

COURT

A meeting of Court will be held on **Wednesday 19 April 2023 at 2pm** in the Senate Room

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AGENDA

Item	Title	Lead	Paper No.	Page Nos	Action
1.	Welcome, Apologies, Introductions/Announcements, Declarations of Interest	Convener	Oral		
2.	Minutes of meeting held on Wednesday 15 February 2023	Convener	2.	3-12	For approval
3.	Matters arising not otherwise on the Agenda	Convener	Oral		
	Reports 4 to 8 below show some items as starred*. Starred items are the main items for discussion and/or approval.				
4.	*Student Experience Strategy and Action Plan – David Duncan and Rinna Väre will provide an update on the Student Experience Strategy	David Duncan/ Rinna Väre	4.	13-19	
5.	Report from the Principal <i>*Innovation: GRID Discovery & GE HealthCare</i> <i>*Higher Education Developments</i> <i>*SFC Indicative Funding Allocations</i> <i>*University Rankings</i> <i>*SMG Update</i>	Principal	5.	20-32	For information /discussion
6.	Report from the University Secretary <i>* Gender Based Violence & Sexual Harassment</i> <i>*Court Review</i> <i>*SFC Outcome Agreement</i> <i>*Pay and Pensions</i> <i>*SRC Spring Elections</i> <i>*Head of School Appointments</i> <i>*Chair of Hunterian Strategic Development Board</i> <i>*Student Petition</i>	David Duncan	6. and annexes	33-101	Items for approval/ otherwise for discussion/ information
7.	*Student Matters, including: Rector update; SEC Report; SRC President update	Rector/ Rinna Väre	7.	102-104	For information /discussion
8.	Reports of Court Committees				
8.1	Finance Committee	Gavin Stewart	8.1 and annex	105 - 128	For information /discussion

8.2	Estates Committee	Ronnie Mercer	8.2	129-134	For information /discussion
8.3	Information Policy & Strategy Committee	Frank Coton	8.3	135-140	For information /discussion
8.4	Audit & Risk Committee	Elsbeth Orcharton	8.4	141-147	For approval/information/discussion/
8.5	People and Organisational Development Committee	June Milligan	8.5 and annexes	148-164	For information /discussion
8.6	Health, Safety and Wellbeing Committee <i>*to note the Annual report</i>	David Duncan	8.6 and annex	165-199	For information /discussion
8.7	Nominations Committee <i>*to approve the remit</i> <i>*to approve the appointment process for the Convener of Court</i> <i>*to approve the single candidate interview for a co-opted member of Court</i> <i>*to approve the reappointment of Chris Kennedy</i>	Ronnie Mercer	8.7 and annexes	200-217	For approval/information /discussion
9.	Senate Business	Martin Hendry	9 – to follow		For information
10.	Any Other Business Court members are asked to inform the Secretary of Court 2 days in advance of the meeting, if they have items of Other Business for discussion	Convener	Oral		
11.	Date of Next Meeting Tuesday 20 June 2023 at 1400 – Senate Room				



Court – Overview

Wednesday 15 February 2023

CRT/2022/32. Technology Strategy – progress and next steps

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

CRT/2022/33. Report from the Principal

Court received the report from the Principal – Paper 5 and the following areas were noted:

- Admission updates – SMG had had the opportunity to review UCAS application data, following the UCAS deadline on 25 January 2023 for the majority of undergraduate courses. Data indicated a drop in applications, a trend that had also been seen across the sector. The University expected to still meet its admission targets.
- Government Ministers – Court noted that the First Minister had resigned and that a new First Minister would be appointed in the coming months.

CRT/2022/34. Report from the University Secretary

Court noted the following updates

- *Ross Report* - Court noted that Senior Management group had established an Oversight Group charged with implementing all the recommendations of the Ross report on Gender-Based Violence. A new department comprising Legal, Student Conduct and Complaints Resolution was being formed under the leadership of a Deputy Secretary.
- *Glasgow Green – The University of Glasgow’s Climate Change Strategy and Action Plan* - Court received an update on the Glasgow Green - The University of Glasgow’s Climate Change Strategy and Action Plan.
- *Transformation Annual Report 2021/22* - Court received an update on the Transformation's impact, both in year and cumulative.

CRT/2022/35. Student Matters, including Rector’s Report; SEC Report; SRC President update

CRT 2022.35.1 Rector’s Report

The Rector outlined her report which detailed the issues she had been dealing with since the last Court meeting. It was reported that Court fully supported the Rector, and it was acknowledged that she was working hard for students behind the scenes.

CRT 2022.35.3 SRC President's Report

The SRC President reported that following engagement between SMG members and the SRC Executive, a joint statement setting out an agreed approach to the issue of student numbers on the Gilmorehill campus had been published. It was also noted that the SRC Elections were underway; club and society activity space continued to be a concern for students; and the SCR was working with the Clerk of Senate on good cause issues.

CRT/2022/36. Reports from Court Committees – Key points

CRT/2022/36.1 Finance Committee

Court noted that Barclays had asked for a resolution to demonstrate the delegation of authority given to the Executive Director of Finance to sign documents in relation to electronic banking channels and the power to delegate authority to others to administer relevant systems and approve payments. Online banking was configured to ensure segregation between input and approver. Approvers had to be authorised bank signatories which were only added following approval from the Finance Committee.

Court approved the Barclays Online Banking Resolution

CRT/2022/37. Senate Matters

Court noted the report from the Senate meetings held on the 13 December 2022 and 2 February 2023. The Clerk of Senate reported that Senate had received the Library Annual Report, an update from Ian Campbell, Executive Director of Estates, on the University's Estates 2025 Strategy and an update from Christine Barr, Executive Director of People and Organisational Development detailing the results from the 2022 Colleague Engagement Survey.

The Clerk of Senate also noted the recent innovations in AI technology, in particular the launch of ChatGPT. It was noted that Court would be kept updated on the formulation of any policy in this matter.

The Convener thanked the Clerk of Senate for the report.

CRT/2022/38. Annual Complaints Report – 2021-22

Court noted the annual report on complaints activity during the academic session 2021/22, noting also a comment from Dr Duncan that the emphasis of the procedure was on resolution and a 'lessons learned' approach. It was reported that following the Ross Report resources were being increased in this area - this would help to deal with the backlog of complaints to bring down completion time.

It was agreed that future reports to Court should include more detailed analysis of the types/areas of complaints to help identify any clusters, so that preventive action could be taken.



Court

Minute of Meeting held on Wednesday 15 February 2023

Present:

Ms Elizabeth Passey Co-opted Member (Convener of Court), Professor Nicola Dandridge (Co-opted Member), Mr David Finlayson (Co-opted Member), Theo Frater (SRC Assessor), Professor Nick Hill (Elected Academic Staff Member), Stuart Hoggan (General Council Assessor), Mr Christopher Kennedy (Elected Professional Services Representative), Professor Simon Kennedy (Elected Academic Staff Member), Mr Laic Khalique (Co-opted Member), Professor Kirsteen McCue (Elected Academic Staff Member), Mr Ronnie Mercer (Co-opted Member), Dr Christine Middlemiss (General Council Assessor), Professor Sir Anton Muscatelli (Principal), Dr June Milligan (Co-opted Member), Ms Elspeth Orcharton (Co-opted Member), Lady Rita Rae (Rector), Shan Saba (Co-opted Member), Mr Gavin Stewart (Co-opted Member), Rinna Väre (SRC President), Dr Bethan Wood (Elected Academic Staff Member).

Attending:

Gregor Caldwell (Executive Director of Finance), Professor Frank Coton (Senior Vice Principal and Deputy Vice Chancellor (Academic)), Dr David Duncan (Chief Operating Officer [COO] & University Secretary), Amber Higgins (Executive Officer and Clerk to Court), Professor Martin Hendry (Clerk of Senate), Susan Ashworth, Executive Director of Information Services, Mark Johnston, Director of IT, Neil McChrystal, Director of Technology Strategy and Alun McGlinchey, Chief Information Security Officer for item 4 and Ciara Lightbody, Director of Business Change for Item 6. Observing - Two External lay committee members – Kerry Christie (P&OD and Remcom) and Martin Sinclair (Audit and Risk committee).

Apologies:

Cllr Susan Aitken (Glasgow City Council Assessor), Professor Craig Daly (Trade Union Nominee), Professor Dan Haydon (Elected Academic Staff Member), Jonathan Loukes (Co-opted Member), Paula McKerrow (Trade Union Nominee).

CRT/2022/29. Announcements

The Convener welcomed Susan Ashworth, (Executive Director of Information Services), Mark Johnston (Director of IT Services), Neil McChrystal, (Director of Technology Strategy), Alun McGlinchey, (Chief Information Security Officer) and Ciara Lightbody, (Director of Business Change) to the meeting.

The Convener also welcomed two external lay committee members – Kerry Christie (P&OD and Remuneration Committee) and Martin Sinclair (Audit and Risk Committee) to the meeting as observers.

There was the following declaration of interest in relation to business to be conducted at the

meeting: Professor Sir Anton Muscatelli as a member of the USS Trustee Company, as an ongoing declaration, given the updates on the scheme.

It was recorded that Rachel Sandison, Vice Principal (External Relations) and Deputy Vice Chancellor (External Engagement) had given a presentation on China - Geopolitics. Court's thanks for the briefing were recorded.

Court also noted that Information Services had put on a display of a number of items from the University's Collection. The items were Adam Smith's Burgess Ticket (1762), Adam Smith's presentation copy of TMS to Lord Kames (1788) and the letter from Adam Smith accepting rectorial appointment (1787), and it was noted that this was the tercentenary year of the birth of Adam Smith. This was part of a new initiative to bring to the attention of Court Members parts of the current and past history, and assets, of the University of which they might not otherwise have the opportunity to be aware of. Siobhán Convery, Assistant Director Collections Strategy and Keeper of the Hunterian Books and Manuscripts was thanked for her, and her team's time for creating the display.

Court was reminded that papers and business were confidential.

CRT/2022/30. Minutes of the meetings held on Wednesday 23 November 2022

The minutes were approved.

CRT/2022/31. Matters Arising

No matters were raised.

CRT/2022/32. Technology Strategy – progress and next steps

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

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

Since the last update to Court in February 2022, significant progress had been made in progressing the two major foundational projects – Infrastructure as a Service (IaaS) and the Network Infrastructure Programme (NIP).

Court noted that the strategy continued to focus on three themes: community, connectivity and challenges. It was noted that there were still significant challenges to overcome, such as: out-of-date business systems and end-of-life infrastructure; complex future IT landscape requiring greater flexibility; and staffing capabilities and capacity. Court also noted that progress was being made on the new Technology Strategy Directorate with a number of key appointments being made over the last year.

During the discussion it was noted that the directorate was helping to support the transformation of the University with a new approach now being taken to enabling new ways of working and to improving the student experience. Court also noted that cyber and

information security were key focuses along with campus connectivity.

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

CRT/2022/33. Report from the Principal

CRT/2022/33.1 Higher Education Developments & Scottish Government Budget

Court received the report from the Principal – Paper 5 and the following areas were noted:

- Admission updates – SMG had had the opportunity to review UCAS application data, following the UCAS deadline on 25 January 2023 for the majority of undergraduate courses. Data indicated a drop in applications, a trend that had also been seen across the sector. It was noted that application rates had fallen slightly more than at Scottish and UK competitors but the University was still well ahead of 2020 and was expecting to hit or being close to its overall admission targets.
- Government Ministers – Court noted that the First Minister had resigned and that a new First Minister would be appointed in the coming months. Court also noted the changes in the UK Government.
- Cancer Research UK – Court noted the recent decision by CRUK to withdraw funding from the Clinical Trials Unit at the Beatson West of Scotland Cancer Centre.

The Convener thanked the Principal for the update.

CRT/2022/34. Report from the University Secretary

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

CRT 2022.34.1 Ross Report

Court noted that Senior Management group had established an Oversight Group charged with implementing all the recommendations of the Ross report on Gender-Based Violence. A new department comprising Legal, Student Conduct and Complaints Resolution was being formed under the leadership of a Deputy Secretary. Additional support was being recruited in key areas in line with Ms Ross's advice. Court also noted that it was intended that the recommendations would be fully implemented before the start of the 2023/24 academic session.

CRT 2022.34.2 Industrial Tribunal

Court noted that the University had recently been involved in an employment tribunal brought by a member of academic staff. The tribunal had found that the member of staff had not been discriminated against, on the grounds of her sex, directly, or indirectly, when her 2020 application for promotion was unsuccessful. The claim made against the University was “dismissed in its entirety” by the tribunal. The employment tribunal made a number of recommendations regarding University policies and procedure and these were being addressed.

It was noted that the University condemned discrimination of any kind and that it had robust,

and regularly reviewed, policies, procedures, and processes in place to ensure that staff were treated fairly, equitably and with respect during the promotions process.

During discussion it was noted that there had been issues with the recent round of promotions and that steps were being taken to address these. It was also noted that at present there were limited opportunities for professional services staff in relation to promotion.

CRT 2022.34.3 Glasgow Green – The University of Glasgow’s Climate Change Strategy and Action Plan

Court received an update on the Glasgow Green - The University of Glasgow’s Climate Change Strategy and Action Plan. The paper summarised the progress that had been made in reducing carbon emissions in recent years and highlighted other work that had been carried out on campus over the past year relating to the broader commitments made in *Glasgow Green*. Implementation of the strategy continued to be overseen by a working group co-chaired by the University Secretary & Chief Operating Officer and the Director of the Centre for Sustainable Solutions. The post of Director of Sustainability would shortly be advertised, and the successful candidate would head up an expanded Sustainability Team to drive forward our actions in this area.

During the discussion it was noted that the University endowments would be fully disinvested from fossil fuels by 2024. Court also noted that it was important that all areas of the University were aware of the target to be ‘carbon net zero’ by 2030. It was noted there would in due course be a need to consider steps to further reduce the need for use of offsets after 2030.

CRT 2022.34.4 Transformation Annual Report 2021/22

Court received an update on the Transformation's impact, both in year and cumulative. The story of 2021-22 was one of reflection, refocus, and rebuilding. The appetite for change remained high, but commitment to the operational input to change needed further work and that affected the pace that the University can deliver at. The University was impacted by a combination of change fatigue as it emerged from Covid, together with a growing transformation portfolio, plus other drivers putting pressure on limited resources.

During the discussion it was noted that timetabling continued to be a key issue for staff and that further work was required to define the financial savings being achieved.

CRT 2022.34.5 External Relations - Communications update

Court noted the update from External relations.

CRT 2022.34.6 Organisational Change

Court noted the proposal in relation to the restructuring and redesign of roles within Student Wellbeing and Inclusion, primarily within Counselling and Wellbeing and administration services.

It was noted that the changes reflected the wider work of the Student and Academic Services Directorate to create tiered and accessible support services which met the needs of the University’s diverse student population and built on the organisational redesign work that started in 2019. A holistic support model would be developed to facilitate ongoing transformation of the way in which students were supported. It moved away from the previous reactive model to a flexible, tiered and student-centred model. A small number of roles at Grade 6/7 would close, but those at risk were expected to secure roles in the new structure. The overall headcount in the Service was expected to remain the same but this would be dependent on the outcome of the consultation discussions.

Following sight of the Equality Impact Assessment, OCGC was content with the proposal and agreed it could move forward. Formal consultation with the Trade Unions would commence.

CRT 2022.34.7 New and continuing Court Members

Court noted that Alan Seabourne, a co-opted external member of the Estates Committee had been reappointed for one further year to January 2024.

Court also noted that Martin Glover, a co-opted external member of the People and Organisational Development Committee had been reappointed for one further year to January 2024.

CRT 2022.34.8 Student Accommodation Issues

At the last Court meeting it was reported that there had been a contraction in the Private Rental Sector which had affected the ability of students to find residential accommodation at the start of the academic year. Last semester, the University had assisted all students who came forward, with some put up in hotels until leased apartments could be found. This semester, there were sufficient rooms to address all needs, but it was anticipated that there could be a possible further contraction in the private rental sector this summer. For 2023/24, the University had taken an additional 2400 rooms in purpose-built student accommodation (PBSA) buildings. The University would continue to work with other universities and stakeholders to address the causes of the contraction. In the medium term, the University planned to build additional student residences on or near the campuses.

CRT 2022.34.9 USS and Strike Action update

Court noted update on the USS national discussions and the UCU announcement of further strike action.

The Convener thanked the University Secretary for the update.

CRT/2022/35. Student Matters, including: Rector's Report; SEC Report; SRC President update

CRT 2022.35.1 Rector's Report

The Rector outlined her report which detailed the issues she had been dealing with since the last Court meeting. It was reported that Court fully supported the Rector, and it was acknowledged that she was working hard for students behind the scenes.

Court also noted that the Rector was holding a number of surgeries with students over the coming months. Key issues that had been raised with the Rector were:

- Academic support for students including concerns over class size;
- Mental health support;
- Teaching accommodation;
- Funding for international students;
- Delays in complaints procedures.

CRT 2022.35.2 SEC Report

The SRC President reported that the focus for the SEC had been the Student Experience Strategy. It was noted that the final strategy would be presented to the next meeting of Court.

CRT 2022.35.3 SRC President's Report

The SRC President reported that following engagement between SMG members and the SRC Executive, a joint statement setting out an agreed approach to the issue of student numbers on the Gilmorehill campus had been published. It was also noted that the SRC Elections were underway; club and society activity space continued to be a concern for students; and the SCR was working with the Clerk of Senate on good cause issues.

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

CRT/2022/36. Reports of Court Committees

CRT/2022/36.1 Finance Committee

Gavin Stewart, chair of the Committee outlined the report from the Committee. Court noted that the Committee had received an update on the Cash flow assumptions and inflation. It was noted that the current economic outlook continued to remain uncertain with political, national and geopolitical events compounding pressures on national and global economies. The impact of inflation continued to be experienced, in addition to the spectre of impending recession, workplace disputes and increasing interest rate decisions. As a result the projected free cash position in the medium to outer years of the projection had deteriorated to a negative position. It was noted that this was an interim projection and the Committee agreed that an updated paper would be presented at its next meeting March 2023.

The Committee had also received a presentation from Susan Ashworth, Executive Director of Information Services and Nina Douglas, Head of Finance – University Services on the Information Services Investment plan.

The Committee approved: investment request of £3.8m for Student Onboarding; the new lease with Heron Property to lease all four pavilions at Berkeley Square (with a total net new commitment over ten years of £24m); and approved the Resolution authorising Handelsbanken to act as bankers for the University. It was noted by the Committee that the expectation in respect of the lease was that this would facilitate a reduction in overall space once in part by allowing an exit in due course from other existing leases.

Court noted that Barclays had asked for a resolution to demonstrate the delegation of authority given to the Executive Director of Finance to sign documents in relation to electronic banking channels and the power to delegate authority to others to administer relevant systems and approve payments. Online banking was configured to ensure segregation between input and approver. Approvers had to be authorised bank signatories which were only added following approval from the Finance Committee. The Committee was recommending approval of this.

Court approved the Barclays Online Banking Resolution

Court approved the nominations proposal as outlined in the paper.

The report was noted.

CRT/2022/36.2 Estates Committee

Ronnie Mercer, chair of the Committee, outlined the report, noting that the strategic property partnership to build student accommodation, a hotel and innovative labs had concluded with no agreement; an alternative delivery mechanism was under development.

During the discussion it was noted that the Committee had agreed that should the construction of the Keystone building receive approval in the months to come, then extending the current Programme Delivery Partnership with Multiplex was the preferred and recommended option. A query was raised about this recommendation and it was noted that the business case for the building would provide further details, and that the topic would be referred to the Audit Committee.

The report was noted.

CRT/2022/36.3 IPSC

Frank Coton, chair of the Committee, outlined the report from the Committee. It was noted that the meeting had covered several topics including cyber security with a detailed update on Multi-Factor Authentication, and an update on the IT programme/project reports. It was reported that 100% of staff in Colleges in the University had completed the enrolment for multi-factor authentication (MFA) and solutions were being explored to progress MFA enrolment for those University Services' staff who did not have regular access to a smartphone or PC for work purposes.

With regards to investment, £564M was forecast over 15 years (a £45M saving versus the October IPSC forecast) noting 4% had been spent to-date and £147M was forecast to be spent within the budget period.

The report was noted.

CRT/2022/36.4 Health Safety and Wellbeing Committee

Court noted the report and no substantive matters were raised.

CRT/2022/37. Senate Matters

Court noted the report from the Senate meetings held on the 13 December 2022 and 2 February 2023. The Clerk of Senate reported that Senate had received the Library Annual Report, an update from Ian Campbell, Executive Director of Estates, on the University's Estates 2025 Strategy and an update from Christine Barr, Executive Director of People and Organisational Development detailing the results from the 2022 Colleague Engagement Survey.

The Clerk of Senate also noted the recent innovations in AI technology, in particular the launch of ChatGPT. It was noted that Court would be kept updated on the formulation of any policy in this matter.

The Convener thanked the Clerk of Senate for the report.

