishment of the upper floors of the building is completed and staff will need to find ways of delivering our services without the advantage of dedicated office space for everyone.

The Assistant Director will oversee a working group to establish how to make best use of available dedicated space and start to consider some of the wider implications of more hybrid and agile working practices for service delivery.

Meanwhile, other planned bespoke initiatives will be delivered in response to operational needs, trends in incidents, audit outcomes and requests for guidance. Some are identified below:

- Recruitment of new Director of USR
- Continued development of new specialist advisers to NEBOSH certification, IOSH train the trainer accreditation, RPA registration, RWA registration as appropriate.
- Administrative review of processes and systems across the two teams to rationalise approach and avoid duplication of records/ effort.
- Space management and agile working work group, mentioned above
- Radiation Protection Service review of processes, training and systems to update and optimise protocols and wider service offering
- Supporting research and teaching areas involved in HSE review in May 2025.

- Sharps initiative looking at the broad spectrum of injuries arising from both needlesticks and other sharp items to staff, including cleaning/ operational staff as well as researchers, technicians and students.
- Review of organizational level of stress risk assessment mechanism.
- Retendering of fire safety awareness online training provision
- Retendering of uplift service for chemical waste
- Increased digitilisation of occupational health systems
- Recruiting to an initial internal seconded BCA post
- Reviewing the long- term role of Business Continuity Adviser to improve retention and resilience in the post.



University  
of Glasgow

# COURT

**Court Meeting:** 23 April 2025  
**Document Title:** Communications to Court from the meeting of Senate held on 10 April 2025  
**Responsible:** Dr Richard Lowdon

## Executive Summary:

Court is **asked to note** the Communications from Senate to Court paper. Court is particularly asked to note item 6.1 under Clerk of Senate's Business, which relates to the recommendations of the Senate Effectiveness Review.

## Action Required:

- FORMALLY APPROVE  
 FOR DISCUSSION  
 TO NOTE/FOR INFORMATION

**Resource Implications:** N/A

**Risk and Assurance:** N/A

**University Strategy:** Senate received a presentation on the development of the new University Strategy and the current Learning & Teaching Strategy.

**Sustainability Implications/Assessment:** None

**Student Experience:** N/A

**Equality Considerations:** Senate received an update on the University's stance in relation to EDI under item 1.

**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.**

## University of Glasgow

### University Court – Wednesday 23 April 2025

#### Communications to Court from the meeting of Senate held on 10 April 2025

##### Dr Richard Lowdon, Academic Policy & Governance

(All matters are for noting)

#### 1. Principal's Q&A

Three questions had been received for the Principal's Q&A item. The first question related to recent media coverage regarding Equality, Diversity and Inclusion (EDI) policies in the Higher Education sector, and how these policies had been legally challenged. With this in mind, the questioner asked what Glasgow's stance on EDI was and how vulnerable the University was to similar challenges.

Professor Frank Coton, Senior Vice-Principal & Deputy Vice-Chancellor, informed Senate that the University had developed a well-established stance on EDI, which was integrated into its policies, strategies, and practices. This framework guided institutional decisions, external collaborations, and the presentation of the University's values, which included its core value of 'Inclusive Community'. The University's strategic approach to EDI was overseen by the Equality & Diversity Strategy Committee (EDSC), which included Equality Champions from the Senior Management Group (SMG). The Principal acted as the overall Equality Champion, ensuring alignment with the Equality Act 2010, and addressing protected characteristics such as sex, race, disability, and sexual orientation. Equality was embedded within the University's research, teaching, and operational practices (including procurement), and progress on this was outlined in the University's biennial legislative reporting, which was published online. The University actively aligned its EDI approach with sector-wide frameworks, and had successfully implemented the Athena Swan Charter since 2013, holding an Institutional Award and 20 School awards at Gold, Silver, and Bronze levels. The University also engaged with accreditation bodies and funding organisations such as UK Research & Innovation (UKRI), whose strategies emphasised inclusivity in research and innovation. Changes in frameworks such as Research Excellence Framework 2029 (REF2029) further highlighted the importance of People, Culture & Environmental indicators.

When making decisions about projects or partnerships, the University also sought to:

- Prioritise inclusivity and alignment with EDI principles.
- Collaborate with organisations that shared similar values.
- Use diversity data responsibly to inform actions.

This integrated approach ensured that EDI considerations underpinned the University's strategic direction while fostering an inclusive culture across its community.

The second question that had been submitted for the Principal's Q&A item related to concerns that students had raised about the date that the University's exam timetable was released and the possibility that the University could release the timetable further in advance.

The Clerk of Senate informed Senate that he had discussed this matter with colleagues in Registry and Academic Policy & Governance (APG), and acknowledged that the timing of examinations was a concern for students, particularly students who were required to make

travel arrangements in advance to attend examinations. The Clerk of Senate noted that individual timetables were currently released about four weeks in advance of the examination period, and that the University's Academic Session Dates (which included the period over which examinations would be held) were released at least 12 months in advance. However, releasing the full examination timetable more than four weeks in advance was challenging due to the requirement to avoid clashes, take into account the needs of disabled students, and adhere to local guidelines about examination loads, which was further complicated by fluctuating student enrolments, delays in students finalising course choices, and the broad range of course options available to students. In order to alleviate some of these pressures in the future, the Clerk of Senate informed Senate that he was working with colleagues to simplify the University's degree regulations and streamline the wide range of degree and course combinations available to students – factors that contributed significantly to the complexity of the University's examination timetable. The Clerk of Senate also informed Senate that he would liaise with colleagues about how the University might communicate with students more effectively regarding the rationale for only releasing the full examination timetable four weeks in advance, and the challenges and complexities associated with this.

The third question that was submitted for the Principal's Q&A item related to the use of in-person examinations and concerns that this method of assessment had been relegated without there being a full discussion of the potential implications in relation to factors such as the need to assess Intended Learning Outcomes (ILOs) and meet subject benchmarks, the importance of embedding skills recognised by employers, protecting against inappropriate AI use, and ensuring equality of opportunity given the varied backgrounds and living arrangements of students. Therefore, the questioner asked if it was possible to have a University-wide conversation about the place of in-person examinations.

In response to this question, Professor Moira Fischbacher-Smith, Vice-Principal for Learning & Teaching, informed Senate that she had spoken with the questioner prior to Senate about their concerns. In that meeting, she had noted that the University may hold another open Learning & Teaching Committee meeting to discuss assessment methods, as it had done a couple of years ago. Professor Fischbacher-Smith also informed Senate that the University was not resistant to the use of in-person examinations as a method of assessment. However, there was a view that, prior to the COVID-19 Pandemic, the institution had been overly-dependent upon examinations, particularly high-stakes examinations, as a form of assessment, and that this had impacted negatively on the experience of many students. Requests for examinations had also increased due to the growth in student numbers and the number of course options available. As a result, it was becoming increasingly challenging to schedule examinations and accommodate the requirements that the Clerk of Senate had outlined in his response to the previous question. In order to address this, Professor Fischbacher-Smith informed Senate that meetings would be arranged with individual Schools, starting with the questioners School, to discuss the University's plans to embed learning through assessment, diversify the range of assessments that were offered to students, and scale up its pilots of digital assessment platforms. In addition to this, the University was exploring how it could more effectively articulate the validity of its assessment methods to employers, potential students, and External Examiners. Professor Fischbacher-Smith also agreed to report back to Senate and the University's Learning & Teaching Committee after she had met with the questioner's School.

## **2. Learning & Teaching Strategy 2020-2025 Programme Overview – Presentation by the Vice-Principal of Learning & Teaching**

Professor Moira Fischbacher-Smith, Vice-Principal of Learning & Teaching, provided Senate with an overview of the University's 2020-2025 Learning & Teaching Strategy. Regarding the aims of the Learning & Teaching Strategy, Professor Fischbacher-Smith informed Senate that the main aim of the Strategy was to “develop and support our students through an excellent

University experience so that they could fulfil their academic potential and contribute in the fullest way possible to culture, society and the economy throughout their lives”. In order to deliver the Strategy, the following objectives, which had been founded on research evidence from across the Higher Education sector, had been agreed:

- Equipping students for learning and working in a digital and skills-focused age.
- Ensuring curricula reflected changes in knowledge and access to knowledge, and supported a focus on global challenges.
- Reframing assessment so it was meaningful, iterative, coherent across a programme, and inclusive.
- Evolving teaching to be more student-centred and active in nature.