CRT/2022/38. Annual Complaints Report – 2021-22

Court noted the annual report on complaints activity during the academic session 2021/22, noting also a comment from Dr Duncan that the emphasis of the procedure was on resolution and a 'lessons learned' approach. It was reported that following the Ross Report resources were being increased in this area - this would help to deal with the backlog of complaints to bring down completion time.

It was agreed that future reports to Court should include more detailed analysis of the

types/areas of complaints to help identify any clusters, so that preventive action could be taken.

CRT/2022/39 Other Business

CRT/2022/39.1 Court Business

Court noted that a Court Dinner would take place after the June meeting. It was agreed that this was a valuable opportunity for members to get together in a more informal setting.

CRT/2022/39.2 Support for English provision

A query was raised about the support the University provides for English as a second language or ESL as there was currently a shortage of places; this was causing issues for refugees trying to find work. It was noted that this would be looked into and addressed as appropriate.

CRT/2022/40. Date of Next Meeting

The next meeting of Court will be held on Wednesday 19 April 2023 at 2pm in the Senate Room. A Pre-Court briefing will take place at 12pm.

1. Background

In the University's Strategy, "*2025 – World Changers Together*", we make a commitment to transform the student experience and prepare students to lead successful future lives and careers. We commit to providing students with an exceptional array of opportunities to pursue their social, volunteering, and international interests, and much more, enabling them to connect, develop new skills, enhance their prospects and wellbeing. Most importantly, we commit to giving students the support to forge their own path.

Our first Student Experience Strategy, a strategy for student life, expands on this: it explains how we will provide students with fulfilling, rewarding, and enriching co-curricular experiences, that will help them to understand and make their distinctive contributions to the world.

The Strategy is a companion to the Learning and Teaching Strategy requiring on-going collaboration and coordination. It also inter-relates with many other University thematic and enabling strategies, which are being factored into implementation to ensure outcomes and impact are maximised.

The latest version of the strategy is in Appendix 1.

2. Developing our plan

Since our last report and following approval of the overarching business case by the Investment Committee in December, the Student Experience Strategy Delivery Board has been guiding development of the implementation plan, totalling £3.8m by the end of FY 2024/25.

Oversight of the strategy sits with the Student Experience Committee, who continue to have regular opportunities to comment on the portfolio of projects identified during the research phase. This includes close collaboration with all four student organisations.

The majority of the 21 projects are mapped against one of the three strategic pillars, each with multiple dependencies and connectivity, which are being factored into the planning for the duration of the strategy:

Opportunity



Wellbeing



Inclusion & Belonging



Projects:

- Careers & Global Opportunities Development
- Clubs & Societies Improvement
- Student Organisation & UofGLife Apps Development
- Student Volunteering Opportunities Development
- PGR Experience Review
- Recognising & Rewarding Achievement

We will:

- Curate a menu of opportunities for students to acquire new skills and experience, relevant to the interests and needs of undergraduate, taught and research postgraduate students.
- Provide high-quality careers advice, to help students plan confidently for their futures.
- Expand opportunities for students to acquire work experience through internships, volunteering, part-time work and applied research.
- Provide for more inclusive recording, recognition, and celebrating of achievement.

This will add value through:

- Increased numbers of part time, internship, and volunteering opportunities
- Students being recognised for their co-curricular achievements
- Greater participation with clubs & societies
- More involvement in campus life
- Students value support for personal and career development
- Improvements in job and further study outcomes

Projects:

- Disabled Student Provision
- NHS Partnership Programme
- Wellbeing Enhancement
- Student Safety Enhancement
- Conduct & Complaint Reporting Review

We will:

- Enhance our support for students with disabilities via expanded provision of alternative format learning materials.
- Develop referral pathways to NHS mental health services, encourage mental wellbeing and destigmatise mental ill health.
- Better promote and engage students with a range of health and wellbeing opportunities, connect with appropriate support, and encourage uptake of more active lifestyles.
- Develop safer and more supportive learning communities across all cohorts and campuses.

This will add value through:

- Improved experience of students with disabilities
- Better targeting of timely and appropriate mental health support
- Build capacity for self-awareness and action to support mental and physical health
- Increased levels of physical activity and wellbeing
- Students feel safe, supported, and better able to focus on learning
- Fewer students leaving their studies

Projects:

- EDI Resource & Events
- Induction & Transitions
- Mature Students' Needs
- International Students
- Commuting Students
- Reach Out Phase 2
- Residence Life Review

We will:

- Improve induction and transitions for all students as they join and progress through the University.
- Better provide for the physical and social needs of older students, those who commute, and students who come from outside of the UK.
- Celebrate and support diversity and connection via an expanded programme of activities that reflect the variety of nations and beliefs across our campuses.
- Acknowledge and address the barriers to engagement experienced by non-native English speakers.
- Better connect students to support services across campuses and diverse living arrangements.

This will add value through:

- Improved experiences for prospective and continuing students
- Increased engagement within and across UofG communities
- Increased variety of social and cultural events
- Non-native English speakers have more opportunities to develop English and engage with others
- Students have access to support whatever their locale and residential circumstances

All of the above will be supported by on-going improvements to our physical and digital estate.

The Strategy further enhances this work with 3 additional projects that will provide for the development of an Ecohub, TechBar, and scope the longer-term investment in student-facing support facilities and buildings. Discussions regarding the latter have commenced with an initial focus on the maintenance and enhancement of the Library, Fraser Building, and Round Reading Room precinct, revisiting their collective role in providing coherent and comprehensive study and support spaces and services.

3. Next steps

Each project has been explored across a network of stakeholders to better understand aims, benefits, and practicalities. By the end of April, a consolidated project portfolio will have been tabled with the Delivery Board and SEC for approval, detailing each project’s aims, investment band, business case and benefit realisation timings.

Prioritisation for implementation will balance investment and risk criteria alongside specific student experience measures developed exclusively to guide activation of the strategy. Consideration will include the scale of the impact on the student experience, its relevance to all students, specific cohorts, and our campuses. College and School activity will also be considered as part of each Business Case, developed in conjunction with key stakeholders. Once approved, the same group will oversee planning, implementation, and evaluation.

The resulting action plan will form the basis for wider staff and student communication and engagement. This will complement the Learning & Teaching Strategy channels and messaging that are currently being developed.

The following provides a high-level overview of the next 12 months for the strategy: a rolling schedule of project planning, implementation, and evaluation, with consistent community communications and engagement.

Further detail will be shared as its developed with regular progress reports to governing bodies.



Appendix 1 – Student Experience Strategy (updated)

A strategy for student experience

Introduction

For hundreds of years, students have come to the University of Glasgow hoping to change the world, to find their place in the world, or simply to learn more about the world. Our student experience reflects the University's proud history, its diversity of talents, its places in the world and future ambitions.

We hope all our students will enjoy a fulfilling, rewarding and enriching experience with us. There are multifarious opportunities for students to complement and deepen their formal learning and study, and to contribute to the life of the University, city, or the wider world. Our strategy for the student experience prioritises opportunity, wellbeing and belonging. It is a companion to the University's Learning and Teaching strategy and, insofar as research students are concerned, our Research Strategy. Taken together, the strategies will ensure that students develop the skills, knowledge and experience that enable them to be successful in their studies and, as global citizens, in their future lives and careers.

Over recent years, the University's popularity has resulted in rapid growth in student numbers and, by any measure, increasing diversity. We have seen a particularly marked increase in international students, with many more studying at our joint schools, overseas. We are also seeing a growing number of online learners, including students who are enrolled on short courses.

Context

We developed this strategy at a particularly challenging time for our students, as the world recovers from the Covid-19 pandemic. There is growing evidence to show that the pandemic has disproportionately impacted on the mental health of the younger-age population, which is also more vulnerable to inflationary pressures and consequent rises in the cost of living.

Our ambitions

The University of Glasgow Strategy 2025 describes our commitment to a world changing student experience:

- Our graduates achieve more than a degree: as students, they are able to access a panoply of social, sporting, volunteering and cultural experiences, which enable them to connect, develop new skills and enhance their prospects.
- We give students the space, time and guidance to forge their own paths and take their first steps as future world changers.
- Drawing strength from each other, and inspiration from the people, societies and cities we serve, our diverse body of staff, students and alumni come together as one Glasgow community, driven by a unifying desire to change the world for the better.

Our principles

There are five key principles which underpin our student experience strategy, and these are that:

1. It is the powerful combination of an inspirational education and a broad and vibrant set of co-curricular activities, which sit at the heart of the Glasgow student experience and prepare our students for the next steps in their lives and careers.
2. For students to be productive and benefit fully from the Glasgow student experience, we must do everything we can to ensure their safety and wellbeing.
3. Our unique quadrumvirate of student organisations, the Glasgow University Union, Queen Margaret Union, Glasgow University Sports Association, and the Students' Representative Council, plays a fundamental part in the social, cultural and educational lives of students. The Glasgow student experience is realised through effective partnership between the organisations and with the University.

4. Our places (Glasgow, Dumfries, Chengdu, Hainan, Singapore, Tianjin) and the provisions of our campuses in these places, are instrumental in the experience of our students. For all students, our virtual infrastructure ensures that, wherever we are in the world, we can remain connected to one another. And for our distance learning students, our online campus sits at the heart of their experience.
5. Our strategy and the experience we offer our students are anchored in the University's values and must be socially, financially, and environmentally sustainable.

Our pillars

Our strategy can be described in terms of three pillars:

1. Opportunity

Irrespective of circumstance, our students should have the opportunity to discover and develop themselves; push personal boundaries; try, fail and succeed; build self-confidence and ambition. They should be able to do this through clubs and societies, volunteering and work experience; sports and cultural activities. They should have the opportunity to do so in both familiar and unfamiliar environments, domestically and internationally. And there should be an impelling institutional framework within which students can plan, organise, reflect on and recognise their achievements.

Complementing the ambitions for Students' Professional and Skills Development outlined in the University's Learning and Teaching Strategy, we provide these opportunities not only to enrich and bring meaning to the student experience, but because they contribute to the employability of our graduates.

We will achieve our ambitions through:

- The curation of a menu of opportunities for students to acquire new skills and experience, online and on campus, relevant to the interests and needs of those pursuing undergraduate, taught postgraduate and research degrees.
- The provision of high-quality careers advice, to help students plan confidently for their futures.
- The expansion of opportunities for students to acquire work experience, through internships, volunteering, part-time work and applied research, within the UK and more widely across the world.
- The development of an impelling framework, which enables students to derive maximum benefit from their experience and includes:
 - o Self-help tools and support to assist students with their planning and reflection.
 - o Means of celebrating achievement in the form of accreditation and awards.

2. Wellbeing

Our intention is to foster learning communities that support, inspire and empower our students to fulfil their academic potential and to flourish more widely as individuals. Our wellbeing framework describes an institutional and holistic approach to mental health and wellbeing, which serves to minimise the number of students who leave the University because they feel unsupported in their studies and maximise the number of students who feel healthy and well.

Wellbeing, inclusion and belonging (the second and third pillars of this strategy) are critical to the success of our Learning and Teaching Strategy.

We will achieve our objectives as they relate to student wellbeing through:

- Nurturing safe and supportive learning communities (setting out expectations at induction; promoting the use of the SafeZone app; and reforming our approach to matters of misconduct, including the concept of restorative justice, so that students have confidence we deal effectively with bullying and harassment).
- Promoting a culture of continuing personal, academic and professional development.
- Promoting sport and active lifestyles.
- Encouraging mental health and wellbeing and destigmatising mental ill health.

3. Inclusion and belonging

The University comprises many intersecting communities which may be defined by academic interests, by backgrounds and shared experience, by needs and ambitions, by geography, and other factors. There is a place at Glasgow for everyone and we embrace diversity, valuing and respecting the perspectives and contributions of all our students.

For these reasons, we do not hold to the notion of a single student experience, but to the idea of student experiences, which will be many and various. Nonetheless, our physical facilities and our programme of opportunity should be open and accessible to all, whilst also catering to the diversity of needs and interests. In the same way, our student organisations each have their distinctive identities and followers, whilst remaining open to all.

This strategy and its commitments apply equally to students pursuing taught and research degrees, to those who have come to Glasgow from overseas and those who are long term residents, to those who study online and those who study on a campus. In providing for all, the strategy acknowledges that a substantial proportion of students will be with us for a year or less and the challenges that this brings.

The strategy also acknowledges that, alongside students in Dumfries, there is a growing number of Glasgow students in Chengdu, Hainan, Singapore and Tianjin. Whilst the University of Glasgow is rooted in its place and people, we recognise that people make Glasgow, whether in Scotland, China or Singapore.

We will enable everyone to find their place and feel part of the University by:

- Explaining and upholding our University values.
- Improving welcome and induction and transforming the online experience for students as they join the University.
- Ensuring that cost and accessibility do not represent barriers to participation in campus life.
- Providing for the physical and social needs of students who commute to the campus from other areas of the city region and beyond.
- Celebrating diversity, by curating an annual programme of events and festivals that reflect the many nations and beliefs represented within the campus community.
- Building on the work of the Understanding Racism, Transforming University Culture report, the review of gender issues and gender-based violence and other key inclusion initiatives, such as our review of provision for disabled students.
- Acknowledging and addressing the very real barriers to engagement that are often experienced by non-native speakers of English.

Our enablers

Our ability to provide an exceptional student experience is critically dependent upon three factors:

1. Partnership:

- a) With students and, in particular, the quadrumvirate of student organisations that represent and provide for their interests and do so much to shape their experience. For many students, their involvement in these organisations is the central and defining element of university life. We are committed to maintaining the distinctive and complementary identities and missions of the four organisations, their financial sustainability and success.
- b) Between the University Services, Colleges and Schools and, in particular, the provisions for student support and wellbeing within Student and Academic Services and in Commercial Services.
- c) Between the University and the local authorities, the police and health services, the cultural and recreational sectors, community and voluntary organisations.
- d) With our international partners, governments, universities, industry and alumni, which help to enrich and bring meaning to the experience of our current students.

2. The provision of attractive, safe, accessible and flexible self-study, social, recreational and residential facilities, on campus and online and specifically:

- a) A more clearly defined locus and focus for student life on campus (on Gilmorehill, drawing together facilities for research students in the ARC, the JMS Hub, Library, Fraser Building and the Round Reading Room, and including both student unions and sports facilities; at Garscube and Dumfries, and in our shared campuses in China and Singapore).
- b) Provision for the physical health and wellbeing of our students, through expanding the capacity and range of sporting facilities on the Gilmorehill and Garscube campuses.

- c) Investment in the buildings occupied by the social unions and the provision of enhanced facilities for student clubs and societies.
- d) The development of affordable residential accommodation, recognising the tension between our commitment to financial sustainability and the pressing need for affordable rooms.
- e) The development of a distinctive virtual environment for our online distance learning students and for blended and hybrid learning, facilitating connections, fostering community and enabling seamless access to support and services.

3. A financially, socially and environmentally sustainable approach, which will be achieved by:

- a) Agreeing and maintaining a measure of per capita investment in the student experience.
- b) Establishing a scheme for the periodic review of provision and for the regular and systematic collection of feedback from students on each aspect of the student experience.
- c) Ensuring that the activities which are supported and developed under this strategy are consistent with the commitments in the University's climate change strategy, 'Glasgow Green', and empower students to play their part in addressing the climate crisis.

RJP / 10 January 2023

Court Context Card 19 April 2023 - Principal's Report	
Speaker	Professor Sir Anton Muscatelli
Speaker role	Principal
Paper Description	For information / discussion
Topic last discussed at Court	Last report to Court was February 2023
Topic discussed at Committee	NA
Committee members present	NA
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	NA
Timing	Various
Red-Amber-Green Rating	Various
Paper Type	For information / discussion
Paper Summary	<p>Updates on areas listed in the paper as follows:</p> <ol style="list-style-type: none"> Innovation: GRID Discovery & GE HealthCare Memorandum of Understanding Higher Education Developments / Political Update <ul style="list-style-type: none"> New First Minister and Cabinet Access to HE and new Fair Access Commissioner Horizon Europe Extension of UK-Ukraine Twinning Scheme Spring Budget / Levelling-Up Innovation Accelerator SFC Indicative Funding Allocations University Rankings Senior Management Group changes Key activities Senior Management Group business
	<p>To note update on launch of GRID Discovery, Scotland's first whole-system demonstrator which will drive new collaborations and innovative projects. New MoU with GE HealthCare will enable new innovation activity centred around medtech and patient-centred outcomes</p> <p>UofG will engage proactively with the new FM Humza Yousaf MSP and his Cabinet - there are existing positive relationships with the FM and a number of Cabinet Secretaries and Ministers</p> <p>UCAS debate launched on the 'Journey to a Million' - in response to data projections of a million applicants to HE in a single year by 2030. Engagement with new Scottish Government Fair Access Commissioner</p> <p>More positive footing - the 'Windsor Framework' creating a clear route for the UK to finally associate to Horizon Europe, although challenges remain</p> <p>First anniversary of initiative which has established 106 partnerships between Ukrainian institutions and universities around the UK, including three involving the University of Glasgow. The University has secured further funding worth £270k for further research and mobility programmes</p> <p>UofG share of £100 million funding for Levelling-Up Innovation Accelerators programme - six transformative R&D projects either led by or linked to Glasgow. Publication of funding allocations has been paused, given the change of First Minister and the appointment of Ministers</p> <p>QS World Subject Rankings published. UofG has 24 subjects out of 43 ranked in the top 100 globally</p> <p>VP Learning & Teaching reappointed for four years</p>
Topics to be discussed	In line with paper's headings
Action from Court	To note/discuss if wished
Recommendation to Court	
Relevant Strategic Plan workstream	Empowering People, Agility, Focus
Most relevant Primary KPI it will help the university to achieve	NA
Most relevant Secondary KPI it will help the university to achieve	NA
Risk register - university level	Item 1: Risk 1 Income Generation; Risk 8 Student Recruitment Market Item 2: Risk 3 Government Policy Changes, Risk 7 Maintaining and improving reputation
Demographics % of University	Items mainly relate to the University as a whole
Operating stats % of	
Campus	All locations
External bodies	UK Government, Scottish Government, Russell Group, UUK, Universities Scotland, SFC, UKRI
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	
Suggested next steps	
Any other observations	



Court - Wednesday 19 April 2023

Principal's Report

Items A: For Discussion

1. Innovation: GRID Discovery & GE HealthCare Memorandum of Understanding

As part of the University's commitment to developing the Glasgow Riverside Innovation District (GRID), we have been working with the Scottish Government to create the 'GRID Discovery' initiative. This will see GRID designated as Scotland's first whole-system demonstrator, committed to supporting the establishment of a series of real-world innovation testbeds. GRID Discovery will identify a number of R&D collaboration projects with industry partners, government bodies, academics and communities. The new programme will draw on the University's world-leading research capability and expertise to help drive impactful innovation, at pace, and is aimed at attracting inward investment, creating access to good quality jobs, and developing a skills pipeline to build on the city region's strengths and support productive, thriving places. To this end, the close involvement of communities in the area will be a critical success factor and Vice-Principal Uzma Khan is developing a community engagement strategy. GRID Discovery will also foster better collaboration between researchers, industry partners and public bodies such as the NHS to enable the rapid translation of research into application and drive improved outcomes for Scotland. It will catalyse a dynamic innovation quarter with local community values at its heart, building on the University's existing assets around the QEUH such as the Living Laboratory for Precision Medicine.

The announcement of GRID Discovery took place on 24 March to coincide with the University signing a Memorandum of Understanding (MoU) with the major health and medtech innovator, GE HealthCare. The MoU commits our two organisations to work together to identify opportunities for collaboration in research and development, and innovation focused on people-centred healthcare and outcomes. The collaboration builds on GE HealthCare's global reach and expertise in medical tech innovation and the University's research excellence alongside its strong links with the NHS.

It is also important for Court to be aware that the Scottish Government will shortly publish its new Innovation Strategy and we have been engaging with officials regularly to highlight the potential for key hi-tech sectors in Glasgow and the significant strengths the University holds in these sectors e.g. in life sciences, quantum technologies, and XR/VR technologies amongst others.

On a related note, the University has been successful in attracting funding under the Levelling Up Innovation Accelerator programme. Further details can be found in Section 2 below.

2. Higher Education Developments and Political Update

Scottish Government – New First Minister and Cabinet

Court members will be aware that Humza Yousaf MSP was sworn in as the new First Minister of Scotland on 29 March. On taking up his post, the new FM appointed his Cabinet and Ministerial team, consisting of 9 Cabinet Secretaries, with the support of 18 Junior Ministers. It may interest Court to know that 50% of the new Scottish Cabinet are University of Glasgow graduates, including the First Minister and Deputy First Minister. A full list of appointments is available on the [Scottish Government website](#), but I have highlighted below some of the new roles of specific interest to the University for our activity and research. I have already written to the First Minister, members of the Cabinet and relevant Ministers to extend an invitation to meet, and I hope to have an early opportunity to brief Ministers on some of our key ambitions at Glasgow. Members will also note the return of Richard Lochhead MSP to a portfolio of relevance to the University. Minister Lochhead was previously Minister for HE and will take up the portfolio overseeing Scotland's innovation strategy which is expected to be delivered in the coming weeks.

- **First Minister** - Humza Yousaf
- **Deputy First Minister and Cabinet Secretary for Finance** - Shona Robison
- **Cabinet Secretary for NHS Recovery, Health and Social Care** - Michael Matheson
 - Minister for Public Health and Women's Health - Jenni Minto
 - Minister for Social Care, Mental Wellbeing and Sport - Maree Todd
- **Cabinet Secretary for Education and Skills** - Jenny Gilruth
 - Minister for Children, Young People and Keeping the Promise - Natalie Don
 - Minister for Higher and Further Education; and Minister for Veterans - Graeme Dey (formerly Minister Jamie Hepburn, who will now take on the role of a new Minister for Independence)
- **Cabinet Secretary for Net Zero and Just Transition** - Màiri McAllan
- **Cabinet Secretary for Wellbeing Economy, Fair Work and Energy**- Neil Gray
 - Minister for Small Business, Innovation and Trade - Richard Lochhead
 - Minister for Energy - Gillian Martin
 - Minister for Green Skills, Circular Economy and Biodiversity (who will also work alongside the Cabinet Secretary for Net Zero and Just Transition) - Lorna Slater
 - Minister for Zero Carbon Buildings, Active Travel and Tenants' Rights (who will also work alongside the Cabinet Secretary for Social Justice) - Patrick Harvie
- **Cabinet Secretary for Rural Affairs, Land Reform and Islands** - Mairi Gougeon
- **Cabinet Secretary for Constitution, External Affairs and Culture** - Angus Robertson
 - Minister for Culture, Europe and International Development - Christina McKelvie
- **Cabinet Secretary for Social Justice** - Shirley-Anne Somerville (formerly Cabinet Secretary for Education & Skills)
 - Minister for Equalities, Migration and Refugees - Emma Roddick
 - Minister for Housing - Paul McLennan
- **Cabinet Secretary for Justice and Home Affairs** - Angela Constance

UCAS debate on access to HE & new Fair Access Commissioner

On 27 March, the Universities and Colleges Admissions Service (UCAS) launched a national debate across the UK in response to projections that there could be up to a million higher education applicants in a single year in 2030. The ‘Journey to a Million’ will affect all aspects of how people gain a place in higher education, from the point they consider their options, to the way they connect to them, to their experiences whilst studying and entering the labour market. UCAS, in partnership with Knight Frank and Unite Students, has invited 50 key thinkers from across the UK to give their view on tackling the challenges and seizing the opportunities. UCAS will share this broad and diverse set of essays publicly in the coming weeks culminating in a final report published in partnership in the summer.

In January, the Scottish Government appointed Professor John McKendrick as the new Commissioner for Fair Access to Higher Education in Scotland. Previously Professor of Social Justice at Glasgow Caledonian University, he will work across Scotland’s education system to champion increased representation at university for students from the country’s most deprived areas. Professor McKendrick succeeds Professor Sir Peter Scott who stepped down as Scotland’s inaugural Commissioner for Fair Access last year after six years in the role. I met with Professor McKendrick in March with colleagues from the University’s Widening Access team to restate our firm commitment to Widening Participation and highlighted in particular our support for care-experienced students, estranged students, lifelong learners and asylum seekers and refugees.

Horizon Europe

Since my last update to Court in February, the situation regarding Horizon Europe has moved to a more positive footing. In March, after four months of negotiations, Prime Minister Rishi Sunak and European Commission President Ursula von der Leyen announced a deal (‘The Windsor Framework’) ending the long-running dispute over the post-Brexit Northern Ireland protocol. The deal creates a clear route for the UK to finally associate to Horizon Europe. The areas of this deal will be approved at the next meeting of the UK-EU Joint Committee. After that, the UK and EU will respectively take forward legislative measures to translate the solutions into law in both legal orders, providing the basis for these new arrangements to enter into force. While this was welcome news for HE, with sector bodies urging the government not to backtrack on Horizon Europe association, there still remain outstanding concerns and questions regarding the UK’s financial costs for association to the scheme. In particular, there are questions surrounding whether the UK will attempt to negotiate down the fee to associate, given the Horizon programme is in year two of a seven-year scheme. Talks are set to continue between the EU and the UK Government. Science and Technology Minister Michelle Donelan met with EU Research & Innovation Commissioner Mariya Gabriel to discuss the UK’s expectations around association to Horizon Europe’s €95.5 billion (£84bn) scheme, as well as the nuclear research initiative EURATOM and the Earth-observation programme Copernicus. Members across the political spectrum have urged the UK government to accelerate talks with the EU, and meanwhile the Government is continuing with publishing its plans for a backup scheme should negotiations fall through. On 6 March, the UK Government announced an extension to its Horizon Europe Guarantee scheme until the end of June, protecting funding for UK researchers, businesses and innovators. Court will recall I have mentioned this scheme on a number of occasions since it was originally launched in November 2021. The UK Government also announced the outline of its ‘Plan B’ should agreement not be reached on association. I will continue to keep Court updated of any further developments in the

months ahead and I will continue to advocate alongside peers in the sector for swift accession to the Horizon Europe scheme.

Extension of UK-Ukraine Twinning Scheme

On 29 March I was pleased to speak at a reception in the House of Lords hosted by Baron Johnson of Marylebone (Jo Johnson), to commemorate one year since the launch of the UK-Ukraine Twinning Initiative led by Cormack Consultancy and Universities UK International (UUKi). Also attending and speaking at the reception was one of our Ukrainian students. So far, the initiative has established 106 partnerships between Ukrainian institutions and universities around the UK, including three involving the University of Glasgow. As part of the one-year commemoration of the scheme, the University has secured further funding worth £270,000 to expand partnership activities towards research and mobility programmes. The funding will expand the University's activities with two of our Ukrainian partners, the National University of Kyiv-Mohyla Academy (NaUKMA), and Danylo Halytsky Lviv National Medical University. The partnership with NaUKMA supports research collaborations and staff mobility programmes across a range of academic disciplines including Physics, Computing Science and War Archaeology. It will also fund a Summer School programme for Early Career Researchers. The funding with Danylo Halytsky Lviv National Medical University will support collaborative research into prostate cancer and early cancer detection. Overall, the Twinning Initiative has been supported by a £5 million investment from Research England, on behalf of the UK government, with the University covering fees, accommodation and pastoral support for the Ukrainian students we have hosted in Glasgow.

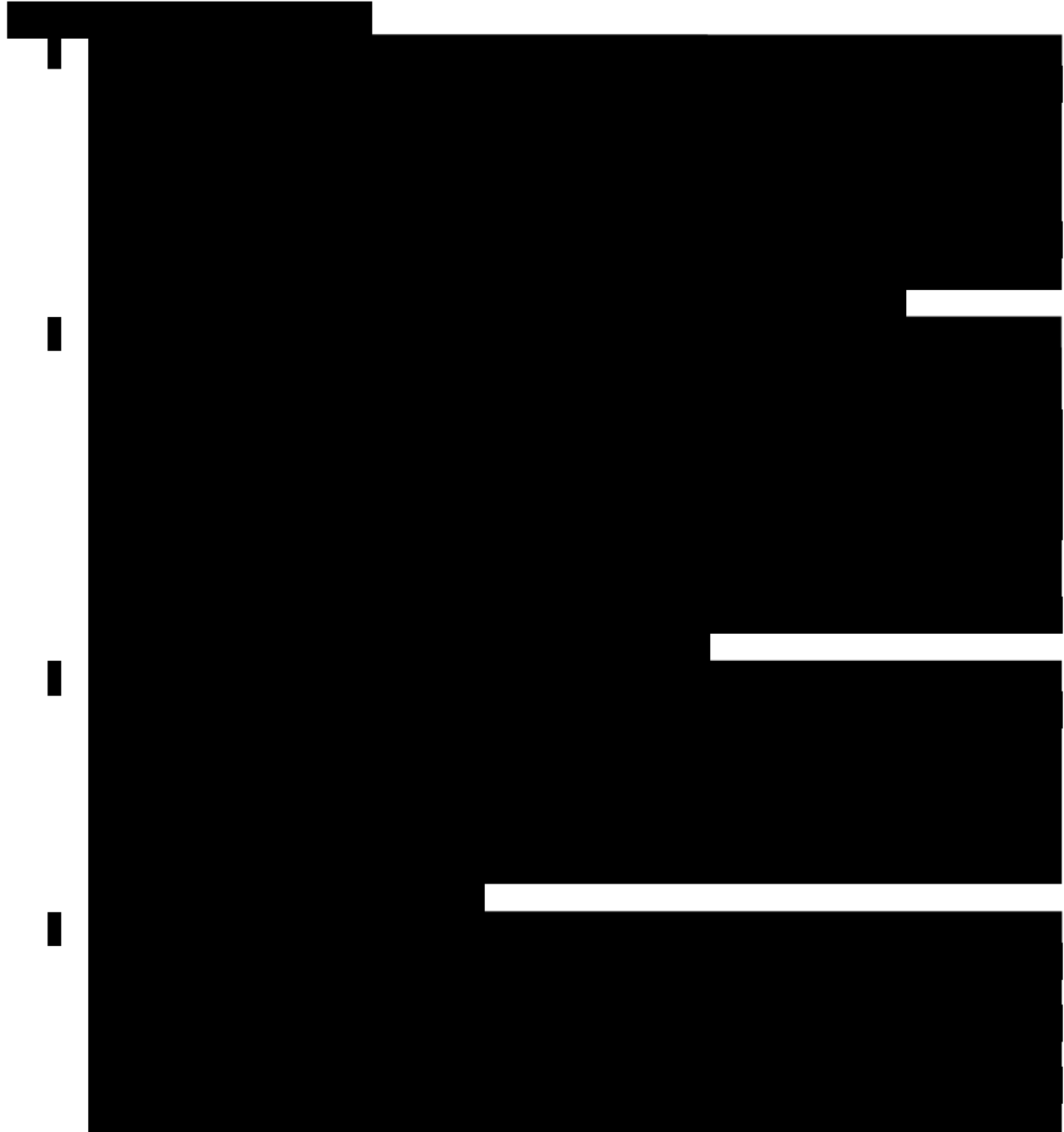
Spring Budget & Levelling-Up Innovation Accelerator

On 15 March Chancellor Jeremy Hunt delivered his Spring Budget in the Commons explaining how he plans to boost the UK's economic growth. He noted the UK is expected to avoid a technical recession in 2023, according to the Office for Budget Responsibility, with the rate of inflation to fall from 10.7% to 2.9% by the end of 2023 and the economic forecast set to grow by 1.8% next year. As part of his Budget statement, the Chancellor announced plans to implement all of the recommendations of a report conducted by Sir Patrick Vallance on emerging digital technologies. He also announced a new Quantum Strategy which sets out an ambitious quantum research and innovation programme and he committed the UK Government to invest a total of £2.5 billion over 10 years, focusing on realising 4 goals:

- ensuring the UK is home to world-leading quantum science and engineering;
- supporting businesses through innovation funding opportunities and by providing access to world-leading R&D facilities;
- driving the use of quantum technologies in the UK;
- and creating a national and international regulatory framework.

The Chancellor also committed to funding for AI research, pilots for the Medicines and Healthcare products Regulatory Agency (MHRA) and the creation of 'Returnerships', a new initiative promoting existing skills interventions to the over-50s supported by a £63.2 million investment for an additional 8,000 Skills Bootcamps in 2024-25 in England and 40,000 new Sector-Based Work Academy Programme placements across 2023-24 and 2024-25 in England and Scotland. He also announced 12 new investment zones, with at least one of these earmarked for Scotland and the devolved nations.

As part of the Spring statement, the Chancellor also announced that the UK government has allocated £100 million of funding for the Levelling-Up Innovation Accelerators programme to 26 transformative R&D projects. This will accelerate the growth of 3 high-potential innovation clusters and will support projects in Manchester, the West Midlands and Glasgow. We have been engaging through the Glasgow City Region with this programme and I am delighted that six new projects either led by or linked to the University will share in this investment by the UK Government Department for Science, Innovation and Technology. During his speech, the Chancellor made specific reference to two quantum projects in Glasgow led by the University of Glasgow and M-Squared Lasers Limited.





Items B: For Information

3. SFC Indicative Funding Allocations 2023/24

At the April meeting I would normally report to Court on SFC's indicative funding allocations for the following academic year. SFC has engaged with the sector in various forums on their approach to the distribution of funds for Academic Year 2023/24, and the publication of indicative allocations was planned for the last week of March.

However, given the change of First Minister and the appointment of Ministers, the Scottish Government asked SFC to pause publication until after the Easter break. I will update Court further at the meeting if more information become available.

4. University Rankings

QS World Subject Rankings

On 22 March, the 2023 QS World University Rankings by Subject were published. Court will recall that the last overall QS World Rankings were released in June 2022, and Glasgow ranked 81st from 1,422 institutions.

QS Rankings by Subject detail performance across five broad areas, and in individual subjects. It is encouraging once again to see a strong set of results in these subject rankings. With 24 out of 43 subject areas ranking in the top 100 in the world, the results again demonstrate the global reputation of the University across a broad range of subject areas.

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

- Of the five broad subject/faculty areas, the University maintains three in the world top 100: Life Sciences; Arts & Humanities; and Social Sciences & Management.
- Life Sciences & Medicine is our best performing subject area, rising to 44th in the world and ninth in the UK.
- Arts & Humanities has risen seven places to 59th in the world and is 12th in the UK.
- The University has eight subjects in the top 50:
 - Anatomy & Physiology
 - Education
 - English Language & Literature
 - Geography
 - Library & Information Management
 - Medicine
 - Social Policy & Administration
 - Veterinary Science
- The University has 24 subjects in the top 100
- The most improved ranking position belongs to Law, up 10 places from 66 to 56, and Business Management & Studies, up 10 places from 147 to 137.

5. Senior Management Group

At the last meeting, I informed Court that I was in the process of consulting SMG and other senior colleagues on Professor Moira Fischbacher-Smith's potential reappointment as VP Learning and Teaching. The process is now complete and I am pleased to confirm Moira's reappointment for a second 4-year term from 1 July 2023.

6. Key activities

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

Academic Development and Strategy

- 16 February: I gave closing remarks at an international workshop organised by the UofG Centre for Sustainable, Healthy & Learning Cities on 'Urban Neighbourhood Sustainability and Impacts from Covid-19'
- 1 March: Hosted a dinner with SMG and Professor Sir Steve Smith, UK Government International Education Champion and former VC, University of Exeter

- 14 March: Met with VP/Head of College Social Sciences and Dean of External Engagement, Social Sciences to discuss thought leadership in the Institute for Public Policy
- 21 March: Senate Business Committee
- 27 March: Gave the opening address at the University of Glasgow / Erasmus+ / African Research Universities Alliance Conference and Networking Meeting on Non-Communicable Diseases in Africa
- 3 April: Hosted SMG Dinner with Kevin Sneader, UofG alumnus and President Asia-Pacific Ex-Japan, Goldman Sachs
- 6 April: I welcomed delegates to a joint meeting between UofG and the National Institute of Economic and Social Research (NIESR), showcasing the latest findings from NIESR's economic forecast for Scotland
- 6 April: Senate
- 12 April: Chaired interview panel for Head of Adam Smith Business School
- Regular meetings with SMG colleagues regarding proposed Scottish Health and Biomedicine Institute.

Internationalisation Activities

- 16 March: Addressed students and took part in Q&A at an event organised by the Glasgow University American & British Society, with US Consul General Jack Hillmeyer
- 21 March: Hosted Professor Mark Scott, VC of our strategic partner University of Sydney, and co-signed a Dual PhD Agreement between Glasgow and Sydney
- 24 March: I and DVC External Engagement met with the new Consul General of Ireland, Jerry O'Donovan
- 28 March: Meeting with Professor Ernest Aryeetey, Secretary General of the African Research Universities Alliance
- 28 March: Jindal Global University, India, World Universities Summit – I spoke at this virtual international conference on the topic of 'Responsible Research: Harnessing Knowledge Resources for Creating Tangible Social Impact'.

Lobbying/Policy Influencing and Promoting the University

USS Meetings

- 17 February: USS – Annual Appraisal
- 20 February: Participated on the interview panel for the role of USS CEO
- 20 February: USS Investment Committee Valuation workshop
- 14 March: USS Investment Committee Meeting
- 17 March: USS Trustee Board Meeting
- 23 March: USS Trustee Board Meeting

Media activity

- 17 February: Took part in an interview for a Studiosity podcast on 'Reimagining the future of higher education'
- 4 April: Bloomberg interview on economic issues (Royal Economic Society Conference)

Other external engagement

- 16 February: UKRI/AHRC Creative Industries Advisory Group meeting

- 20 February: Meeting with Dame Ottoline Leyser, CEO UKRI, and HE sector colleagues
- 21 February: I, the VP (Economic Development and Innovation) and the Executive Director Innovation Services were interviewed by the First Minister's Business Ambassador and an independent panel as part of a consultation on Industrial Policy
- 21 February: I travelled to UofG Dumfries to give a lecture entitled 'How do we build more resilient economies in an era of geopolitical crises?' as part of the Crichton Conversations series of events. Met with the Head of School of Interdisciplinary Studies
- 22 February: I have taken over as Chair of Trustees of the Royal Economic Society (RES) – as part of this I attended RES strategy working group meeting
- 22 February: Hosted a dinner with senior officers of NHS Greater Glasgow and Clyde with the VP/Head of College MVLS
- 23 February: I and the VP (Economic Development and Innovation) met with Adrian Gillespie, Chief Executive of Scottish Enterprise to discuss shared priorities and opportunities to collaborate
- 23 February: Hosted a dinner with senior University of Edinburgh colleagues and small group of SMG colleagues to discuss areas of common interest
- 8 March: Hosted the launch event for the Emma Ritch Law Clinic with First Minister Nicola Sturgeon MSP (in her final engagement at UofG before stepping down from government), the Chief Executive of Rape Crisis Scotland, and School of Law colleagues.
- 13 March: Chaired Royal Economic Society Trustee Board Meeting
- 13 March: Met to discuss UofG activities in Health Innovation with the Scottish Government's Chief Scientist (Health), VP/Head of College MVLS and VP (Economic Development and Innovation)
- 14 March: Introduced the Stevenson Public Lecture with political scientist and former University of Connecticut President Professor Susan Herbst.
- 16 March: Met with John McKendrick, Fair Access Commissioner
- 22 March: Attended Royal Economic Society Council Meeting
- 22 March: Adam Smith Dinner Club: I gave a speech to members of the Adam Smith 'town and gown' club on the future of the University and our aspirations for further meaningful civic engagement
- 24 March: GE Healthcare MoU signing and GRID Discovery Launch event, with the then Minister for Business, Tourism, Trade and Enterprise Ivan McKee MSP
- 27 March: UGC Research Assessment Exercise Group meeting - I have been asked to Chair this sub-group of the Hong Kong University Grants Committee
- 28 March: Adam Smith Business School/Glasgow Chamber of Commerce event as part of 'Glasgow Talks' series. I spoke on the subject of 'The Economic Relevance of Smith's *Wealth of Nations* on our Modern Business Approaches'
- 29 March: Met with Tim Bradshaw, Chief Executive, Russell Group
- 29 March: I spoke at a reception in House of Lords for the UUKi Ukraine Twinning Scheme, outlining our ongoing activities and commitments to partner institutions in Ukraine. One of our students studying at Glasgow under the Twinning Scheme also gave a speech at the event
- 31 March: UUK Research and Innovation Policy Network meeting
- 31 March: Hosted a lunch for prominent economists Professor Dame Carol Propper (Imperial College London) and Professor Sir David Hendry (University of Oxford), ahead

of their public lecture as part of the Adam Smith Business School Distinguished Speaker Series

- 31 March: Gave a welcome speech at the Civic Reception for the British Association for Slavonic and East European Studies Conference
- 3-5 April: Various engagements at the Royal Economic Society/Scottish Economic Society Conference held at the University of Glasgow, including:
 - Speaking as part of a conference panel session on ‘Adam Smith: How his ideas changed the world’ with Professor Mary Morgan (LSE) and Jesse Norman MP
 - Gala Dinner – I presented the RES Awards and Medals
 - UofG Archives tour – Adam Smith special collections
 - Meeting with Professor Miaojie Yu, economist and President of Liaoning University
- 6 April: Meeting with Anas Sarwar MSP, Leader of Scottish Labour
- 6 April: Special Meeting of the Glasgow City Region Commission on Economic Growth
- 18 April: Small dinner with Leverhulme Trust Board and other guests to discuss issues affecting HE, research and the arts.