Regarding the timeline for the Learning & Teaching Strategy, Professor Fischbacher-Smith informed Senate that the first two years of the Strategy had been focused on developing guidance and support for staff and students in response to the COVID-19 Pandemic. However, from 2022 onwards, the focus had shifted towards developing proposals, frameworks, webpages and resources to support the implementation of the Strategy. In 2025, the focus had been on delivering the ‘Employability Skills Framework’ and ‘Curriculum for Life’ (C4L), developing learning and teaching policy changes, and embedding the ‘Learning Through Assessment (LTA) Framework’. Professor Fischbacher-Smith also informed Senate that the new 2025-2030 Learning & Teaching Strategy would be published this year.

In relation to the ‘Policy & Practice’ workstream of the Learning & Teaching Strategy, Professor Fischbacher-Smith informed Senate that the workstream was split into two separate strands. The first of these centred on ‘Learning and Teaching Policy Changes’ (co-chaired by Professor Wendy Anderson and Dr Jessica Bownes), with a particular focus on simplifying the Course & Programme approval process, ensuring that the LTA Framework was considered by Boards of Studies, and simplifying the development of policy and regulations to support changes to the curriculum. The Second strand centred on ‘Assessment and Feedback: Learning Through Assessment & AI’ (co-chaired by Professor Wendy Anderson and Dr Kimberly Davis), with a specific focus on embedding the LTA Framework, launching the Practice Enhancement Tool (PET) to gather data to inform the LTA Framework, and updating guidance for staff and students on the use of AI for learning and teaching.

Regarding the outcomes and impacts of the Practice & Policy Workstream, Professor Fischbacher-Smith informed Senate that the following impacts had been achieved to date:

- The LTA Framework had been published.
- An online resources hub and PET had been developed.
- PET2025 had been launched on 26 March 2025 with dashboards to allow comparisons.
- AI guidance for staff and students had been published and aligned with the LTA Framework.
- The AI Working Group had been restarted for 2025, and a new co-lead had been appointed.
- A proposal for changes to policies to enhance learning through assessment had been drafted.
- A digital assessment platform pilot was underway with two suppliers.

In relation to the next five years, Professor Fischbacher-Smith informed Senate that the following objectives had been identified:

- The LTA Framework would be fully embedded in programme/course delivery and quality assurance processes.
- Staff and students would be using AI consistently, responsibly and comfortably for assessment and feedback.
- Changes to assessment policies would be having a positive impact on student learning, and on student and staff wellbeing.
- The University will have embraced digital assessment platforms, and these platforms would be fully deployed in order to support the delivery of the University's Learning & Teaching Strategy.

Regarding the 'Transforming Curricula' workstream of the Learning & Teaching Strategy, Professor Fischbacher-Smith informed Senate that the workstream had been split into two separate groups. The first of these centred on C4L (co-chaired by Professor Maureen Bain and Dr Michael McEwan), with a particular focus on allowing students to learn beyond their core discipline to enable them to develop and demonstrate skills for the future workplace, and provide students with an opportunity to learn in non-traditional ways as part of a credit bearing suite of courses, alongside their chosen degree pathway. The other group focused on 'Student Skills & Futures' (co-chaired by Professor Stephany Biello and Sarah Armour), with an emphasis on developing a framework and resources hub to support staff to embed skills within the curriculum, and create a student-facing identity for employability that encompassed the component elements of careers development, skills and experiences.

Regarding the outcomes and impacts of the 'Transforming Curricula' workstream, Professor Fischbacher-Smith informed Senate that the following impacts had been achieved to date:

- Six course opportunities had been identified and developed for the C4L pilot, which would take place in the 2025-26 academic session, and an operating Model for C4L had been outlined.
- An 'Employability Framework' and supporting resources for staff had been developed.
- A student consultation had taken place on student-facing identity and the University's holistic offering.
- A review was under way to understand current structures and consider the most appropriate approach in relation to curriculum, programme and course review.

Regarding the next five years, Professor Fischbacher-Smith informed Senate that the following objectives had been identified:

- 50-100 C4L courses would be developed, providing 12,000 opportunities for first and second year students.
- All undergraduate students would be provided with a minimum of two experiential learning opportunities.
- The University would have a sustainable portfolio of C4L programmes.
- A standardised approach to supporting a range of points of entry to undergraduate and PGT study would be developed.
- A curriculum management system would be developed.

Professor Fischbacher-Smith informed Senate that the following priorities had been identified for the 2025-26 academic session:

### **Curriculum**

- Rationalise course offerings for students.
- Reduce the number of low-income courses.
- Pilot C4L and identify space (physical and curriculum) short and long-term.
- Develop and deliver 'Skills & Futures Framework' and supporting resources.