Internal activities and Communications and Alumni events

- Chaired regular meetings of Senior Leaders Forum
- 16 February: Informal tour of School of Chemistry to meet with colleagues
- 16 February: Attended a vigil of support for Turkey and Syria to express solidarity with members of the University and the wider community affected by the earthquake
- 22 February: Attended UofG Planning, Insight and Analytics away day and took the opportunity to thank colleagues and answer questions
- 23 February: Recorded a welcome/introduction video for new colleagues as part of induction materials
- 24 February: Attended a Vigil for Ukraine in the Memorial Chapel, one year on from the outbreak of war
- 27 February: SMG/Audit & Risk Committee Annual Strategic Risk Review
- 2-7 March: Travelled to California for major donor and alumni meetings. Hosted UofG San Francisco Burns Supper
- 14 March: Attended UofG People and Organisational Development away day and took the opportunity to thank colleagues and answer questions
- 20 March: Update meeting re UofG-led Scottish Council on Global Affairs
- 21 March: Welcomed guests to Senate Guest Night and conferred an Honorary Fellowship on Jim Ferrie, a farrier who has worked with the School of Veterinary Medicine for over 40 years
- 13 April: Regular meeting with SRC Executive
- 14 April: SMG Government Relations Group.

7. Senior Management Group business

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

SMG Meeting of 21 February

- Accommodation Rents 2023/24 – Confirmation of Agreement
- Academic Promotion
- Earthquake in Türkiye and Syria – University response
- GRID/Innovation Agenda
- Resignation of First Minister
- Colleague Social Media Policy
- Colleague Non-Pay Issues
- Research-Related Metrics
- SRC Elections
- Ukraine – Marking the first anniversary of outbreak of war

SMG Meeting of 6 March

- New Chair of Russell Group
- Functional Alignment Group – Outline Action Plan
- TNE Partnerships
- UUKi Funding – Ukraine Twinning Partnership with National University of Kyiv-Mohyla Academy (NaUKMA)

SMG Meeting of 13 March

- UK Science and Technology Framework
- Nurse Review
- Trusted Research
- UofG Essential Training
- Interim Budget Update
- Queen’s Anniversary Prize Submission
- Innovation Strategy Investment Case
- Memorial Service – Professor Sir Graeme Davies
- Presentation of Loyal Addresses by Privileged Bodies: Buckingham Palace

SMG Meeting of 21 March

- Levelling Up Innovation Accelerator Funding Success
- 2022 Student Survey Results
- Knowledge Exchange Concordat
- Update – UKRI Institutional Impact Acceleration Accounts (IAA)
- SFC REG Funding Case Studies
- Scottish Life Sciences Awards Success

SMG Meeting of 27 March

- Trusted Research
- New SNP Leader/FM
- Interim Budget and Investment Update
- GRID Discovery and GE Healthcare MoU

- Graduation Strategy Group update
- Alan Turing Institute – membership of Turing University Network
- Ukraine Twinning Scheme 1st anniversary

SMG Meeting of 3 April

- New First Minister and Cabinet
- Future of Research Assessment Programme
- Generative Artificial Intelligence and Implications for Learning and Teaching
- Strategic Recommendations for Fee Setting and Budget
- XPRIZE European Hub Proposal

Court Context Card 19 April 2023 - University Secretary's Report	
Speaker	Dr David Duncan
Speaker role	COO and University Secretary
Paper Description	For information / items for approval; items for discussion if Court wishes
Topic last discussed at Court	Last report was to February 2023
Topic discussed at Committee	NA
Committee members present	NA
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	High, Medium & Low
Timing	Immediate where relevant
Red-Amber-Green Rating	Green
Paper Type	Decision/Discussion/Information
Paper Summary	<p>Report from Secretary on a number of items for Court's discussion/decision and/or information. A brief outline of the key points is outlined below.</p> <p>A1 Gender Based Violence & Sexual Harassment We continue to implement the recommendations of the report by Morga Ross KC. We are on track to complete the implementation process before the start of academic year 2023/24.</p> <p>A2 Court Review According to the Scottish Code of HE Governance (2023), university governing bodies are expected to undertake an effectiveness review every five years. The last such review at the University of Glasgow took place in 2018, so we should undertake a further review this year. On this occasion, we would recommend inviting Dr Veena O Halloran to be the facilitator. Dr O Halloran was the principal author of the 2023 version of the Scottish code and therefore has a clear understanding of the Scottish context. Veena is a current board member of the Scottish Funding Council (she steps down in October). Alternatively, if Court prefers, we could invite tenders from organisations such as Advanced HE or the Halpin Partnership, both of which undertake similar reviews in English HEIs. Courts approval is sought for External Review format</p> <p>Selected B items:</p> <p>B2 SFC Outcome Agreement As you will know, our 22/23 SFC Outcome Agreement (and 21/22 Self-Evaluation) went to Court in November of 2022, and was approved with some minor changes. These were then submitted to SFC in December for review. We have since worked with SFC to make some small additions based on their feedback, and now have final versions ready for publication. Court is asked to note these changes in Annex 2 and to also note that the final Outcome and Impact Framework projections for 22/23 which will be published alongside the Outcome Agreement.</p> <p>B3 Pay and Pensions Court is asked to note the update since the last meeting.</p> <p>B8 Chair of the Hunterian Strategic Development Board Sir Muir Russell t has indicated that he would like to hand over the chair of the Hunterian Strategic Development Board. The Hunterian have approached Bridget McConnell, former CEO of Glasgow Life, to succeed Muir. Bridget has indicated that she would be willing to take on the role. Courts approval is sought for the appointment of Bridget McConnell as the Chair of the Hunterian Strategic Development Board.</p> <p>B10 Student Petition The University Secretary met with a group of students on 27 March regarding a petition they wished to present to the University related to our engagement with certain industrial sectors. A copy of the petition is attached as Annex 4. Members are invited to discuss the students demands</p>
Topics to be discussed	As above plus any B items Court members may wish to discuss
Action from Court	the approval of Bridget McConnell as the Chair of the Hunterian Strategic Development Board
Recommendation to Court	to approve the appointment of Bridget McConnell as the Chair of the Hunterian Strategic Development Board
Relevant Strategic Plan workstream	Empowering People, Agility, Focus
Most relevant Primary KPI it will help the university to	NA
Most relevant Secondary KPI it will help the university to	NA
Risk register - university level	
Risk register - college level	
Demographics	
% of University	100% Cross University application on several items
Operating stats	
% of	
Campus	All locations
External bodies	UK and Scottish Governments; EU; Public health authorities;
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	Scottish Government Roadmap; industrial relations legislation
Equality Impact Assessment	
Suggested next steps	
Any other observations	



Court – Wednesday 19 April 2023

Report from the University Secretary

SECTION A - ITEMS FOR DISCUSSION / DECISION

A.1 Gender Based Violence & Sexual Harassment

We continue to implement the recommendations of the report by Morga Ross KC. We are on track to complete the implementation process before the start of academic year 2023/24.

A.2 Court Review

According to the Scottish Code of HE Governance (2023), university governing bodies are expected to undertake an effectiveness review every five years. The last such review at the University of Glasgow took place in 2018, so we should undertake a further review this year.

The review should cover all aspects of the Court's work. The questions to be addressed should be defined by a sub-group comprising two lay members, an academic staff member, a member of the professional services staff, a student and the University Secretary. It would be helpful if individuals who would be willing to serve on the sub-group would let Amber know after the meeting.

There is an expectation that the review will be facilitated by an individual or organisation external to the University. In 2018 we were assisted by Liz Winders, former Registrar at Sheffield Hallam University and a former Chair of the Association of Heads of University Administration. On this occasion, we would recommend inviting Dr Veena O'Halloran to be the facilitator. Dr O'Halloran was the principal author of the 2023 version of the Scottish code and therefore has a clear understanding of the Scottish context. Veena is a current board member of the Scottish Funding Council (she steps down in October). Alternatively, if Court prefers, we could invite tenders from organisations such as Advanced HE or the Halpin Partnership, both of which undertake similar reviews in English HEIs.

The External Review will cover areas normally included in the annual self-assessment which are **outlined in Annex 1** as suggestions.

Courts approval is sought for External Review format.

SECTION B – ITEMS FOR INFORMATION / ROUTINE ITEMS FOR APPROVAL

B.1 Convener appraisal

As part of the good practice set out in the Code of Good HE Governance, Ronnie Mercer has undertaken an appraisal of the Convener's performance and the report to Court is still being drafted. The Convener's appraisal will be discussed at the next Court meeting in June.

B.2 *SFC Outcome Agreement*

As you will know, our 22/23 SFC Outcome Agreement (and 21/22 Self-Evaluation) went to Court in November of 2022, and was approved with some minor changes. These were then submitted to SFC in December for review. We have since worked with SFC to make some small additions based on their feedback, and now have final versions ready for publication. The updates are relatively minor, and are noted below:

- Extra commentary around our approach to NSS and improving overall satisfaction scores across the institution (P10)
- Inclusion of a specific examples of how (fields/skills) the University is working to ensure there is a pipeline of appropriately skilled people for the labour market (P17/18)
- Some further information on initial steps we are taking in response to the Ross Report on GBV (P20)
- Inclusion of Glasgow's role as a validator of degrees with GSA and SRUC (P32)

Court is asked to note these changes **in Annex 2** and to also note that the final Outcome and Impact Framework projections for 22/23 which will be published alongside the Outcome Agreement.

B.3 *Pay and Pensions*

Since the last meeting of Court the employers' association (UCEA) and the recognised trade unions have been engaged in negotiations regarding the pay offer for 2023-24. The employers have made a final offer with an uplift of 7% for colleagues on our lowest pay points, tapering to 5% for those on SCP 26 and above. The first part of the pay uplift has already been paid - an interim uplift of £1,000 on each pay point (up to SCP 41) or 2% (from SCP 42), whichever is greater, backdated to 1 February 2023. The balance will be payable from 1 August 2023. This national award is in addition to the additional salary increase paid to colleagues at the University of Glasgow in November 2022, which was backdated to 1 August 2022.

In terms of negotiations, the employees and the UCU agreed a statement on USS contributions and benefits which anticipates a positive outcome to the 31 March 2023 scheme valuation (the results of which will not be available until 2024). The employees and all five recognised trade unions also agreed four sets of terms of reference relating to pay related items – the pay spine, workload, pay equality and contract types. While these were agreed, the UCU has recommended to its members that they reject the terms of reference in a national ballot. If this is the outcome, the UCU has a mandate to resume industrial action, with a Marking and Assessment Boycott commencing 20 April.

If a Marking and Assessment boycott is implemented, the University will do everything it can to protect students and ensure that they graduate and/or progress to the next stage of their studies on time. Pay will be deducted from all those taking part in the action. National talks on the non-pay items will of course be postponed until disruptive action is ceased.

B.4 *Summary of Convener's Business*

A summary of activities undertaken by the Convener since the last meeting is provided to Court members. The details are at **Annex 3**.

B.5 *SRC Spring Elections*

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

President: Hailie Pentleton-Owens

VP Education: Ross Whip

VP Student Support: Tony Anderson

VP Student Activities: Mariama Bah

B.6 *Head of School Appointments*

College of Science and Engineering

School of Mathematics and Statistics

Professor Nigel Mottram has been appointed as Head of the School for four years until 31 July 2027.

B.7 *Appointments*

Alistair Wilson, previously UofG's Head of Legal, has accepted the position of Deputy Secretary. Alistair will lead a new team covering Legal, Complaints Resolution and Student Conduct. The new team will be based in the Court Office; Alistair takes up his new role.

Nadia Ness, currently Global Head of Transformation at IKEA, will be joining UofG as Executive Director of Transformation. We very much look forward to welcoming Nadia.

B.8 *Chair of the Hunterian Strategic Development Board*

Sir Muir Russell has indicated that he would like to hand over the chair of the Hunterian Strategic Development Board. The Hunterian have approached Bridget McConnell, former CEO of Glasgow Life, to succeed Muir. Bridget has indicated that she would be willing to take on the role.

Courts approval is sought for the appointment of Bridget McConnell as the Chair of the Hunterian Strategic Development Board.

B.9 *Court Strategy Day 2023*

The Strategy Day is scheduled for Tuesday 21 November and the programme for the day is currently being drafted. If Court members have any suggestions, please email the Clerk of Court.

B.10 *Student Petition*

I met with a group of students on 27 March regarding a petition they wished to present to the University related to our engagement with certain industrial sectors. A copy of the petition is attached **as Annex 4**. Members are invited to discuss the students' demands.

B.12 *Sculpture recognises philanthropy*

Visitors to the University's Gilmorehill campus may have noticed a new feature in the Gilbert Scott building, as an iconic new artwork was unveiled in the East Quad. The work, entitled

'Alma Mater', was conceived by artist Jephson Robb and commissioned by the University to thank donors whose transformative philanthropy has nurtured the growth of the University at the start of the 21st century. Jephson Robb is a graduate of the University who, during his time here, was inspired by the sculptures dotted about campus including 'Diagram For An Object', outside the Hunterian Art Gallery.

The title of the sculpture, 'Alma Mater', translates to Nurturing Mother. 'Alma Mater', which is now permanently installed in the East quad, appears from different views as an abstracted infinite symbol, a cradle to hold an unknown world, and an inverted heart shape. The inverted heart makes a subtle visual reference to the outline of a beechnut which fall from the majestic beech tree that stands in the quad. The viewer can see the different forms in the sculpture as they move in, out and around the east quad.

Around the base of the plinth is a band of foundation stones with the names of philanthropic donors engraved in them. The placement of the names at ground level symbolically connects donors to the soil of the University.

Frances Shepherd, Director of Development and Alumni said: "*Alma Mater* reflects the power of the University community to change the world for the better, and the impact that philanthropy has had in making that possible. We are delighted to see the contribution made by the University's lead donors recognised in this sculpture. They have supported students through difficult times, opened up education opportunity, helped advance research and transformed the University estate.

External Review of Court, 2023

Questions for the review:

1. Are the distinction between governance and management and the need for constructive challenge by the governing body understood and accepted by Court and Senior Management Group, with appropriate and effective outcomes?
2. Does the Court meet its responsibilities for overseeing the development of strategy and monitoring the University's performance?
3. Is the Committee structure effective and appropriate?
4. Are the main Committees of Court effective in overseeing specific aspects of business (for example, the campus development programme and the transformation programme) and in providing advice to Court?
5. Does Court have sufficient opportunity to discuss and debate major issues?
6. Does Court make effective use of the informal lunchtime presentations slot?
7. What improvements if any could be made to the induction process and to the way serving members of Court are kept informed about the business of the University outwith the formal meetings?
8. In general, does the Court offer 'value added' to the University – for example by ensuring effective decision making, balancing ambition and risk, and protecting the reputation and standing of the University?
9. Is the interaction between Senate, Court and senior management effective and appropriate?
10. Is the interaction between Court and the staff and student communities effective and appropriate?
11. Are the staff and student voices heard clearly at Court?
12. Are there any areas of expertise which are missing in the current lay member complement?
13. Is there sufficient diversity in the lay member complement?
14. What improvements if any could be made to the:
 - a) preparation of papers and data for Court?
 - b) way meetings of Court are run?
 - c) presentations made to Court?

The process to comprise:

- i. **Attendance at meetings and interviews with key individuals:**

- ii. Undertaking a questionnaire of Court members (questions to align with those on p1).**
- iii. Reviewing Court and Committee papers for recent session(s) and reviewing background documents about governance arrangements and how they operate.**
- iv. Drafting answers to the pre-defined questions - drawing on the views of individuals, plus observations by reviewer and University Secretary/Clerk to Court.**
- v. Identifying recommendations for action in the light of those answers.**



University
of Glasgow

Court 19042023 - Paper 6di
Annex 2a

OUTCOME AGREEMENT 2022-23

DECEMBER 2022

**WORLD
CHANGING
GLASGOW**

Foreword from the Principal

The University of Glasgow was founded for the benefit of the people of the city in 1451. Centuries later, the University remains true to our historic roots as a civically-minded institution, working for the benefit of communities locally and across Scotland, the UK and internationally.

As this Outcome Agreement outlines, we remain committed to providing world-class learning, teaching and support for our students. We produce world-leading research while working to protect the sustainability of our broad research base and enhance our research culture. We have improved our position among the world's top 100 universities in the 2023 Times Higher Education World University Rankings, rising to 82nd. This year Glasgow participated in the Times Higher Education Impact Rankings for the first time and ranked 19th in the world for the positive impact we have on society through our contribution to the delivery of the UN Sustainable Development Goals. Furthermore, we ranked first in Scotland and third in the UK, reflecting our priorities as a world-changing, civic university.

One of our key ambitions as an anchor institution is to address inequalities. The city of Glasgow has some of the highest levels of multiple deprivation in the UK and it is imperative that we strive to address the relative deprivation found on our doorstep. We have launched an innovative partnership with the University of Edinburgh and the educational charity IntoUniversity, opening three centres to provide additional educational support to those aged 7-18 to raise their ambition and capability to pursue a University career. Our Widening Access team also continues to work with over 5,000 senior phase pupils each year, plus thousands more at early secondary and primary level, and we are committed to working to break down stigma and barriers to education. We have brought determination and focus to our wider activities around student outcomes and in 2021-22 have achieved the highest figures to date in MD20 and MD40 recruitment.

As a research-intensive Russell Group University, much of our impact is rooted in research. In the 2021 Research Excellence Framework, 93.1% of our research was assessed as world-leading or internationally excellent. The grade-point average (GPA) derived from the REF assessment showed Glasgow as the top-performing University in Scotland and 10th among Universities in the UK.

Recognising the need to build on our research strengths, in June 2022 we opened the new Mazumdar-Shaw Advanced Research Centre (ARC) which catalyses a new approach, bringing together talent from across disciplines to address some of the biggest challenges facing society. The ARC does not belong to a single School, College or discipline and instead provides a unique and collaborative space, focusing on the key themes of:

- Quantum Technologies
- Digital Chemistry
- Global Sustainable Development
- Creative Economies and Cultural Transformations
- Technologies Touching Life

We are taking a values-based approach to research culture - encouraging colleagues with decades of experience to work alongside early-career researchers and PhD students. The ARC also places public and community engagement at its heart, for example with the major ARCadia Festival of Ideas launched in September which saw the University play host to an eclectic programme of research-based events, with 7000 members of the local community involved in a series of free activities.

The University plays an ongoing role as a major economic actor within the Glasgow city region and across Scotland and the UK, driving innovation and collaboration with industry, with overall economic impact of £4.4bn, according to a recent London Economics study. Glasgow has significant innovation and research strengths in high-potential areas for Scotland including quantum technologies, life sciences, VR/XR and creative economies.

Our new Innovation Strategy is in development, which will see continuing and strengthened commitment to the Glasgow Riverside Innovation District (GRID), a joint initiative between Glasgow City Council, Scottish Enterprise, and the University. The vision for GRID is to catalyse the development of an innovation ecosystem comprising academics, entrepreneurs, industry partners, support networks, social enterprises and sources of finance that will build further on the University's research excellence and partnerships.

We've also evolved our partnerships in the research and international development space: focusing on meaningful capacity building with in-country partners and creating long-lasting partnerships in the Global South. We have continued to work with our TNE partners and the University is an active member of Universitas 21, The Guild EU, CIVIS European University Alliance, and we deliver a total of eleven Erasmus Mundus Joint Masters Degree programmes.

The University was also proud to launch the new Scottish Council for Global Affairs (SCGA) earlier this year in partnership with the Universities of Edinburgh and St Andrews. The SCGA is Scotland's first non-partisan hub for world-leading expertise on international issues. It will place this expertise at the disposal of public policy and promote independent, expert-informed debate and discussion of the most pressing international questions.

As a responsible global institution, we remain committed to addressing historical injustices and we have continued to deliver the actions set out in our *Understanding Racism, Transforming University Culture* report released in 2021. In October the University launched a new anti-racism campaign based on the real and lived experiences of members of our community. To be the inclusive University we aspire to be, we understand the importance of addressing and tackling overt racism and microaggressions.

As with last year, we also remain committed to playing our part in addressing the climate emergency. In 2019 we were one of the first UK universities to declare a climate emergency and in 2020 we launched a cross-disciplinary Centre for Sustainable Solutions and published our 'Glasgow Green' strategy for achieving carbon neutrality by 2030. Under this heading, we are striving to engage the entire University community and ensure that everyone is enabled to make a difference. This year we launched GALLANT - a partnership project with Glasgow City Council to use Glasgow city as a Living Lab and a testbed for sustainable solutions. Funded with £10M from UKRI's Natural Environment Research Council, the project takes a whole systems approach to focus on five key themes linked to the climate emergency, including addressing flood risk and regenerating derelict and polluted land.

These are just some of the ways in which we are acting to meet the challenges of the moment and this Outcome Agreement offers further detail on the wide variety of initiatives the University is driving forward during 2022-23.

In delivering this Outcome Agreement, the University of Glasgow will continue to demonstrate the unique and significant contribution we make to society and to the aspirations of both the Scottish Government and the Scottish Funding Council. I look forward to working closely with partners to deliver our shared priorities.