### **Assessment**

- Adopt MyGrades for all courses from Semester 1 of the 2025-26 academic session.
- Roll out digital assessment (subject to evaluation and funding).
- Roll out assessment workshops with a view to reducing assessment burdens for students, adopting inclusive assessment approaches, improving feedback to students, and meeting anticipatory duties.

### **Learning & Quality Enhancement**

- Realignment of quality assurance and quality enhancement work in light of the Quality Enhancement Standards Review (QESR) and Tertiary Quality Enhancement Framework (TQEF).
- Streamlining the Course and Programme Approval process, plus staff development in Schools & College Boards of Study.
- 'Talking the Timetable' – to embed new approaches to teaching.

Professor Fischbacher-Smith also informed Senate about the following recent developments:

### **Resources**

- A new Assistant Vice-Principal had been appointed to support curriculum development.
- A Learning & Teaching Strategy Unit had been established.
- Resource requirements would be fed into the Strategic Planning Review.

### **Quality**

- A new Self-Evaluation Action Plan (SEAP) had been produced.
- The University had realigned its quality assurance and quality enhancement work in light of the QESR and TQEF.

### **Service Excellence**

- A review had been undertaken of Student Support & Wellbeing Services.
- The University's attendance monitoring processes had been reviewed to ensure compliance with UK Visas and Immigration (UKVI).

### **3. Update on the Development of the next University Strategy – Presentation by Senior Vice-Principal & Deputy Vice-Chancellor, Vice-Principal for Learning & Teaching, and the Vice-Principal for Research & Knowledge Exchange**

Professor Frank Coton, Senior Vice-Principal & Deputy Vice-Chancellor, informed Senate that feedback from colleagues across the University suggested that there were currently too

many strategies that potentially conflicted with one another, and that this created a lack of clarity about what the strategic imperatives of the University were. In order to address this, the University would move to a situation where it would only have a University Strategy and two embedded supporting strategies (Research, and Learning & Teaching), which would be developed concurrently. Professor Coton also informed Senate that a key part of the recent strategy development cycle involved engagement sessions with Schools, College Management Groups, and Professional Services staff. Regarding the duration of the next University Strategy, Professor Coton informed Senate that the strategy cycle would increase from five to ten years in order to reflect the fact that many of the themes identified in previous University Strategies had extended well beyond the strategy cycle, and the fact that a number of comparable institutions had also moved to ten-year cycles.

Despite these changes, Professor Coton informed Senate that the University would maintain its values set ('Ambition & Excellence', 'Curiosity & Discovery', 'Integrity & Truth', and 'Inclusive Community'), which had received positive feedback from colleagues. The University would also endeavour to embed these values more deeply into its activities.

Regarding the timetable for the implementation of the next University Strategy, Professor Coton informed Senate that the University was currently in the early stages of developing the Research Strategy and the Learning & Teaching Strategy. The University had also carried out external stakeholder engagement sessions and School ambition sessions, as well as work to ensure that the University's values were embedded into the Strategy. The University would shortly be undertaking a series of workshops focusing on the thematic and enabling layers of the Strategy, in addition to a number of College ambition sessions and a more general consultation with colleagues. These elements would feed into the Senior Management Group (SMG) Away Day in late-May 2025, before the first draft of the Strategy was completed in late-June 2025. Between September 2025 and the end of 2025, the University would undertake a consultation on the draft Strategy, carry out a scenario testing exercise, refine the Strategy, develop implementation plans, and approve the final draft of the Strategy. Concurrent work would also be undertaken to develop the KPI Framework, the Implementation Framework, the Horizon Scanning methodology, and the Size and Shape Model.

Regarding the University's Research Strategy, Professor Chris Pearce, Vice-Principal for Research & Knowledge Exchange, informed Senate that the next Strategy would be framed around the University's ambitions to advance knowledge, address challenges, and drive impact. The main areas of focus would be on:

- Excelling across all the University's research endeavours.
- Developing a shared commitment to a values-based research strategy.
- Developing a dynamic and interconnected research ecosystem.
- Championing curiosity-driven, fundamental research.
- The changing role of technology.
- How the University could be more connected globally.
- Developing a supportive, inclusive and collegial research environment.
- The power of place.