Professor Sir Anton Muscatelli
Principal and Vice-Chancellor

Section 1: Outcomes for Students

Outcomes & Measures/Indicators of Success	SFC Expectations / UofG Actions and Outcomes
<p>Fair Access and Transitions Education is accessible to students from all backgrounds and students at all levels are supported through successful pathways.</p> <p>Core Associated National Measures:</p> <ul style="list-style-type: none"> - Total Number Scottish Domiciled Undergraduate Entrants (SDUEs). - Proportion of Full Time, First Time SDUE from SIMD20 postcodes (the CoWA measure). - Number of SDUEs with Care Experience. - Articulation – advanced standing from college level to degree level study. 	<p>People from deprived areas have fair access and are supported to succeed.</p> <p>The University have increased our proportion of learners across a number of measures in recent years (MD20, MD40, CoWA MD20), while increasing our intake annually against each. As outlined in our 21-22 self-evaluation, we continued this progress in 2021-22, with our recruitment of FTFD entrants from MD20 postcodes reaching 16.7% and our SDUE recruitment reaching 17.1% for MD20 and 33.9% for MD40 respectively. These were our highest ever figures for each measure and were achieved by continuing the proactive approach we have adopted throughout the pandemic, using our well-established network of partnerships with schools, Colleges, Local Authorities (LA's) and the third sector, to mitigate the ongoing pandemic impacting particularly heavily upon our WP applicants.</p> <p>While we are satisfied that the multiple approaches (detailed below) we have taken have shown real impact for UofG and the sector more broadly, we would caution that we anticipate entrant numbers re-adjusting closer to pre-pandemic trends in 2022-23, as SQA exams return and the ongoing impact of the pandemic is felt by learners who have suffered over two years of disruption to their learning.</p> <p>In response, we are further enhancing our WP provision on every level across AY 22-23: re-introducing some on-campus provision to the online delivery of our suite of WP in-school and summer programmes; increasing the flexibility of our adjusted offers and Access Thresholds via our WP contextualised admissions; stepping up our provision for vulnerable learners. As in the first year of the pandemic, hardship funds and schemes offering equipment and Wi-Fi are available to on-degree students, with priority for WP students given the effects of the ongoing cost of living crisis.</p> <p>We remain flexible with our WP programme capacity, maintaining our engagement with 5,000+ senior phase pupils annually and enabling thousands more primary and early secondary pupils to participate online and in-person. We continue to guarantee adjusted offers to students from WP learner groups, and those who take part in our programmes, including students from SIMD20/40 postcodes, and those who are care-experienced, estranged, carers, asylum seekers and refugees (see https://www.gla.ac.uk/study/wp/adjustedoffers/adjustedentry/). Further and in support of this work, we</p>

signed the Stand Alone Pledge in 2016, signed the Armed Forces Covenant in 2017, achieved the Carers Trust Going Higher Award in 2020 and are pleased to report we achieved University of Sanctuary status in 2022 for our long-standing and sustained work with forced migrants.

This is complex work. As a civic-facing, global, top 100, research-intensive institution, we attract very high levels of applications from all sections of Scottish society, RUK, Europe and internationally. These have increased despite Covid and we must maintain a balance to meet the needs of each learner within a diverse student body. Within this approach – and as outlined in this document - widening access holds a prominent place.

Care-experienced people have fair access and are supported to succeed.

Our bespoke provision for care-experienced learners has been in place since 2007, when we achieved the Buttle UK Quality Mark. We enhance this on an ongoing basis, as outlined in our Corporate Parenting Plan, with the full participation of UofG care-experienced students, see <https://www.gla.ac.uk/study/wp/care/careexperience/>.

We have two First Points of Contact for care-experienced learners, one of whom chairs the Care Experienced, Estranged and Student Carers West Forum (CEESWF). We are represented on a variety of forums and governance groups set-up to support and raise awareness of the issues faced by care-experienced students. Our provision is widely promoted with schools, pupils, parents, carers, teachers, Local Authorities and third sector organisations. Highlights include:

- Guaranteed offers of entry at Access Thresholds for care experienced applicants since 2010, leading the way and predating the pledge made in 2019 by the sector to do so. These offers are accompanied by free participation in the UofG Summer School, access to Care Leaver Bursaries and other financial, academic and pastoral support.
- 365-day a year accommodation.
- Priority access to student counselling and disability services and other support services, e.g., Careers Service to plan post-degree opportunities.
- Students can self-identify as care-experienced, estranged or carers upon registration at UofG and at any point during degree study. This is a more accurate source of information than via the UCAS tick-box, providing more than double the numbers of students self-identifying. On this basis, we aim to increase care-experienced entrants year on year.

- We liaise and work in partnership with public and third sector organisations as appropriate, e.g., Local Authorities, Who Cares? Scotland, Stand Alone, MCR Pathways, CELCIS.
- Our Student Representative Council works closely with our Widening Participation team to arrange events for care experienced and estranged students. These ran online during Covid but are now back in-person, creating a supportive community for particularly vulnerable students who often lack a support network.

We stepped up this support during Covid, giving every vulnerable student £1,500 to aid living costs and priority access to further financial support thereafter. We are maintaining this support in 2022-23 to mitigate the cost-of-living crisis as much as possible. We provide secure accommodation in University residences for any care experienced or estranged school pupils and students, whose home situation becomes dangerous or untenable, at no cost to these students and with full subsistence provided. This is an excellent example of the cross-University approach we take to this provision, mobilising to act swiftly in emergency situations.

Institutions outline how they will support the sector’s delivery of the COWA targets.

UofG has worked consistently with SFC, Scottish Government, the Fair Access Commissioner and the broader sector to implement the CoWA agenda. Our Principal, Professor Sir Anton Muscatelli, sat as a CoWA Commissioner and other senior management figures including our Head of WP & Lifelong Learning have chaired or sat as members of the various working groups and committees created to deliver the CoWA agenda since 2016, including: the Access Delivery Group, Fair Access Framework Governance Group and the Access Data Working Group.

With regards to delivery, in 2022-23 the University of Glasgow will continue to host one of the national SFC-funded schools programmes, Reach West, and the senior element of FOCUS West (The Schools for Higher Education Programme, SHEP), and the Top-Up Programme. We are working closely with SFC and our partner HEIs on the creation of the National Schools Programme (NSP), bringing together Reach and SHEP on a regional and national basis to create a more closely aligned offering for school learners across the country. Reach West and Top-Up, both bridging programmes created and facilitated by UofG, engage with over 5,000 senior phase learners annually across the west of Scotland. Pupils complete academically rigorous and credit-rated programmes, which are accepted by HEIs across Scotland as evidence of an applicant’s ability to succeed in HE and used in contextualised admissions processes to admit learners on adjusted offers. Both Reach and Top-Up bring WP learners into UofG each year, but over 1,000 other pupils progress via Top-Up and 100+ progress to professional degrees via Reach to other Scottish HEIs

annually. This is a significant and direct contribution to the sector's delivery of CoWA targets, but one not specifically acknowledged in individual Outcome Agreement entrant statistics. We have conducted our pre-entry programmes in this manner for 20 years and will continue to do so moving forward. We also continue to lead on the creation and management of admissions progression agreements via our Top-Up Programme for FOCUS West (SHEP), having done so since 2002, and have jointly worked on this with the Reach partnership since 2010. We are currently leading on an enhanced and more formalised approach to the portability of these and other WP programmes via admissions progression agreements, working with the sector to create this as a pillar of the NSP.

Our programmes are all multi-exit programmes. We work with all target learners, no matter their intended destination for HE or FE study. In this way, we aid the broader sector and national entrant and retention targets by working with pupils and adult learners who will progress to University or College across the country. Both Top-Up and our Summer School Programmes were highlighted as examples of best practice for the sector by CoWA in combining high quality outreach with contextualised admissions offers.

We have increased the number of Access courses we run within UofG and in partnership with the Scottish Wider Access Programme (SWAP), from which we recruit 200+ adult returner learners annually to every subject area. Our Head of WP & Lifelong Learning, acted as Deputy Chair and Chair of SWAP West for three years until 2022, contributing to regional and national aims and provision.

Our contribution to sectoral delivery of CoWA targets is considerable and underpinned by our strategic approach to our WP work. This places the needs of the individual learner at the forefront of the process to encourage informed choice of HEI or FEC by the learner, leading to student success and retention and contributing to all the CoWA targets.

Prior learning is considered and students are offered the best pathway for them.

The University merged its WP and Short Courses teams in late 2021, to create a new Widening Participation & Lifelong Learning team, with an ambition to further develop our Access and adult learner provision and the pathways available for students progressing into the University of Glasgow. Work on this has proceeded well over the past year and is ongoing. We are creating an integrated pathway system, involving our entire suite of WP and Access programmes, to produce proper choice and customisation of route for WP learners wishing to progress to degree study at UofG. Our programmes do this as follows:

Programmes with Contextualised Admissions Pathways	Learners Engaged Full-Time (FT) or Part-Time (PT)	Year of Entry to UofG
Top-Up	In-school	1
Reach	In-school	1
Summer School	School leavers; adult learners	1
Sutton Trust Summer School	In-school	1
University Experience Week	In-school	1
SWAP Access	Adult learners - FT	1
UofG Access	Adult learners; school leavers - PT	1
UofG HNC	School leavers; adult learners - FT	2

UofG accepts all Foundation Apprenticeship courses as the equivalence of one Higher Grade at A and maintains a policy of offering year 2 entry to some courses for pupils applying with three Advanced Highers at A. Our BSc (Hons) in Software Engineering Graduate Apprenticeship has run since 2019 and we actively participate in the Modern Apprenticeship programme, facilitating progression of employees via this route.

We maintain an ongoing dialogue with LA, school and College partners to remain abreast of developments regarding qualifications being undertaken in school and College by learners, to enable us to update our admissions policies and recognition of qualifications as required.

By these methods, facilitating such a breadth of routes of entry to study and work within UofG, accepting a wide variance of qualifications and operating an Admissions policy which treats WP entrants separately from the standard entrant cohort, we continue to ensure equity at point of entry and to retain and enhance the flexibility of entry routes and entry points to degree study at the University of Glasgow.

Transitions and pathways for students are supported and signposted.

We widely disseminate our WP provision, including our outreach, contextualised admissions approach and support for vulnerable groups, to ensure schools, Colleges and prospective applicants are fully aware and can take advantage of these opportunities. We send hard copy Adjusted Entry Requirements brochures, clearly outlining our Access Thresholds, to every secondary school and Local Authority in Scotland, and our adjusted offers for WP applicants are outlined in full online and in our University Prospectus. We attend events in schools and Colleges for pupils, students, parents and carers, delivering presentations on application to College and University and holding AIG sessions. Our Adjusted Entry Requirements brochures are distributed at these and other sectoral events, e.g., UCAS Fairs, to ensure our WP Admissions Policy and use of Access Thresholds is widely publicised.

We host an annual WP Admissions Conference at UofG for teachers and Local Authorities to discuss our WP Admissions Policy and how Access Thresholds work, involving Admissions Officers from every subject area across the institution. We were able to hold this event in-person in 2022 for the first time since 2019, which was a very welcome return to face-to-face dialogue with our colleagues and partners across the educational sector.

Similarly, in 2022-23 we will be attending more in person events in schools and Colleges, as we come out of the pandemic period. To mitigate the loss of in-person attendance during Covid, we pivoted this provision online, sending presentations to all schools and pupils with whom we engaged, to also enable parent/carer engagement. Online meetings will continue to be held with our 14 LA and 160 west of Scotland school partners as we develop blended delivery options, retaining the elements of online provision which remain useful moving forward. We are also using blended methods to continue to work closely with SWAP and enhance provision for our UofG Access students, ensuring all Access students are fully aware of all options.

Institutions work with schools, SFC funded programmes and local communities to support successful pathways and effective transitions for students.

As has been outlined above, we have a long-established portfolio of pre-entry bridging programmes, which is the broadest and most far-reaching in the sector. We will develop and expand this as appropriate in 2022-23, facilitating programmes individually and in collaboration.

To be fit for purpose, we ensure our widening participation programmes fulfil three main functions for underrepresented groups, considering study at UofG or elsewhere:

1. Promote aspiration for and awareness of routes and pathways to HE study.
2. By rigorous academic engagement, enhance pre-entry attainment and prepare applicants for the transition to HE, retention and degree completion, and a successful student experience.
3. Provide an access route for applicants to gain entry via contextualised admissions progression agreements at Access Thresholds to every subject area at UofG and beyond.

We combine funding from different sources, including: UofG core; SFC national programme; LAs; philanthropic and alumni, third sector, to create an economically efficient model of engagement to cover the west of Scotland and beyond. The philosophy behind our approach is to facilitate programmes which can engage every target institution, group and learner. We operate innovative and efficient delivery models, utilising a body of 150 professional WP and Access Tutors, combining online, in-person and blended learning options, to reach anyone who may harbour aspirations to enter HE, whether in inner-city or remote and rural areas.

In partnership with the educational charity IntoUniversity and the University of Edinburgh, we launched IntoUniversity Scotland in 2020-21, despite the limitations of covid. Three community-based centres have opened in Govan, Maryhill and Craigmillar, areas with the highest and most deeply ingrained levels of deprivation. The centres are engaging with around 3,000 target WP pupils aged 7-18 annually, across their entire learner journey, via a novel whole-family and community approach, which involves local schools, community groups, FE Colleges, business and industry. Our cross-University approach internally, involving academic, central service and student support service areas, combined with the strong external partnership approach, promises exciting and impactful developments ahead as this complements our already comprehensive provision to provide bespoke input for these three areas.

High Quality, Learning, Teaching and Support

Students at all levels experience a high-quality, safe and supportive learning experience that enables them to succeed in their studies and they find it easy to participate and engage in their educational experience

Core Associated National Measures:

- Retention.
- Articulation
- No. of Scottish domiciled qualifiers at undergraduate level.
- Overall student satisfaction (NSS).
- Outcomes of QAAS engagement and review work commissioned by SFC.
- Institutional ILR annual reports.

The student experience of learning, teaching and support is protected.

Our University [Learning and Teaching Strategy](#) outlines our approach to a student-centred learning experience which - in this year where we see a return to campus for all degree programmes - means a renewed emphasis on active learning and collaboration in all settings, spanning on campus teaching and online settings. We have increased the space-per-student allocated in physical teaching spaces (except fixed-seat lecture theatres) to support active learning during 2022-23 (having made a long-term commitment to this approach) and have managed the allocation of teaching spaces to ensure a meaningful on-campus experience for students whilst maintaining the benefits of blended learning approaches. This has included the use external venues to ensure that we can accommodate all planned in-person teaching.

The Learning and Teaching strategy with its student-centred approach is the main mechanism through which we will develop our overall student satisfaction, as measured in the National Student Survey (NSS). This work is complemented by our College-level NSS action plans, submitted to and approved by the Learning and Teaching Committee in November 2022. These plans draw on examples from local School level plans. It is at the School level - or indeed more locally still at subject or programme level - that the most significant actions are to be taken forward in supporting the development of our NSS scores. There are three particular areas of focus, across all College plans, for session 2022-23: timeliness of feedback on assessment; learning community; the student voice, and especially closing the feedback loop. Some examples of actions in each of these groups are:

1. Timeliness of feedback – The College of Arts has introduced a new College-wide system for extension requests from students (as the lack of a single process previously led to delays in feedback return), and this will be reviewed towards the end of the session
2. Learning community – The College of Science and Engineering will work more closely with student groups to develop shared learning goals
3. Student voice – The College of Social Sciences and College of Medical, Veterinary and Life Sciences will roll out 'you said; we did' sessions and communications across their colleges

There is rigour and quality in learning and teaching processes.

As noted in our SFC reporting during the last two years, quality processes were retained in full, with the exception of annual monitoring and course approval which were modified in response to the pandemic. Academic areas that redesigned their teaching during the pandemic, in line with the University strategy, have been required to formalise those changes through our course approval process in advance of

teaching during 2022-23. As such, this academic session sees all of our normal quality processes implemented in full, with no temporary changes. We have reinstated in-person Institution-Led Reviews (Periodic Subject Review (PSR)) for this coming year to support on-site visits for external panel members allowing for more free-flowing and discursive interaction. We continue to require all academic staff who are new to teaching to undertake the Post-Graduate Certificate in Academic Practice (PGCAP). Our internal recognition scheme aligned to the UKPSF continues to grow in popularity. We have a growing programme of [staff upskilling](#) and CPD, with 22-23 being the first year of implementation for our new [Code of Practice for Graduate Teaching Assistants](#).

Arrangements for quality assurance and enhancement support standards expected by students.

The Student Representative Council (SRC) remains a key partner in institutional decision making, and with regards to quality and enhancement of L&T activity. In addition to pre-pandemic consultation and feedback arrangements (such as student-staff liaison committees, class representation etc), we are continuing with some additional means of communication / fora that were introduced during the pandemic and which were deemed very beneficial for decision making and consultation. These are:

1. A weekly meeting of relevant colleagues co-led by the VP Learning and Teaching and Clerk of Senate
2. A weekly update from the Clerk of Senate to the SRC President and SRC VP (Education) which was established in 2020-21 during the pandemic.

We are also establishing a new working group to review how we capture the student voice; we intend to incorporate recommendations from the group across Semester 2 where possible. The SRC's VP (Education) is a key contributor to this working group.

Enhancement and improvement of learning, teaching and support is informed by data and evidence – including the outcomes of quality assurance.

We have a well-established set of processes that form part of our obligations within the QEF, and we supplement these with analytics that are shared through our Planning Insights and Analytics team (PIA). Building on work done during the previous two years to support our PSR process - and the creation of a new student experience survey ran over the summer of 2022 - focus during 2022-23 is on concluding work on evolving our approach to evaluating the outcomes of the Learning and Teaching Strategy (aligned to the SFC national approach to the tertiary quality enhancement framework). This work is being done in

tandem with work on the Student Experience Strategy to ensure alignment and a holistic approach. 2022-23 also sees the formal adoption of our new Student Facing Services Review Framework which will contribute insights into the learning experience and is similarly data and evidence driven.

Learning and teaching strategies are adapting to include approaches for digital and blended learning.

Our Learning & Teaching strategy demonstrates our commitment to ongoing support for blended and fully online learning. The strategy was being developed pre-pandemic but was concluded during the pandemic and specifically references the importance of reflecting on and learning from changes that were made during the last two years. As reported previously, we have invested in central teams to support the design and implementation of blended learning during 2022-23. All but one L&T strategy investment posts have been recruited for, and we will see these new staff work in a very focused manner with colleagues across the University to implement the Learning and Teaching strategy.

Staff have the skills and support to deliver a high-quality learning, teaching, and support experience for students.

Our academic development CPD programme for 2022-23 demonstrates our commitment to active learning (including blended approaches), use of social media and other relevant topics to support staff in the development of their L&T practice. More information and details of what is included in the programme can be found here: (<https://www.gla.ac.uk/myglasgow/add/events/cpd/#cpdseries2022-23>).

Additionally, Schools request bespoke support and bring in disciplinary experts to lead training for staff. Areas such as Psychology and Engineering, for example, continue to run their own staff CPD sessions to support colleagues with online and blended teaching practice.

Students have good experiences of transitions into and through tertiary level learning.

The University's Transitions Working Group (TWG) will continue to oversee support for students entering and transitioning through the University. The focus of the group changes each year and is heavily influenced by the priorities of the SRC. For 2022-23, the group will focus on assisting students move back to a more on-campus teaching model. This work will prioritise areas where practice and processes changed due to the Covid Pandemic. Further, a key thread running through the groups work this year is the cost-of-

living crisis and what can be done to alleviate the impact on our students. Examples of work underway and in development are outlined below:

- Student Good Cause. Good Cause is the University's process concerning the impact of illness or unforeseen circumstances on a student's ability to demonstrate in assessment what they have learned. This process was changed significantly in reaction to the pandemic and is now changing again as we return to campus-based teaching.
- Staff support networks. The establishment of the First-year Course Coordinators network (FYCCN) has proved invaluable as a forum for course coordinators in all areas of the University to discuss best practice in supporting students through their first year of studies. TWG proposes to expand this in 22-23 and work to create similar course coordinator networks for Honours year cohorts and PGT courses.
- Analysis of student continuation and progression to inform decision making on student support needs, especially focussing on what changes were seen due to the pandemic and what lessons may be learned from that period, with renewed focus on the ongoing cost-of-living crisis.
- A working group has been created to investigate the success and retention patterns seen within our MD20/40 students. This working group was established as the numbers of MD20/40 students have increased in line with our work highlighted in 'Fair Access and Transitions'. The group will carry out an audit of practice with First Year Course Coordinators to help identify what support has been developed, and review evidence of provision that supports students to succeed in their studies.

Students are supported in their mental health and wellbeing.

We have seen an increasing number of students with complex and severe mental health issues, which can place strain on resources. Our Counselling Service offers students a confidential space to talk about issues affecting their mental health and wellbeing, obtaining support and guidance to ensure that they can successfully engage with their programme of study and enjoy University life more generally. This resource has been consistently developed, with the teams increased funding supporting our work to diversify our offering and respond to a wider range of needs.