Professor Pearce informed Senate that the underlying principals in the Research Strategy would be: valuing the quality of research over the quantity of research; ensuring that how the University conducted its research was valued as much as the research itself; and recognising that the University only succeeded through the success of its people and its teams. The key strategic themes in the Strategy would be:

- **Collaboration:** Working together to tackle bigger challenges.
- **Creativity:** Unlocking great ideas.
- **Careers:** helping each other to succeed.

Regarding the delivery of the next University Strategy, Professor Pearce informed Senate that the following themes had been identified:

- **Vitality:** A dynamic, sustainable and intellectually vibrant research environment.
- **Integration:** Connecting across the University's structures to make collaboration easier.
- **Alignment:** Aligning the University's infrastructure and policies to its strategic intent.
- **Teams:** Enhancing the University's research by working together.
- **Partnerships:** With purpose – locally, nationally and globally.
- **Impact and influence:** Driving impact and shaping the landscape.
- **Place:** The University's research thriving in its place.

Professor Fischbacher-Smith informed Senate that the main aim of the University's new Learning & Teaching Strategy would be to work together with students and staff across the University's campuses and TNE partners to enable students to flourish educationally and in terms of their personal development, to fulfil their potential while contributing meaningfully to culture, society and the economy locally and globally.

Regarding the contextual background to the Learning & Teaching Strategy, Professor Fischbacher-Smith informed Senate that the following matters would be taken into consideration:

- Technological changes in the workplace.
- Employers' needs in relation to skills and the readiness of students for the workplace.
- Government and public narratives around the value of a degree.
- Shifts in attitudes towards work and the workplace.
- The exponential growth of access to knowledge and information.
- Intractable problems – globally and locally.
- Sustainable futures, and stewardship of the present.
- Higher Education funding structures and the policy environment.

Professor Fischbacher-Smith informed Senate that the main themes of the new Learning & Teaching Strategy would be:

- **Futures focused**
  - Solution-focused education for sustained social impact.
  - Interdisciplinary, adaptable and life-long.
  - Leaders of the future in culture, economy and society.
- **Experiential and life integrated**
  - Work-related learning embedded and pervasive.
  - Competence based, contextualised and connected learning.
- **Globally Oriented**
  - Multicultural experiences designed into learning.

- Global challenges, perspectives and voices intentionally foregrounded in every programme.

Professor Fischbacher-Smith informed Senate that student co-creation and partnership would be at the heart of the new Learning & Teaching Strategy, and that this would be achieved through:

- New internships across all of the Strategy work and regular student panels and pop-ups throughout the year.
- Students' Representative Council (SRC) membership of the workstreams and governance board.
- The continuation of Staff-Student Partnership schemes.

In relation to the University's teaching model and the student learning experience, Professor Fischbacher-Smith informed Senate that:

- Active learning would be prioritised to facilitate meaningful on-campus and online interactions and to enhance community building.
- Engagement opportunities with employers would be prioritised.
- Support would be provided for new approaches to lab teaching and student learning.
- Consideration would be given to longer term changes concerning flexibility and choice of learning mode.

In relation to learning and teaching infrastructure, Professor Fischbacher-Smith informed Senate that the Learning & Teaching Strategy would:

- Ensure effective and efficient use of teaching spaces and the timetable.
- Ensure appropriate, fit-for-purpose infrastructure for study, teaching and assessment.
- Implement processes and integrated systems aligned to their intended educational experience in order to improve outcomes for students and the experience of staff.
- Introduce a curriculum management system.

Members of Senate enquired about whether sustainability could become part of the foundational layer of the University Strategy. Professor Coton informed Senate that the structure of the Strategy was still under review and that it was possible that sustainability could become part of the foundational layer. Professor Coton also informed Senate that there were certain components of the Strategy that would be non-negotiable, such as financial sustainability and compliance, because without those components, the University would not be able to achieve any of its other objectives. Members of Senate asked if the slides from the University Strategy presentation could be shared with colleagues. Professor Coton confirmed that this was permitted. Members of Senate observed that there was an emphasis on civic engagement in the Strategy and asked if this could also be articulated as an objective for students and the University's learning and teaching practices too. Professor Fischbacher-Smith agreed that civic engagement was an important objective for students and informed Senate that recent work had been undertaken on the Curriculum for Life, with a particularly civic focus. Professor Fischbacher-Smith also informed Senate that volunteering played an important role in enhancing the student experience.

#### **4. Update on the Transformation Programme – Presentation by the Executive Director of Transformation, and the Senior Transformation Lead**

Ms Nadia Ness, Executive Director of Transformation, provided Senate with an update on the recent work of the University's Transformation Team. By way of introduction, Ms Ness informed Senate that Transformation would enable the University to deliver the following strategic themes:

- Timetabling
- MyGrades
- Routes to Enrolment
- Automation Service
- Service Excellence

In relation to the Timetabling Project, Mrs Rebecca Findlay, Senior Transformation Lead, informed Senate that the main objective was to achieve efficient and flexible utilisation of the University teaching estate. Workstream 1 of the Timetabling Project, which closed in September 2023, had focused on supporting business-as-usual. Regarding Workstream 2 of the Timetabling Project, Mrs Findlay informed Senate that the timetabling process for the 2024-25 academic session had been agreed with the advisory group and the Deans of Learning & Teaching. Preparations were also under way to run a parallel test of CMIS (the University's timetabling management system) auto-scheduling and the current manual process. In terms of operations efficiency, the Timetabling Project had eliminated the need for external venues, improved estate utilisation, and ensured that 96% of teaching hours were scheduled on campus first time. The Timetabling Project had also ensured that 71% of timetable events now included information about lecturers to improve clarity for staff and students. Regarding ongoing work, Mrs Findlay informed Senate that the University was trialling alternative timetabling methods to reduce staff workload, improve data quality, and support student growth. The next phase of the Timetabling Project would focus on course size forecasting with a view to reducing the burden on Schools and improving room allocation. There would also be a focus on process improvements to standardise the collection of accessibility requirements data for students and staff during the 2025-26 academic session.

In relation to the Transformation Team's work on MyGrades, Mrs Findlay informed Senate that the aim was to support students in their academic development by providing seamless access to consolidated assessment information in one place. This would be enabled through a single point for assessment data entry, and a revised digital solution for course assessment grade aggregation, that was centrally supported, efficient, and accessible for staff. Mrs Findlay informed Senate that the following key milestones had been achieved:

- MyGrades had been launched in September 2024, and the core IT functions had now been fully developed, tested and implemented.
- An improved grade management system had been introduced, which automated course grade aggregation, reducing reliance on spreadsheets and manual calculations.
- A student dashboard had been introduced, which allowed MyGrades to publish grades directly to the dashboard, providing a clearer view of assessments, deadlines, and feedback.
- New features had been introduced to support grade exports for MyCampus, improving efficiency and accuracy.

Regarding the Routes to Enrolment Project (formerly known as the Student Onboarding Project), Mrs Findlay informed Senate that the main aim of the Project was on radically transforming the student onboarding experience and delivering a modern, intuitive and seamless journey for prospective students to join the University community. This would be enabled via a service that was easy, efficient and satisfying for staff. Over the past year, there had been a focus on process improvements to the registration and enrolment cycle, gathering business requirements from key stakeholders for new Constituent Relationship Management (CRM) software to improve the University's processes for tracking current and prospective students, and exploring opportunities for automating processes to save staff time. It was hoped that these developments would improve the student experience by allowing staff to measure the percentage of students who were able to successfully complete registration and enrolment in 2024-25 at their first attempt, without errors. It was also hoped that these improvements would help to reduce the percentage of unregistered students by the start of teaching, and reduce the percentage of unsuccessful enrolment transactions. Mrs Findlay informed Senate that the Routes to Enrolment Project had achieved the following milestones to date:

- **Improved Student Support** – Redesigned communications, clearer guidance, and a new Student Enrolment Guide.
- **More Efficient Processes** – Standardised exception requests and University-wide enquiry management tool.
- **Automation Advancements** – Several processes identified for automation, with implementation starting in early-2025.
- **Course Enrolment Focus** – Key challenges identified, shaping new workstreams to improve course enrolment for the 2025-26 academic session.
- **CRM provider selected** – Procurement concluded, with Salesforce identified as CRM, implemented by Deloitte.

Mrs Findlay informed Senate that the work of the Transformation Team had enabled the University to deliver three strategic aims:

- **Enabling growth** through the Timetabling project.
- **Enhancing the student experience** through the Assessment & Feedback, and Student Onboarding projects.
- **Service excellence** through the Automation Service, the Purchase to Pay project, and the Service Excellence project.