Further, staff in the counselling service continue to liaise with GPs and CMHT where appropriate. Like other institutions we are looking to forge more effective partnerships with our local NHS colleagues in order to facilitate access to clinical pathways for our students whose needs go beyond and cannot be met by internal provision. Talks with NHS GG&C are progressing, and a working group has been formed to sit in AY 22-23.

	<p>Further, and as outlined above, student mental health and well-being is placed at the forefront of all orientation and transition provision, and most prominently within the Transition 2 Glasgow programme. All students undertaking T2G take part in a range of mental health and well-being classes, covering topics from adjusting to University life to dealing with perfectionism and procrastination.</p>
<p>Partnership, participation, and student experience Students find it easy to participate, have their voice heard and valued, and influence their educational and student experience.</p> <p>Core Associated National Measures: - Outline approaches to enhance student engagement and experience including</p>	<p>Effective partnership arrangements exist between institutional leadership teams and student bodies.</p> <p>Our close partnership with our SRC enables us to work together in enhancing the student experience and is very much valued in supporting us to shape our approach to Learning and Teaching. As previously reported, there is no formal Student Partnership Agreement (SPA) between the SRC and the University. As outlined in our ELIR 4 the introduction of a SPA has been considered but both student representatives and senior leaders were of the clear view that it would not add further benefit to the already existing strength of our student partnership, particularly in light of the SRC's specific representation and welfare functions rather than the broad remit of the generic students' association model found in most HEI's. This view has continued in subsequent years and student representatives welcome the flexibility to be able to change priorities throughout the academic year, rather than needing to adhere to previously agreed objectives.</p>

partnership agreements with Students' Associations.
- Arrangements exist for training Student officers.
Outline work with students and their representative bodies to develop plans to secure and enhance the quality of the student experience.

Student partnership is valued across the institution and plays a key role in enhancing the student experience.

We work with the SRC in enhancing the student experience through a variety of means as outlined in 'High Quality Learning, Teaching and Support'. The SRC are represented in all Education related committees (our Education Policy and Strategy Committee and Learning and Teaching Committee) and on all key projects such as Transformation projects and new building projects. This representative structure is mirrored at all levels of the organisation down to the level of course representatives. Further, our Student Experience Committee is co-convened by the University's Chief Operating Officer and the SRC President. This committee focuses on non-academic aspects of the student experience, and reports into the University's Governing Body (Court). Members of Court also sit on the Student Experience Committee.

More specifically and with respect to learning and teaching, as part of investments provided to support the L&T strategy, three student staff partnership schemes were launched (two new and one re-introduced). The current focus of the schemes is on Assessment and Feedback, Co-creating the Curriculum and Decolonising the Curriculum. A total of 25 student partners will work with staff over 9 projects during Session 2022-23. The SRC Vice President (Education) has been helping to promote these schemes at an earlier point in the cycle and has already been drawing attention to the schemes to new class representatives and ensuring they are included on Staff Student Liaison Committees as we want to encourage students to be the drivers of projects. We have funding for up to 60 such partnerships and hope to see an increase in submissions for projects in the 2022-23 application round.

We recognise the difficulties faced by students this year in securing term-time accommodation, given the ongoing housing shortage across Glasgow. We have worked with the SRC and other partners to ensure the impact on new and returning student is mitigated as much as possible, providing access to support and emergency accommodation for students most in need, and accommodating all 1st year UGs in 22-23 who applied to us before the July deadline and who were not able to commute to campus.

Further, we have begun planning around this for AY 23-24, to ensure we have done all we can to mitigate similar levels of impact on the student body in subsequent academic years. This includes reviewing and making some changes to our accommodation guarantee and taking steps to further increase our University-managed bed stock for 23-24 (a further 1200 beds over and above the 900 taken on from 22-23). Our University-managed bed stock in 23-24 will therefore rise to more than 5,700 beds (a significant increase from the 3,300 under our control in 2020). We also continue to undertake wider conversations with the City

	<p>Council and other stakeholders around how we can ensure that the overall supply of student accommodation (private landlord rental and purpose built) continues to grow to meet the city's needs.</p>
<p>Learning with Impact Students are equipped to flourish in employment, further study and to lead fulfilling lives.</p> <p>Core Associated National Measures: -Graduate Outcomes (Scottish Domiciled qualifiers in positive destinations, and FT Scottish-domiciled qualifiers employed at 'professional' level).</p>	<p>Students are supported to successfully complete their courses.</p> <p>The Student Learning Development (SLD) service offer a range of compulsory, optional (zero-credit and credit-bearing) and bespoke courses to support students to get the most from their studies. This includes asynchronous, subject-aligned materials, live (online and face-to-face) classes and courses covering topics ranging from adjusting to an academic culture and developing advanced skills in critical evaluation, to using R for statistical analysis. SLD embed within all the classes and courses key Graduate Attributes and frame their work around the clear articulation of those Attributes for our student body.</p> <p>Further, in 2022-23 we will be evaluating the contribution to student retention and success of our new network of Student Support Officers who were appointed over the course of the last 12-18 months. Work on our Accessible and Inclusive Learning Policy (AILP) will enable us to provide further support for students with disabilities, and we are investing in the further development of a new system called "MyPath" which is designed in-house to support Advisers of Study, Student Support Officers, and Course Convenors to identify students at risk of dropping out, and to provide early intervention. This system has been piloted in a small number of areas of the University and will continue to be developed further in 2022-23.</p> <p>Students are supported to progress to positive next destinations.</p> <p>Careers Masterclasses - delivered weekly during term time - provide one hour Zoom sessions to assist with careers planning and applications. Masterclasses are delivered on a range of subject, including Application Forms, applying for a PhD, Job Interviews, LinkedIn and Psychometric Testing – providing valuable advice</p>

and demystifying processes. These sessions are increasingly popular - attended by up to 100 students per session.

Institutions implement appropriate support arrangements for graduating cohorts who will experience a challenging labour market in coming months/years.

A range of online and in-person events are offered to connect students (with a focus on final year students) to employers, industry professionals and alumni including employer presentations, Careers Fairs, talks and speed networking. These events show the breadth of opportunities open to graduates, and the skills employers are looking for with tips on how to successfully navigate the recruitment process. Further, a series of exclusive speaker events will run across the course of 22-23 with the Cabinet Office to increase the diversity of those entering government specifically.

Institutions ensure their curriculum and pedagogical offer remains fit for purpose and is responsive to changed need and demand.

Our internal review (PSR) along with our external examiner system are important means of reviewing curricula and pedagogy and we explore within PSR how academic areas are reviewing curricula. Many of our Schools have their programmes accredited by professional bodies (testament to the relevance of the degree to practice) and several have advisory boards (or equivalent) that provide important feedback from practitioners/employers that helps shape the degrees. The Curriculum workstream of the L&T Strategy is pursuing the question of curriculum change in light of stakeholder expectations with a key focus on work-related learning. Colleges are currently going through portfolio review processes to benchmark their provision, and our External Relations team routinely commissions or undertakes appraisals of market demand.

There is a good understanding of the needs of business and industry, and Scotland's economic needs. There is a pipeline of appropriately skilled people for the labour market.

Our SFC Upskilling portfolio continues to allow us to work closely with key stakeholders (such as the Glasgow Chamber of Commerce and Project Lift) and to promote courses through organisations such as Zero Waste Scotland, the Scottish Council for Voluntary Organisations, and the General Teaching Council for Scotland (GTCS). Since the pilot run in July 2020, over 6,000 fully funded learners have enrolled onto

our upskilling courses. All our courses align with the social and economic recovery priorities, and we have contributions from all 4 academic Colleges of the University.

The 2022-23 Upskilling portfolio comprises 16 courses, including: Information Management; Climate Change and Sustainable Decision Making; Data Skills; Project Management and Change Management; Sustainable Tourism; Data Visualisation; Impact of Trauma and Mental Health.

The Portfolio of courses allows learners to develop and refine a broad range of skills. The Applied Data Skills course, for example, enables learners to: use R to accurately summarise data; use the tidyverse to clean and process data; use ggplot to informatively visualise data; use rmarkdown to create report templates.

Across the portfolio, learners can develop some of the following skills: develop and evaluate project plans based on timing, cost and risk; critically evaluate scientific literature to recognise and identify psychological disorders; synthesise and contextualise internal processes and relationships, and external environmental conditions that influence an organisation to change; understand the fundamentals of records and information management and the legislative framework that all organisations need to comply with; produce summary statistics for exploratory data analysis and multivariate statistical tests; evaluate and apply the principles of quality assurance, clinical governance, and risk management in health services; apply imaginative approaches to new markets for Scottish goods, attractions and services.

We continue to evolve our offering of courses via an annual Course Commissioning Process, which ensures the SFC Upskilling portfolio provides flexible provision to allow people to upskill or reskill in strategically important areas. The Project and process stimulates discussions about closer alignment of and opportunities for expanded CPD and credit-bearing provision in all our Colleges and is giving us new insights into the motivations and success of these particular types of part-timer learner, as well as the specific learner needs, they have in terms of supporting their transition to study. The programme for 2022-23 is underway, more details can be found here: (<https://www.gla.ac.uk/study/sfcupskilling/portfolio/>).

Equalities and Inclusion

Every student has their individual needs recognised in terms of protected characteristics; and everyone is treated fairly and with respect.

Indicators of Success:

- Institutions comply with relevant legislation and commit to prioritising action to tackle inequalities.
- Action is taken to improve management information (protected characteristic data) with regard to equalities priorities (e.g. harassment, mental health).
- Understand how protected characteristics impact on core measures.

Institutions assess the equality impacts of their policies and procedures to ensure students are supported to achieve their full potential.

The University has published the Public Sector Equality Duty requirements as set out in legislation. The current cycle for this is from 2021-25, and the next update is due in April 2023. The document can be reviewed through the relevant links:

- [The University of Glasgow PSED Equality Outcomes Report 2021-25](#)
- [The University of Glasgow PSED Mainstreaming Report 2021](#)
- [The University of Glasgow Staff Equality Monitoring Reports](#)
- [Gender and Equality Pay Reporting](#)
- [Equality Impact Assessments](#)

As indicated last year the University continues to implement the Understanding Racism Transforming University Culture action plan, and in 2022/23 we aim to:

- Embed actions to address the ethnicity awarding gap, including further analysis of other factors on outcomes to ensure the most appropriate support and intervention is developed and implemented.
- Completed the review of Black, Asian and Minority Ethnic recruitment patterns and identified key actions for different stakeholder groups.
- Implemented actions in relation to career progression for ethnic minority and disabled colleagues.
- Launch a podcast series on Decolonising the Curriculum.
- Conduct a successful cross campus racial harassment campaign.

Within the Disability Service Review for 2022/23 we aim to:

- Accessible and Inclusive Learning Policy and accessible materials – in addition to the working group looking at the implementation of inclusive practice and associated governance, work has been undertaken to review the availability of learning materials and texts in accessible formats.
- Introduction of new Mental Health Disability Adviser and specialist mentor roles to support increasing number of students disclosing mental health disability.
- Implementation of new IT systems to improve ways of working and ensure robust data and case management.

The rollout of the equality monitoring tool has allowed Schools to fully understand their local data on the diversity of their students. For the future we would like to expand and refine the use of this tool through:

- Setting clear University measures across the data sets, so all Schools understand the aimed outputs.
- Expand the data set to include recruitment student data – applications/offers/acceptance and identify key points in the PGT and PGR journey to fully understand progress.

In addition, The University is working to address the recommendations raised in the [Independent Review of the University's approach to address Gender-Based Violence](#) (known as the Ross Report), which will take a period of time and resourcing. Included in this is regular communication with the University community to build trust in the response to the report.

To support with this work, The University is recruiting a new Safeguarding Manager and Officer to support the GBV function in Student Services, with both posts expected to be filled before the end of the 22/23 academic year.

Section 2: Outcomes for Research

Outcomes & Measures/Indicators of Success	SFC Expectations / UofG Actions and Outcomes
<p>Research Excellence</p> <p>Indicators of Success:</p> <ul style="list-style-type: none"> - Case studies showing use of SFC research excellence grant funding to achieve/ work towards greater excellence with additional emphasis on contribution to Scottish Government policy priorities including net zero, increasing productivity, new jobs, Scotland's global influence, boosting enterprise, entrepreneurship, EDI, child poverty, green economy, climate change. Including alignment with priorities in the National Strategy for Economic Transformation and the National Performance Framework. These will contribute to impact reporting. - REF2021 results were published in April 2022. - Research culture – Where applicable, we will seek a 	<p>Institutions produce excellent research outputs.</p> <p>In Oct 2020 the University released its Research Strategy 2020-25 with the mission <i>“By working in teams, building on each other's ideas and making Glasgow the best place to build a career, our research transforms lives and changes the world”</i>. The Strategy builds on three pillars: (i) Collaboration – working together to tackle bigger challenges; (ii) Creativity – reaffirming the centrality of ideas; (iii) Careers – making Glasgow the best place to develop a career.</p> <p>As a University we recognise that to deliver on our research ambitions, a range of institutional actions are required and our focus during 2022-23 and beyond will be on (i) Strengthening our culture of creativity and collaboration; (ii) Enhancing professional support for the development of external grant applications and deriving societal impact; (iii) Giving people time and space to think creatively; (iv) Increasing research leadership skills and capacity; (v) Focusing our investments in people and thematic areas; and (vi) tackle major challenges through cross-disciplinary research.</p> <p>The most recent assessment of our research excellence came with the publication of the REF2021 results in May 2022. UofG's institutional performance was very strong and the Times Higher Education placed UofG 1st in Scotland, 10th in the Russell Group (up from 18th in REF2014), and 13th in the UK for Grade Point Average (reflecting significant sustained improvement from being ranked 25th in REF2014 and 33rd in RAE2008).</p> <p>UofG measures the excellence of its research outputs by an institutional KPI composited from three citation metrics and benchmarks these against the Russell Group. This KPI has continuously improved in the period 2015-22 and UofG's comparative position has risen from 12th to 8th – our target for the year is to further improve this position. We submitted over 3,300 outputs for REF2021 and this was where we saw the greatest improvement in our REF results. The Times Higher Education ranked us 6th in the UK for outputs, a remarkable improvement on our REF2014 results where they ranked us 28th for outputs. We invested heavily in promoting that we valued quality over quantity, and we supported researchers to ensure they understood what quality meant for their discipline, and we are delighted to see that this effort has been rewarded. A significant aspect to this was the role of the College Impact Champions (academic) and the role of the impact Officers (professional staff) in each of our four Colleges. Looking ahead, we will explore other routes through</p>

high-level understanding of how institutions are developing, supporting and embedding positive research cultures (we appreciate that different institutions will define research culture in different ways, please adhere to your own definition or use the Royal Society's definition as a guide).

which to identify and share good practice across the institution. For example, one College is piloting an Impact Mentor Network. The mentor role has been created to provide support at all stages of impact activities. The scheme includes a workload allocation and training to support them.

The University submitted 118 impact case studies to REF2021, spread fairly evenly across its four Colleges. Our overall impact performance in REF2021 remained robust: 94.5% of our impact submission was rated 4*/3* (internationally excellent or world-leading). Our impact GPA was 3.57, higher than the Scottish (2.95) and UK (2.83) averages. Looking to the next assessment exercise we plan to sustain and improve our impact activities through investment in a range of initiatives and actions including working with each School within our four Colleges on their research vision and plans.

SFC administered Research Excellence Grant (REG) funding supports our research activity in multiple ways and continues to be a key source of funding for the University. REG funding is shared with Schools to support both ongoing research activity, and the scoping, resourcing, and delivery of new projects, and is consistently used in conjunction with other funding streams - and rarely in isolation. REG funding directly supports the delivery of the internationally excellent and world leading research conducted in all four Colleges, as highlighted throughout this section. We will continue to allocate REG funding within the institution in a similar way to the previous REG funding settlement, ensuring it benefits the breadth of our research activity.

The research impact reaches beyond academia.

UofG has extended the complexity, collaboration and reach of its work on issues related to climate change and sustainability. The University's [Glasgow Green: A Response to the Climate Emergency](#) set out a carbon zero by 2030 strategy, one of the first universities in the UK to do so. Building on that commitment and its research and engagement achievements in this area, the University was awarded a £10.2M research grant: GALLANT - Glasgow as a Living Lab Accelerating Novel Transformation. This programme, funded by UKRI NERC as part of their Changing the Environment investment, supports University researchers to work with the City of Glasgow, using a 'whole systems' approach to help the city move towards climate resilience while tackling health, social and economic inequalities.

All case studies in our REF impact submission aligned with at least one of the 3 key themes underpinning the Sustainable Development Goals (People, Planet and Prosperity), with over 50% mapping to 1 or more specific SDG targets. Our strongest alignment was to SDGs 3, 10 and 11 (good health and wellbeing; reducing inequalities; and sustainable cities and communities). Recognition of our alignment with the

principles of the Sustainable Development Goals was evidenced in 2022 by our placing 19th out of 1,406 higher education institutions globally in the Times Higher Education Impact Rankings.

The research environment supports excellence and impact.

Our research strategy is rooted in an ambition to further develop a research environment that promotes excellence and impact. The impact of this renewed commitment was seen in our REF2021 environment submissions outcomes, with four Units scoring 100% 4* for their research environment (English Language & Literature, Education, Social Work & Social Policy, and Physics).

Our commitment to Research Culture continues to develop further, with the establishment of a new portfolio in Research Services, Research Culture and Researcher Development, and provision of new roles: a portfolio Head, a Researcher Development and Research Culture Manager and a supporting post, overarching an expanded provision within our Researcher Development team. Our support for our researchers' development was further resourced through the creation of a new Talent Lab programme and resource for a new post to support this. The development of these teams – including Talent Lab – makes use of our REG funding allocation, with Schools working closely with our central team to ensure researchers are supported in the most effective ways moving forward.

CASE STUDY: Mazumdar-Shaw Advanced Research Centre

Our new £116 million Mazumdar-Shaw Advanced Research Centre (ARC) was officially opened on the 8th of June 2022 by the 2021 Nobel Prize Winner in Chemistry, Professor David MacMillan, an alumnus of the University. The ARC is designed to be the creative and collaborative heart of cross-disciplinary research at the University and represents the physical embodiment and a delivery vehicle of our Research Strategy. It houses around 500 academics, drawn from different disciplines, working across five broad themes. By housing diverse teams within the same building, the ARC exposes individuals and research teams to each other, increasing opportunities for cross-disciplinary working. This framing further supports our approach of making use of REG funding in a cross-disciplinary and collaborative way, with REG funding supporting a range of research projects housed and developed by teams working together in the innovative spaces the ARC offers.

The ground floor is accessible to the public and the wider University community, providing much needed space to facilitate engagement, networking, meetings and exhibitions. A public festival called 'ARCadia: Festival of Ideas' took place during September 2022. Through innovative research-based events including

	<p>exhibitions, film events, talks, musical performances, and ceilidhs, we engaged with communities surrounding the university and welcomed over 7000 visitors to the ARC.</p> <p>To date the ARC has hosted over 100 events spanning a broad spectrum of topics and themes. Over 75% of these events have involved partners outside the University with innovation featuring in many of these activities, including through participation of business and industry partners, policy groups and third sector organisations. The ARC has also provided an impressive backdrop for activities designed to progress strategic innovation partnerships at the University and with major international companies.</p> <p>During 2022-23 and beyond, the ARC will be a key delivery vehicle for exciting new initiatives designed to nurture and stimulate cross-disciplinary collaboration within and beyond the University that addresses complex research challenges and contributes to Scottish Government policy priorities. We aim to create connections and support ideation and innovation across disciplinary boundaries and to enhance the collaborative research environment, ambition and culture across the University.</p>
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Research Sustainability (incorporates Collaboration)

Institutions ensure that their world-class research programmes are on a sustainable footing, particularly amidst the uncertainty surrounding the UK's future relationship with Horizon Europe.

Indicators of Success:

- Evidence of compliance with the Researcher Development Concordat through the Outcome Agreement process and Research Integrity Concordat through engagement with Universities UK.

Institutions implement the Research Integrity and Researcher Development concordats. Support for PhD students, who are the pipeline of talent for future research and who have been adversely affected by the instability created by the pandemic and the economic climate.

In early 2022 we conducted a research integrity review to consider our provision for research integrity, misconduct, and associated compliance issues. The review identified that whilst we have established a strong integrity training portfolio (see below – Case Study to be prepared as part of our wider REG Case Study submission) and have a clear misconduct policy with underlying procedures, there are gaps in our research compliance provision. In parallel to this review, we have established a new team in Research Services – Research Governance, Policy & Integrity, to provide enhanced support for researchers – both in ensuring compliance to government legislation, as well as training and awareness raising, a strategy and agreed university approach on the trusted research agenda, and enhanced support for research integrity and misconduct. We have developed a new export control policy and during 2022-23 we will publish guidance for trusted research, the National Securities and Investment Act, and the Nagoya Protocol.