Describing the Transformation Business Partners Model, Ms Ness informed Senate that this represented an investment of resource across all four Colleges, to directly support transformational and local change projects. The team comprised of a group of senior change professionals, including Ms Claire Crompton (College of MVLS), Ms Sam Blyth (College of Science & Engineering), Ms Linda Cowie (College of Arts), and Ms Abida Tasmeeem (College of Social Sciences) who brought a broad range of change management skills and experiences to their assigned College. The Business Partners would work alongside College teams to ensure that the University's Transformation programmes worked in partnership with College-specific ambitions, ensuring the management and integration of successful and enduring change for each College and the University as a whole. Outlining the work of the Business Partners, Ms Ness informed Senate that they would be responsible for championing and advocating for change in their College in order to facilitate local readiness and adoption. They would also be responsible for building change capacity and collaborating with Colleges to identify the most effective ways to deliver transformation and local change. This would be achieved through the development of a 'One Change Plan' to reflect both Transformation and local initiatives, the identification of critical delivery challenges and the

development of prioritisation criteria, and the introduction of an interactive change dashboard to access real-time data and insights. Ms Ness informed Senate that the that work of the Transformation Business Partners would be supported through the establishment of a Business Change Steering Group with oversight from College Management Groups, enhanced governance protocols to ensure that change was strategically aligned, and improved change communications and engagement opportunities.

In relation to increasing engagement with academic colleagues, Mrs Findlay informed Senate that the Transformation Team was refreshing its Change Network and that it welcomed ideas about how the Network could be made more engaging, particularly in relation to the type of updates that colleagues would like to receive and the learning and development opportunities that the Network could offer. Members of Senate were also urged to take part in one of Network's summer focus groups or to provide online feedback on Mentimeter.

Members of Senate enquired about timetabling and how room bookings might be optimised to minimise staff and student travel times between lectures. Professor Coton informed Senate that timetabling was a challenging issue due to the number of competing variables that had to be taken into account and the requirement to make decisions about whether to organise the timetable to minimise travel times for staff or for students. However, before these decisions could be made, significant work was required to stabilise the timetable by ensuring that space utilisation across the University's estate was more evenly distributed across the whole week, improving the quality of data that fed into the timetable, and reducing the number of room change requests. Members of Senate raised concerns about quality control processes relating to automation, particularly automatically generated messages that contained factually incorrect information and broken links to websites, and the lack of available human support when issues were encountered. Ms Ness agreed to meet with the member of Senate who had raised the question to discuss the specific issues that they had encountered. Members of Senate enquired about whether the grade management system within MyGrades would have the capacity to calculate degree classifications. Professor Fischbacher-Smith informed Senate that the long-term plan was to use MyGrades to calculate degree classifications, and that MyGrades was currently being used to calculate grades at course level. However, in order to achieve this, work was required to simplify the University's degree regulations, and this was being led by the Clerk of Senate. Members of Senate enquired about whether MyGrades had the capacity to connect with Turnitin Feedback Studio. Professor Fischbacher-Smith agreed to check this with colleagues and come back to the questioner.

## **5. Convener's Business**

### *5.1 Financial challenges in the Higher Education sector*

Professor Coton informed Senate that he, Miss Rachel Sandison, Deputy Vice-Chancellor & Vice-Principal for External Relations, and Mr Gregor Caldwell, Executive Director of Finance, had recently taken part in a video outlining the financial challenges in the Higher Education (HE) sector and the University's position in relation to that. Professor Coton informed Senate that the financial landscape of the HE sector was challenging, and that the finances of several well-known universities had recently been in the news. This was being driven by a number of factors, including the recent rise in employer National Insurance contributions and a softening in the external international student market. However, Glasgow was in a relatively strong financial position due to the fact that it had operated under a strict financial framework, which ensured that the University did not spend beyond its means. Nevertheless, the University was not immune to external pressures, and the University was planning to reduce its expenditure on consumables, as well as restricting future appointments. In the longer term, the University would need to continue to ensure that its operating base was as efficient as it could be, while also ensuring that its academic performance remained strong. Regarding external factors, Professor Coton informed Senate that the recent tariff war

between the United States and China could result in the devaluation of the Yuan, which would make it more expensive for Chinese students to study abroad. Other external factors such as a change in the Australian government or a change in the US Government's policies relating to international students, may result in caps being imposed, potentially making the UK a more attractive destination for international students.

Members of Senate enquired about what support would be available for current international students who were affected by external political or financial shocks such as a currency devaluation part-way through their degree. Professor Coton informed Senate that the University had a duty of care to students and that it would explore interventions to support students if it became aware of any students being significantly disadvantaged by changes in the global landscape.

### *5.2 Student protests*

Dr David Duncan, Chief Operating Officer, University Secretary & Deputy Vice-Chancellor, informed Senate that the University had maintained its position that it was content to facilitate peaceful protests and demonstrations on campus as part of its commitment to freedom of expression. However, the University would not accept any activities that interfered with or disrupted the business of others. Dr Duncan raised concerns about a number of recent incidents, which included the James McCune-Smith Building being sprayed with red paint, protestors blockading the Rankine Building, disruption to lectures in the Charles Wilson Building, and disruption to the University's Open Day events. The latter incident had caused particular concerns due to the fact that young prospective students had felt fearful and intimidated by the activities of the protesters. In order to address these concerns, the University had repeatedly warned the organisers of protests about the sorts of activities that it considered acceptable and the types of protest that it considered unacceptable. In cases where activities were deemed to be unlawful, the University had called the police, who adopted a proportionate five stage process before they arrested anyone. In addition to this, the Clerk of Senate was working with colleagues to review the Code of Student Conduct to ensure that students who were caught engaging in unacceptable behaviour on campus were referred to the University's Student Conduct Team.

Members of Senate raised concerns about the recent disruption of Open Day talks and lectures by protestors and the impact that this had had on members of staff. Members of Senate also asked if the University would be issuing any communications to support and reassure staff that they would be protected from future incidents. Dr Duncan agreed that the University needed to reassure staff and students and ensure that they felt adequately supported. Dr Duncan also informed Senate that the University was mindful of the impact that recent incidents had had on staff and that it was grateful to staff who had sought to reassure prospective students during the recent Open Day protests.

### *5.3 UK Visas and Immigration (UKVI)*

Dr Duncan 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. In response to these findings, the University had improved and centralised its attendance monitoring systems, and reviewed all of its student records to ensure that they were complete. In preparation for the re-audit, the University had also undergone a mock audit, which had been carried out by an external organisation. The re-audit had taken place earlier this week, and the University was expecting to receive the written report from the re-audit within the next few weeks.

## 6. Clerk of Senate's Business

### 6.1 Senate Effectiveness Review

The Clerk of Senate reminded Senate that the final report from the Senate Effectiveness Review panel had been presented to Senate at its meeting in October 2024, and that a draft response to the recommendations in the report had been presented to Senate in December 2024. Since then, the Clerk of Senate had been working with colleagues in Academic Policy & Governance (APG) to consider which recommendations could be implemented by the start of the 2025-26 academic session. In particular, it had been agreed that the following recommendations could be implemented during the next academic year:

- Recommendation 1, which related to induction materials for new members of Senate.
- Recommendation 4, which concerned the preparation and organisation of Senate papers, including the adoption of a more formal, standard cover sheet template for Senate papers, with guidance notes to be prepared for clerks and conveners of Senate Committees and Sub-Committees.
- Recommendation 5, which related to attendance at Senate Meetings.
- Recommendation 7, regarding the management of meetings and agendas, particularly in relation to the use of the 'Convener's Business' item to engage members of Senate in discussion and debate.

The Clerk of Senate would continue to work with colleagues in APG on the remaining recommendations. Meetings would also take place with the incoming Principal to discuss the implementation of recommendations, including:

- Recommendation 7 on Convenor's Business.
- Recommendation 3 on the relationship and communications between Senate and Court.
- Recommendation 6 on developing a set of criteria, based on the principles of no detriment, that are required to be met when decisions are made to implement new policies mid-session.

The Clerk of Senate would provide Senate with further updates relating to the implementation of the Senate Effectiveness Review recommendations at future meetings.

### 6.2 Honorary Degrees

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

#### **DOCTOR OF THE UNIVERSITY (DUniv)**

Dr Clark McGINN  
Financier and Robert Burns Scholar

The Clerk of Senate confirmed that this name would be included in the Senate minute and was now, therefore, in the public domain.

## 7. University Court: Communications from the meeting held on 19 February 2025

Senate received and noted a report from the University Court meeting held on 19 February

2025. Items included:

- Student Experience Strategy
- Innovation Strategy
- Report from the Principal
- Report from the University Secretary
- Student matters, including: SEC Report; SRC President update
- Reports of Court Committees
- Senate matters
- Complaints Handling Procedure Annual Report