UKRI is currently concluding its Assurance Audit on UofG, and we have been commended on our research integrity training provision. We have been invited to partner with UKRI to help inform their research as well as being a case study for excellence in the sector.

Our drive towards 100% open access publications continues and in 2021/22 we achieved 96.67% of outputs as open access. The Leiden ranks UofG 1st in the UK for % open access for HEIs with a publication no >10000 for period 2017-2020. We have also become a COPE member and one of our senior academics, Professor Miles Padgett, is a member of the UK Committee on Research Integrity. In addition, this summer we performed a major rewrite / update of our Code of Good Practice in Research which is going through the final stages of approval.

Having signed up to the Concordat for the Career Development of Researchers in April 2020, we are making excellent progress with the implementation of our three-year action plan (see Case Study below). The Concordat and its principles act as a key driver for developing our research-only staff. Developing our researchers and making Glasgow the best place to develop a research career is firmly embedded within the University's Research Strategy and also is aligned to our priorities for advancing our Research Culture. Concordat implementation is led by the VP (Research & Knowledge Exchange) in close collaboration with the Research Culture and Researcher Development Team within Research Services (see below). The Postdoctoral Researcher Forum acts as a steering group to shape Concordat actions, co-design initiatives, and review progress.

Case study: Evolving our commitment to the Researcher Development Concordat into 2022-23

The University of Glasgow published our 3-year action plan in May 2020, which was produced through consultation with researchers. The action plan for 2020–2023 sets out our key priorities for addressing the aims of the Concordat, and details high-level approaches for how we might implement them. We have used our action plan and the priorities outlined to consult and develop initiatives to support UofG researchers, as well as engage and work with the sector to start to address systemic challenges that face research-only staff.

In July 2022 the Research Culture and Researcher Development portfolio was formed as part of a re-design of Research Service. The change in portfolio brings the University's Research Culture work into Research Services and signals a shift from *alignment* of separate Concordat and Culture Action plans to one integrated approach to developing research staff, as a key group within our research community. Significant investment in the new Research Culture and Researcher Development will enable further embedding of the 'whole culture' approach to development, specifically:

- The recruitment of a new full time Research Culture Manager who will lead on the university's Principal Investigator Development Strategy and oversee the work of a 4-person team.
- The recruitment of a new full time Research Culture Specialist focussing on Communities and Collegiality and providing dedicated support for mentoring programmes and the maintenance and formation of researcher networks and community spaces.
- The recruitment of a part time Culture Project Officer to engage Research Staff in a refreshed approach to the post-doc Forum, giving them a greater voice, collective identity and channels for representation.
- The recruitment of a part time Intern to support Research Culture initiatives such as the People Make Research campaign, and data tracking of researcher career destinations.
- The development of a new Careers Beyond Academia Strategy (Pathfinder) in partnership with the Careers Service, which brings together all career development activity for Research Staff, including...
- A new project to engage doctorate-holding alumni in a longitudinal destination tracking project.

End to end career support that takes a refreshed look at Induction, Appraisal, and Exit planning, beginning with the launch of a new exit survey. SFC REG funding supported and continues to support the development of this work.

Section 3: Outcomes for Economic Recovery and Social Renewal

Outcomes & Measures/Indicators of Success	SFC Expectations / UofG Actions and Outcomes
<p>Responsive institutions Institutions are responsive to employer and industry needs and to current and future skills requirements.</p> <p>Indicators of Success</p> <ul style="list-style-type: none"> - Institutions are actively engaged in regular review and appraisal of provision to ensure this continues to meet, and changes to support, the range of learner, community and employer need. - Institutions outline their engagement with stakeholders to ensure that course provision remains responsive to the shifting needs of employers and industry and how provision is shifting or being adapted. - In support of economic recovery to provide provision that delivers impact and successful outcomes for learners, communities and employers. (i.e. Flexible 	<p>Institutions make use of labour market intelligence and employer / industry engagement to adapt and align provision. Institutions play their part in upskilling and reskilling the existing workforce. People have the necessary meta skills and attributes to succeed. Institutions help find pathways for people without work to study and move into employment.</p> <p>This academic year will see substantial focus on the “Student Skills and Professional Development” workstream of the Learning and Teaching Strategy. Here we intend to better ‘surface’ the skills students are developing during their courses, and to strengthen their understanding of their achievements as well as scope potential avenues for development in terms of offering skills-focused courses.</p> <p>We continue to recruit students to our SFC funded Graduate Apprenticeship programme, with 35 joining our Bsc (Hons) Software Engineering in 2022-23. These students will be supported to develop and apply new skills in real-time as they work alongside our partners in industry.</p> <p>As highlighted in ‘Learning with Impact’ – work is ongoing to develop and deliver our programme of upskilling provision, supported by our links with a range of partners, including the Glasgow Chamber of Commerce, Zero Waste Scotland, the Scottish Council for Voluntary Organisations, the General Teaching Council for Scotland (GTCS). Our Upskilling courses, funded by SFC, are prioritised for those currently unemployed or who are concerned about their job security. These accredited courses, offer tangible pathways for people to re-train and move back into the labour market. Further, and as highlighted in ‘Fair Access and Transitions’, our work with adult learners supports our commitment to being an institution of lifelong learning, supporting people to retrain in line with labour market need.</p> <p>Fair Work - Institutions to advance and promote Fair Work practices as employers.</p> <p>The University is committed to Fair Work practices. Examples of work ongoing in 2022-23 are outlined across the five Fair Work dimensions below:</p>

Workforce Development Fund (colleges), YPG and Upskilling Funding (universities)).

- SFC receives regular reporting from each institution on the use of additional funding to mitigate the projected rise in unemployment as a result of the COVID-19 pandemic and/or EU Exit, ensuring individuals can access training which will increase their chances of gaining employment.
- Institutions to outline what they are doing in practice to deliver Fair Work for their employees.

1. **Effective Voice** - The University continues to build on its strong working relationships with campus Trade Unions across a range of formal and informal groups - consulting on key policy developments and exploring key data with a view to continuing to enhance the employee experience at the University.
2. **Opportunity** - The University drives good practice based on our workforce data and associated analytics (e.g. our published [Equality & Diversity Pay Gaps](#)) with progress continuing to be made with regard to our gender pay gap (backed partly by an increase in the representation of women in our professoriate) following wider culture change and support, such as encouraging and supporting engagement with academic promotion processes. The University has also developed 'The Glasgow Professional' initiative, which provides a framework for how professional service staff contribute to the success of the institution, and how the University will support staff in doing this.
3. **Security** - The University continues to share extensive workforce data with campus Trade Unions to explore any patterns or trends in relation to elements of our workforce in contracts which are subject to external funding. This has led to the creation of a number of pilot exercises to explore the creation of pools of more permanent roles in areas which were traditionally fixed-term. The University remains committed to the Voluntary Living Wage.
4. **Fulfilment** - The University has embraced the principles of hybrid and agile working, recognising not only the benefits to the organisation but - on the back of the pandemic - the benefits to our workforce in terms of delivering a healthy and fulfilling work experience. Colleagues have been at the heart of this transition and widespread consultation continues to engage and involve our community in the design of hybrid principles.
5. **Respect** - "An inclusive community" is one of our University values and this flows through all the work that we do, with 'embracing diversity and respecting difference' a key element of our People & Organisational Strategy. An example of progress in this area has been the strong progress made under our comprehensive action plan to help tackle racism and harassment ([Understanding Racism Transforming University Cultures](#)). The University also continues to revise and adapt policies and processes to support clear and transparent signposting of available support for individuals who are subject to bullying, discrimination or harassment, including enhancing our [reporting processes](#) and strengthening our internal '[Respect Advisers](#)' network.

Building on that outlined above, the University made the Scottish Business Pledge in October 2015, and continues to be a 'Pledge Partner'. The Scottish Business Pledge is a Scottish Government initiative aimed at building a shared ambition of boosting productivity, competitiveness, sustainable employment and workforce engagement and development. More information and confirmation of our 'Pledge Partner' status can be found on the [Scottish Business Pledge webpages](#).

Confident and highly Capable - Work-Ready Graduates

Work-ready graduates are confident and ready to secure success in their career, meeting employer needs and making a positive contribution to our economy and society: Students are equipped to take up employment and succeed when the job market opens up.

Core Associated National Measures:

- Graduates are able to utilise the skills and qualifications they have gained to access opportunities within the labour market.

Graduate Outcomes

There is a pipeline of technically skilled people for key industries where skills gaps have been identified. Programmes should equip graduates with the skills, knowledge, and capabilities to be successful in their chosen career.

As detailed in 'High Quality Learning, Teaching and Support', 'Learning with Impact' and 'Responsive Institutions', our Learning and Teaching Strategy has a firm focus on skills, with several workstreams underway to ensure our breadth of programmes are supporting students to gain and develop the skills they need to be successful in their chosen careers.

Effective support should be in place to enable students to understand their careers options, to self-assess and to undertake career planning.

A range of interactive, online courses support Career Planning and Applications at the University. *Career Accelerator: Explore* introduces career design techniques, drawing on career planning theory, design thinking and coaching techniques to encourage participants to consider what they want from their career, how to come up with careers ideas, how to action plan for your future, and how to make use of the alumni network. *Career Accelerator: Apply* is an extra-curricular blended online learning course with interactive resources which takes participants through the key stages of applications from psychometric tests, applications, CVs and interviews. These courses are supplemented with 'Quick Learn' tutorials, covering key stages of the application process.

Wherever relevant or beneficial, students should have opportunities to engage in work-informed or work-based learning.

Our Careers Services' Internship Hub works with over 150 organisations each year to offer over 350 internships on an exclusive basis to University of Glasgow students. Nearly all internships are paid, and are available on a local, national and international level. Within the Internship Hub, 'Find a Solution' offers paid internships with local charities to help find innovative solutions to problems:

<https://www.gla.ac.uk/myglasgow/careers/findingjobs/internships/>)

Students can engage in a range of international work and study opportunities including semester and year study abroad at a partner institution, work placements, work experience and summer schools, more information is available here: www.gla.ac.uk/myglasgow/students/goabroad/.

	<p>Annually we send and support 600 students overseas and 90% of students this year reported they gained skills, knowledge and competencies that they wouldn't have obtained studying at Glasgow. In Summer 2022 we partnered with Think Pacific, an organisation that works with the Fijian Government to provide opportunities for students to work on community development projects. With Turing Scheme funding, we offered 33 students from disadvantaged backgrounds a fully funded place on the programme for 22-23.</p>
<p>Knowledge Exchange and Innovation</p> <p>Core Associated National Measures:</p> <ul style="list-style-type: none"> - Universities submit an updated UIF plan with their Outcome Agreement. - Completion of the HESA HE-Business and Community Interaction survey and the SFC KE data return will remain conditions of grant for institutions to receive the UIF. 	<p>Colleges and HEIs are focusing and prioritising their knowledge exchange and innovation activity on the top priorities of a green recovery, a well-being economy and a just transition to a net zero carbon society. Institutions are evolving their strategies for knowledge exchange and innovation and working with key stakeholders, for example enterprise agencies to progress the priorities of a green recovery, a well-being economy and transition to a net zero carbon society.</p> <p>The University undertook a major review of its Innovation Strategy between 21-22 and the beginning of 22-23. While the process will be formally presented in early 22-23, much of the foundational work has already started; a new Innovation Directorate has been created to house dedicated teams to drive growth across the span of innovation activities, focusing and prioritising the University's knowledge exchange and innovation activity around the top priorities of a green recovery, a well-being economy and a just transition to a net zero carbon society. This will include a major focus on building new innovation partnerships with Government, public bodies, charities and businesses in Scotland and the UK.</p>

The new strategy strengthens our participation in The Glasgow Riverside Innovation District (GRID), a joint initiative between Glasgow City Council, Scottish Enterprise, and the University, through the provision of new resources & team members. This will add significant support to catalyse the development of an innovation ecosystem comprising academics, entrepreneurs, industry partners, support networks, social enterprises and sources of finance that will build on the University's research excellence and partnerships.

A major step on this journey is the £37M "Living Lab" project to expand the application of precision medicine by industry and within the NHS; this will include a Health Innovation Hub to facilitate real-world testing of healthcare innovations in state-of-the-art facilities. The HIH will be built in Govan and is currently progressing through the planning process.

As part of the A SHAPE Platform for Entrepreneurship, Commercialisation and Transformation (ASPECT) network, the University has taken a leading role nationally to develop and support new models for social science and arts & humanities researchers, particularly in venture creation. In addition, the University is developing a social innovation ecosystem, supporting high-impact, ambitious social enterprises from all disciplines to drive job creation and prosperity for all. The University is currently supporting more than 15 social enterprise projects from across all four Colleges.

The University continues to work towards completion of the KE Concordat (KEC) During 2022 we undertook extensive consultation across the University to explore every aspect of our KE delivery. In line with the KEC Principles, we examined our policies and processes that support KE, our transparency and openness to engagement, our support mechanism and capacity building activity and our approach to evaluation and continuous improvement in KE delivery. Throughout 2023 we will continue to work on identifying gaps and developing solutions that will ensure we continue to deliver excellence across KE and in line with our Innovation Strategy.

The Glasgow region has been selected for the UK Government's Levelling Up Innovation Accelerator funding pilot, and the Glasgow Regional Partnership has in turn asked the Universities of Glasgow and Strathclyde to act as key pipeline contributors for the fund, identifying highly innovative projects with the potential to contribute to both the national levelling up agenda and the regional economic growth strategy. Together, the two universities have generated a multi-sectoral portfolio of projects which the Partnership Board will select for funding from the £33m share assigned to the region; this portfolio approach will ensure that the region benefits from a diverse array of innovation strengths to maximise the value in terms of jobs and enterprise value created.

Collaboration

There is active collaboration with other SFC funding institutions and across the education and skills system.

Core Associated National Measures:

- Specific details of new collaborative arrangements, or plans for collaboration, and what they will achieve in terms of impact for all stakeholders. Pathfinder institutions to outline pilot projects.

Institutions consider and pursue meaningful opportunities for collaboration which fit with their mission and vision and supports the delivery of coherent, sustainable provision and research. Institutions consider collaboration on estates assets that could: improve local coherence and sustainability of provision; reduce carbon emissions and be a part of place-based approach to economic recovery.

As highlighted throughout this document, we continue to engage in a wide variety of collaborative work with a range of stakeholders, spanning Universities, FE Colleges, Government (SG and UK Gov), Local Authorities, industry partners and business more generally. Examples of some key collaborations underway in 2022-23 include:

- Our partnership with the educational charity IntoUniversity and the University of Edinburgh. Together we launched IntoUniversity Scotland in 2020-21, offering whole-family and community-based approaches to University outreach, at sites in Govan, Maryhill and Craigmillar. 2022-23 will see the first full year of in-person delivery.
- Strengthening our partnership with the National University of Kyiv-Mohyla Academy (NaUKMA) in response to the ongoing conflict, developing research collaboration capacity, and welcoming 100 students to Glasgow over the course of the 22-23 academic year, with all associated costs (accommodation, monthly stipend, visas, etc) met.
- Our delivery of Graduate Apprenticeships and Upskilling provision, working with employers in industry to support hundreds of people to upskill and re-enter the labour market in roles vital to economic recovery.
- Developing and driving forward the Glasgow Riverside Innovation District (GRID) project, working with partners at Glasgow City Council and Scottish Enterprise to deliver for the city and wider region.
- Delivering on our Glasgow Green agenda, working with a range of partners and making use of our research expertise to deliver a 'whole systems' approach to help the city move towards climate resilience, and tackle stubborn and long-standing social and economic inequities.
- The University continues to validate degree awards for both the Glasgow School of Art (GSA) and Scotland's Rural College (SRUC). The University validates awards for a considerable number of programmes at GSA, some of which are joint programmes with the University. The University's relationship with SRUC has grown over a number of years and the University validates a number of awards at both undergraduate and postgraduate level. GSA and SRUC have 'Accredited Status' and both partnerships are monitored via the Joint Liaison Committee which meets once per year.

Climate Emergency

Institutions take urgent action to help reduce or halt climate change, avoid irreversible damage, and support environmental sustainability measures.

Indicators of Success:

- Institutions take urgent action to help reduce or halt climate change, avoid irreversible damage, and support environmental sustainability measures and a pathway to net zero.

Universities demonstrate innovative approaches in their response to the climate emergency. Evidence of transformative leadership and the empowerment of sector communities, building capacity in institutional structures across the sectors, developing a placed-based approach to the climate emergency.

The University of Glasgow recognises that the world is facing a climate emergency. Glasgow Green represents the University's response to that emergency. It commits us to a very significant plan of action to achieve carbon neutrality by 2030, with interim targets over the next decade.

Alongside that, we want to make a measurable difference by raising public understanding of climate change and the challenges it represents for humanity. We will start by engaging the energies of our staff and students – many of whom are already willing us to go further and faster in addressing this agenda.

We aim to be a beacon of good practice, drawing on:

- the expertise of our academics
- the enthusiasm of our staff and students
- and a willingness to put sustainability at the top of our agenda

Glasgow takes pride in being a world-class, world-changing University – a community of students and staff which, through education, research and knowledge transfer, makes a meaningful positive impact on our global society. We know that there is a carbon cost implication in our aspirations to be a world-changing University. However, we cannot achieve our goals at the expense of the environment; combatting climate emergency must be an integral part of our work at every level.

Included within this is a detailed Carbon Management Plan which includes more stretching targets of reducing our footprint to 27,000 tonnes by 2030. We aim to achieve the 2030 target by:

- Reductions in business travel (new guidelines and monitoring arrangements are now in place across the University)
- Reductions in commuting (new hybrid working arrangements are now in place for most members of staff)
- Improvements in energy efficiency
- Improved space utilisation
- Extended use of alternative sources of energy.

Further, the University is working with Scottish Power on a project to obtain energy from the treatment plant adjacent to the Gilmorehill campus. We intend to use gold standard offsetting as a last resort, only where further reductions in our footprint cannot be achieved; our present plan is to participate in the Carbon Coalition developed by the Environmental Association of Universities and Colleges (EAUC).

The full Glasgow Green strategy and action plan is available here:

<https://www.gla.ac.uk/myglasgow/sustainability/glasgowgreen/>

Universities outline how they are engaging with the Sustainable Development Goals.

We continue to address the research, teaching and public engagement dimensions of the sustainability agenda through the Centre for Sustainable Solutions and through direct collaborations with other stakeholders, including Sustainable Glasgow (led by Glasgow City Council).

Our first annual SDG Progress Report was published in November 2021, and includes examples of the commitment, dedication, and innovation shown by every part of our University community in support of the SDGs. We increasingly use the SDGs as a lens through which we measure the impact of our work in terms of research, learning and teaching, University operations, and civic engagement, and we are seeing the benefits of this through our improved contribution to the SDGs.

A highlighted in 'Research Sustainability' - we were proud to be ranked 19th in the world in the THE Impact Rankings, and 2nd in the world for SDG11 – Sustainable Cities and Communities. This ranking clearly demonstrates the impact the University is making in the world by working towards the UN SDGs.

The Times Higher Education Impact Rankings offers a helpful framework of metrics with a mixture of qualitative and quantitative measures which we use year on year to assess progress and create targeted action plans. We plan to continue to submit to these vitally important Rankings.

The University of Glasgow in Dumfries

The University of Glasgow at Dumfries, based in the Crichton Campus, is an integral part of the University. In Dumfries, we commit to the same excellence in Teaching and Research and work to implement the same strategic priorities and commitments described throughout our Outcome Agreement. The core purpose of the University of Glasgow at Dumfries is to create a world-class, research-intensive University environment, serving regional and national stakeholders whilst working in an international context. Our vision for the Dumfries Campus is for it to be an inclusive centre of excellence for interdisciplinary learning and teaching; a creative research-intensive environment with important national and international research partnerships producing world-class research, KE and Impact; and, as a significant contributor to, and resource for, regional economic development.

Employability is embedded into all aspects of our undergraduate and postgraduate degree programmes with an emphasis on the development of applied skills, professional practice, field courses, industry placements and opportunities to get real world experience in relevant sectors. Our interdisciplinary approach to both scholarship and practice, prepares our graduates to address the global challenges facing society as well as supporting them to establish careers across a range of sectors.

The School's areas of specialism include: environment, sustainability, culture, health, wellbeing, social policy, education and tourism. Our objective is for activity on the Campus to reach the highest academic standards and to support the social and economic needs of the region. We seek to do this from a position of institutional strength that makes it possible for the University to engage with the considerable partnership and collaboration opportunities that are to be found on the Crichton Campus. The below highlights the excellent work ongoing at the University of Glasgow at Dumfries, and how this work runs in tandem with that outlined across this Outcome Agreement.

Re-connecting with Partners

As we come out of the pandemic the University in Dumfries has moved once again to deliver close to all of its teaching in person, with an increasing number of face-to-face events taking place not just with students but with existing and new partners. The School is also developing new initiatives to drive engagement with local, national and global stakeholders.

FE and School Engagement – It is a strategic priority to expand partnerships with FE stakeholders and the School now works with five FE partners across the South and West of Scotland with a programme of face to face and hybrid events, offering a range of skills sessions. The School's Outreach and Academic Teams are also working with Developing the Young Workforce and Skills Development Scotland to deliver the employability agenda and contribute to the Positive Destinations Initiative.

Hybrid Residential Summer School – Summer Schools have been remotely delivered online for the previous two years. The School intends to launch a new hybrid model Summer School for June 2023 with an intensive residential on campus experience for students from non-traditional backgrounds. The three-day experience will also contain hybrid elements bringing together prospective students based overseas

with students on the 3 day residential programme. The programme has been developed to build confidence in those considering a University experience and build community before the students begin their studies with us. This has been developed as a direct response to what our FE partners tell us that their students need.

Bridging Programme – the School continues to offer its Bridging Programme as an access pathway for students to our Health and Social Sector Leadership degree and small numbers of students articulate onto the programmes every year via this route.

External Engagement – the School’s Engagement Team have worked with colleagues across the University to deliver on campus and virtual events. In November 2020 the School hosted 400 visitors and delivered a range of talks, panel events and activities bringing the subject of Climate Change to Dumfries. More recently the School has participated in two prestigious lecture series, Future Global Shocks and the Water and Sustainable Development Seminar Series

The Learner

We continue to maintain and develop our portfolio of Widening Participation (WP) schools outreach and adult learner programmes alongside our partnership and collaborative work to widen access to UofG, but also the rest of Scotland.

Our teaching portfolio delivered in and from Dumfries has expanded: our interdisciplinary MSc in Environmental Risk Management allows students to acquire an in-depth understanding of how risks from natural hazards materialise and affect societies globally and they will develop conceptual and analytical skills to assess and propose innovative solutions. A fully online Masters in End of Life Studies is now on its fourth student intake, offering students new and critical perspectives on end of life practice and policy, palliative care, cultural representations of death and dying, and related ethical questions.

Two new Masters programmes were launched in 2022; a PGDE STEM and a Masters in Sustainable Tourism and Global Challenges. Both programmes were developed in response to consultation with industry partners and have recruited their first intake of students. In addition, the School is expanding its portfolio of micro credentials as part of its commitment to addressing the skills gap in Scotland.

The System

In support of a world-class educational experience, we have institutional and local strategies and action plans to increase overall satisfaction with the student experience as measured by the NSS and as captured in our institutional KPIs. This includes UofG students at the Crichton Campus. Focusing on entry to years 1 and 2 of the undergraduate degrees, we are developing strategies to enhance transition into, and engagement in, University life especially for Scottish domiciled students, students with caring responsibilities and care leavers.

As outlined in our Learning & Teaching Strategy, we are undertaking University-wide activity to enhance interdisciplinary learning and support increased outward mobility which sees increasing numbers of students supported to undertake study abroad and international placements.

The University of Glasgow receive SFC strategic funding which helps support our infrastructure. UofG accounts for use of this funding through the consolidated annual self-evaluation progress report on Crichton to SFC in October covering the preceding academic year. UoG has also invested in space reconfiguration in Rutherford-McCowan creating first class student social and study spaces and a student-focussed café.

The School recently invested in an extensive upgrade of its AV facilities which has had an immeasurable impact on the quality of the teaching experience. The School has benefitted from SOSE funding to upgrade the School's network and bring the service in line with that offered in Gilmorehill. This work is scheduled to take place in Summer 2023.

Research & Innovation

The School has successfully continued to broaden its internal Research Forum to include wider partners locally, nationally and internationally, resulting in increased collaborative research and knowledge exchange activities. New projects recently started to link local level knowledge to the international level enhancing mutual learning and exchange. The School contributed successfully to seven REF units of assessment University-wide with a large increase of REF returns from School Research and Teaching staff compared to REF 2014.

School of Interdisciplinary Studies Student Numbers

Source: UofG Headcount Model, 2022-23 numbers are an early indication only

Programme	2020/21	2021/22	2022/23
Primary Education with Teaching Qualification	187	192	169
Environmental Science & Sustainability	68	62	58
Health & Social Sector Leadership	40	32	29
UG Total	295	286	256
PGT Total	109	112	116
PGR Total	21	29	23

Annex A – University Innovation Fund

The University of Glasgow's founding mission is rooted in creating shared economic prosperity for the region and for Scotland. [An independent economic impact report](#) carried out in 2021 demonstrated that the University generates £8.37 of output for every £1 of Scottish Government funding we receive, reflecting our strategic commitment to use our teaching, research, and innovative capacity to drive economic, social, and cultural growth. The University uses the UIF to employ c.45 staff (headcount), both centrally and in its four Colleges, who facilitate and support innovation activities contributing to the UIF national outcomes. The UIF Platform Grant contribution is matched internally by the University's [Knowledge Exchange Fund](#) (GKEF).

The University of Glasgow is currently refreshing its innovation strategy for the forthcoming three years to ensure its continuing alignment to developing national and regional priorities, including the progression of a green recovery, the development of a wellbeing economy and the just transition to net zero.

Outcome one (demand stimulation): working with Scotland's Enterprise Agencies (EAs), Scottish Government, business networks, Interface, and others, Scottish HEIs will have helped to increase the demand and quality of engagement from businesses and the public sector for University services

- The University's £116m [Advanced Research Centre](#) (ARC) provides a focal market square for our KE and innovation engagements with business. The ARC's main floor is fully open to business and the public and includes a variety of physical spaces including an AR/VR lab, seminar rooms and multi-use spaces, exhibition space, a maker lab and a student enterprise space to activate the local entrepreneurial ecosystem.
- Working in partnership with Scottish Enterprise (SE), [the Living Laboratory](#) will lead on and support actions identified from the 'Gap analysis of the precision medicine landscape in Scotland' to enhance provision for R&D and business growth. This will ensure that Scotland provides the right environment and ecosystem to capture a share of the precision medicine market (predicted to grow from \$48.9bn to \$141.7bn in 2026)
- The new Glasgow Diagnostics Laboratory will embrace the triple-helix model to provide a facility used to support development of new precision diagnostics, creating new opportunities for public-private partnership underpinned by Glasgow's £80m+ of precision medicine infrastructure.
- Our College of Science and Engineering (COSE) colleagues will continue to work closely with our business networks to stimulate new high-quality partnerships with industry partners; these include KTN, Technology Scotland, ScotlandIS, Scottish Hydrogen Fuel Cells Association, and ADS.
- Our successful Arts and Humanities Partnership catalyst established two strands of activity in the past year, encompassing *Digital Cultural Heritage and Food: Sustainability, Health, Heritage and Tourism*. 3 additional strands will launch in 2022-23 to engage key organisations in these sectors.
- The College of Social Sciences (COSS) will relaunch their networking events, including [The Gaitherin](#), which brings together the Glasgow region's entrepreneurs with academic expertise. This will be complemented by celebrations of the tercentenary of Adam

Smith, offering events and tailored activities that will bring together a wide range of University audiences including alumni, donors, prospective students, government, and industry.

Outcome two (simplification/commercialisation): in partnership with the EAs and Interface, Scottish HEIs as a sector will have demonstrably simplified business access to the knowledge and expertise in Scottish universities

- Through 2022-23 we will continue to implement policies and processes that streamline access to institutional knowledge, expertise and intellectual property for external partners. This will include: (i) a revised consultancy policy and appointment of a new central team to provide expert support for the end-to-end process, including contract negotiation; (ii) a new strategy and operational framework to grow Innovation Partnerships and (iii) an updated IP policy to further incentivise staff to pursue spinout and licensing opportunities arising from their research outcomes.
- Our IP & Commercialisation team will continue to engage with SE's High Growth Spin-Out Program (SE HGSP) to identify and support High Growth Spin-Out opportunities. In 2022-23 it is expected that of the current HGSP funded projects, two (cancer therapeutic discovery and development, green hydrogen production) will secure seed investment. The ambition is to launch five new ventures aimed at commercialising University research in this period. There will also be continued efforts to out-license innovations to established companies in Scotland, nationally and internationally.
- COSE will implement a fast turnaround innovation voucher scheme to facilitate short proof-of-principle projects, lowering barriers to collaboration.
- Both COSS and the College of Medicine, Veterinary and Life Sciences (MVLS) are developing new online portals for innovation to showcase the University's research, expertise, and facilities with a view to connecting our academics to a wide range of collaborative opportunities with business.
- We scaled up our Opportunity Audit programme in 2021-22 to cover all four Colleges; this resulted in five researchers moving to the next stage of commercialisation in the first year of the COSS audit, with a target for a further five in 2022-23. The College of Arts (CoA) similarly supported four researchers in its first year, with supporting five. MVLS plans to initiate its next phase of audits in Oct-Nov 2023.
- MVLS will use the data from its 2021-22 Capabilities Audit during 2022-23 to support innovation partnership development. In parallel, standard template terms of engagement coupled with signposting to available enabling funding will be developed.
- With regards to recruitment, COSS will appoint a Commercial Engagement Manager and a Social Sciences Innovation Lead, as well as building capacity within its existing knowledge exchange support team; CoA will appoint two KE Associates over the next three years to focus on external engagement; COSE will build a new industrial engagement team; and MVLS will establish a team of industry engagement managers to work closely with the academic community and provide a responsive approach to enquiries, developing and managing relationships with industry partners.

Outcome three (simplification/greater innovation): in partnership with the EAs and Interface, Scottish HEIs will, at a national level, have made strategic use of their sectoral knowledge to promote greater innovation in the economy (including beyond non-STEM)

- The University continues to host the Lighthouse Lab in Glasgow, which processes in the region of 10K covid samples every day. Building on this legacy, the Glasgow Diagnostics Laboratory will process all Scottish samples collected as part of the 'Our Future

Health' programme and work with the NHS to develop a new laboratory service that will enable an innovative pharmacogenomic approach to precision medicine.

- We are a key member of the successful UK-wide [ASPECT network](#), which seeks to identify commercial and business opportunities in SHAPE disciplines. During 2022-23 we will deliver innovation in Scotland's economy through enhancing our training offer to grow academic capacity to deliver and support innovation, as well as connecting new businesses to our SHAPE disciplines to deliver value into their innovation pipeline.

Outcome four (entrepreneurialism): Scottish HEIs as a sector will have made a significant and positive change in the way entrepreneurial opportunities are promoted and delivered to students, HEI staff, and businesses

- The University will continue to invest in its Innovation, Enterprise, and Economic Development Directorate to establish and grow teams in the areas of IP & Commercialisation, Innovation Partnerships, Consultancy and Economic Development, with the headcount expected to increase c.150% over 2022-23. Our webpages will also be refreshed with a view to engaging a broader range of researchers with innovation and enterprise activities.
- MVLS' forthcoming Innovation Hub website will feature content aimed at promoting innovation and entrepreneurialism to our University community: this will include roadmaps, case studies, FAQs, links to training available, supporting materials and resources, and available funding.
- MVLS will work in partnership with the University's Adam Smith Business School (ASBS) to develop a 'Preparing for Innovation' Programme for 2022-23, providing both staff and students with the tools that they need to engage with innovation and to develop an entrepreneurial mindset.
- During 2022-23 ASBS will commence a major new EU funded programme on Entrepreneurship Education in partnership with Corvinus University of Budapest, Vrije Universiteit Amsterdam, STAC, FinTech Scotland, and CENSIS. This will radically expand access to entrepreneurship education by guiding nascent entrepreneurs through the structural, regulatory, and funding environments for data-driven businesses that shape early-stage value creation and business model development – developing the skills, knowledge, and mindset required to commercialise an innovative idea.
- In 2022-23, the SHAPE commercialisation portfolio will be further enhanced and supported, particularly through the pioneering [ARC Accelerator](#) and the [ASPECT network](#). The ARC Accelerator develops skills and ventures, using these ventures as a platform to take SHAPE research and ideas and transform them into products and services that enhance society and the economy.

Outcome five (international): in partnership with Scottish Development International, Connected Scotland and others, Scottish HEIs will have pooled their knowledge and networks, and shared good practice to promote and engage Scotland internationally (operating under Scotland's International Framework)

- COSE are enabling partnerships which deliver impact with a strong Scottish component across the world; examples include working with the World Health Organisation on the use of polluting fuels for household heating and lighting (contributing to UN Sustainable Development Goal 7) and new tools to identify malaria vector habitats from high resolution Earth Observation data in Peru and Tanzania.

- COSE also recently launched [The Scottish Council on Global Affairs](#) – a non-partisan hub to place Scotland's world-leading expertise on international issues at the disposal of public policy. Whilst focused on policy, the SCGA will sponsor collaborative research, host a regular series of public events and projects, and establish connections with peoples and groups from around the world, promoting Scotland globally.
- Following the launch of the [Health Innovation Hub \(HIH\)](#) at EXPO2020, MVLS will continue to work with Scottish Enterprise and Kadans Science Partner to market the HIH globally, to identify inward investment and tenants for new commercial space being developed as part of the Living Laboratory, building on the success of the award-winning [Clinical Innovation Zone](#).

Outcome six (inclusive growth and social impact): building on current and good practice, Scottish HEIs will have scaled up their support of the Scottish Government's ambitions for inclusive growth

- The University is one of two key partners selected by the Glasgow city region partnership to submit high-potential projects to the UK Government's Levelling Up Innovation Accelerator pilot; this will enable us to leverage up to £33m of additional funding to accelerate existing projects supported by UIF and GKEF, including [GALLANT](#), a £10m+ programme intended to tackle regional health, social and economic inequalities and drive inclusion.
- CoA will strengthen ties with its key partner SWG3 via the University-led Glasgow Riverside Innovation District partnership (GRID), helping to support growth and developing access to world-class arts and music in the district and beyond. The College will also enhance its civic engagement contributions via the appointment of a UIF funded 0.2 FTE Civic Engagement lead to coordinate its strategic engagements.
- The University's planned 6,000 sqm Health Innovation Hub will be developed on derelict land in Govan and will have a firm focus on employing local labour in the facility's construction and delivery wherever possible to ensure holistic regeneration of the ward. The precision medicine innovations developed will not only drive economic development, but higher quality health outcomes across society, meeting inclusive growth aspirations.
- The University will continue to develop and deepen the social enterprise venture creation portfolio, supporting innovative products and services rooted in transformational social, environmental and economic practices. The University will hold further events to support this agenda, and work with partners such as CEIS, MacRoberts and the Challenges Group to support diverse projects.

Outcome seven (equality and diversity): building on current and good practice, HEIs will have ensured positive promotion of equality and diversity in staff and all who are affected by the use of the UIF

- The University's refreshed Innovation Strategy will have equality, diversity and inclusion as a central permeating theme. The strategy delivery plan will encompass programmes and initiatives that aim to achieve a step change in access and participation for under-represented groups.
- The University held a Women in Enterprise Event in 2022, attracting 70+ attendees from across the HE sector for an afternoon of panel discussions with successful female company leaders focusing on their personal journey from pure academia to their first steps in enterprise. 100% of attendees rated the event as 'excellent' or 'very good'. The University will hold further events in the series during 2022-23 and is setting up an associated network with the Universities of Edinburgh, Strathclyde, and Heriot Watt to support women researcher entrepreneurs in an inclusive environment.

- COSE and CoA will provide targeted support to Early Career Researchers (ECR) to engage in impact development and commercialisation, particularly for ECR women, building upon the successful [VisNet](#) project in COSE with a programme of follow-on activities.
- COSE has implemented a new Impact and Innovation Framework to proactively seek out staff members for impact support and training. The College has also appointed an Equality, Diversity & Inclusion Officer to embed EDI awareness within its activities.
- MVLS require all UKRI IAA applicants to complete the University's EDI training course and describe how their project will be cognisant of EDI.
- The University will use 2022-23 to begin implementation of a responsible innovation framework developed under the previous EPSRC IAA.



University
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Annex 2b

SELF-EVALUATION 2021-22 DECEMBER 2022

**WORLD
CHANGING
GLASGOW**

Introduction

This report provides a self-evaluation of our 2021-22 performance, with specific reference to the information outlined in our 2021-22 Outcome Agreement.

Outcomes for Students

Fair Access and Transitions

The University are pleased with our 2021-22 performance and the sustained progress we have made in widening access to the University of Glasgow and the Scottish HE sector more generally. Our recruitment of MD20/40 students within the overall intake exceeded all targets previously set, with our early return data indicating that our recruitment of FTFD entrants from MD20 postcodes in 2021-22 reached 16.7% (+2% on 2020-21 and +3.1% on 2019-20), an impressive figure in support of the main CoWA target. Furthermore, our SDUE recruitment was at 17.1% for MD20 and 33.9% for MD40 respectively. These are the highest figures we have achieved for each target to date and was made possible through the proactive approach we have adopted throughout the pandemic. In brief, using our well-established network of partnerships with schools, colleges, LAs and the third sector, we were able to mitigate the particularly weighty impact of Covid upon WP applicants.

Over the entire year circumstances have constantly been changing and as such we have continued to evolve our provision to aid the progression and success of WP learners at the University. In 2021-22, we engaged with over 5,000 senior phase pupils, thousands more at early secondary and primary level and some 1,100 adult learners. We enhanced our online offering and our WP contextualised admissions and Access Thresholds in 2021-22; catering for any learners who needed this extra support. Student numbers remained high on our Summer School in 2021, with 600 progressing to UofG and other HEIs, a significant contribution to the sector as a whole. We continued to use Summer School performance in lieu of Higher Grade results in 2021, mitigating the disruption to SQA exams and giving applicants control over their own results and the confidence to accept Glasgow as their destination of choice.

In articulation, we expanded our bespoke HNC Articulation Programme, increasing the number of HNC programmes from one in 2018-19 to 13 in 2021-22. HNC entrants with Advanced Standing to year 2 increased from 11 in 2018-19 to 46 in 2021-22 (UofG internal figures), a substantial increase. We also increased the number of College partners from 4 to 8, and continued to work with them to increase HNC pathways to Glasgow, and increase year 2 entrants.

We enhanced our provision for vulnerable groups, who have been impacted most by Covid, including learners who are: carers; care experienced; estranged from family; asylum seekers, and refugees. Notably, we provided increased financial, academic, and pastoral support on a sustained basis. Across 2021-22 we embedded our newly recruited support staff, including: Student Support Officers, Health and Wellbeing Officers, and over 30 staff supporting our most vulnerable students when they needed it most. Our internal figures show that we had 49 Care-experienced Scottish Domiciled Undergraduate Entrants (SDUE's) in 2021-22, 1.3% of this population.

Our whole learner journey approach (pre-entry AIG, contextualised admissions, Access Thresholds and transition support, monitoring and tracking on degree course) allows targeted intervention and support to be implemented as required. Our regional and national partnership work enables us to mitigate the particular and ongoing impact of Covid on Scotland's most deprived areas, 68% of which are in our region. As we do this, we maintain our commitment to significantly contribute to the achievement of the CoWA recommendations and targets.

Overall, we are very satisfied with the progress made in 2021-22. Our comprehensive provision and partnership network, including 160 schools, 14 LAs, FE Colleges and third sector organisations such as SWAP, enabled us to evolve and increase our provision as required, including our pre-entry programme

offering and 1:1 support for particularly vulnerable WP applicants and students. The interests and choices of individual learners remain at the forefront of our work in aiding learners to progress to the destination best suited for them.

High Quality Learning, Teaching and Support

The University is confident that despite the ongoing context of the Covid-19 pandemic, its quality assurance framework remained robust, supporting and maintaining the development of academic standards and the enhancement of the student learning experience across 2021-22. The pre-pandemic outcome from ELIR 2019 and our ongoing discussions with QAA Scotland since, reinforces this confidence.

Entirely consistent with the previous year, existing quality processes were retained in full, with the exception of annual monitoring and course approval, which were modified in response to the ongoing pandemic. For course approval, temporary changes arising from adjustments to delivery in the context of the pandemic (excluding those associated with learning outcomes that still required formal approval) were permitted so long as they were recorded, made clear to students prior to registration and enrolment, and with the proviso that if changes were to continue beyond the period of the pandemic that they would be required to go through formal course approval processes. Further details can be found here:

[\(https://www.gla.ac.uk/myglasgow/apg/qea/progdesignapproval/\)](https://www.gla.ac.uk/myglasgow/apg/qea/progdesignapproval/).

We incorporated discussion of the Covid response into our Institution Led Review process (Periodic Subject Review (PSR)) and worked particularly closely with the student body to discuss students' experience of learning and teaching. The streamlined arrangements for Annual Monitoring remained in place over the course of 2021-22 (i.e., for the review of provision during AY 2020-21) and therefore included reporting on temporary course changes arising from the pandemic.

During 2021-22, we continued to prioritise student safety and wellbeing as we returned to more on-campus teaching than in the previous session and as restrictions eased continuously during the academic year. We again prioritised the scheduling of sessions where skills are essential to learning outcomes (e.g. in clinical or engineering disciplines). In addition, priority was placed on small group sessions for as many year groups as possible while continuing to reduce physical distancing requirements. The utilisation of these session was more limiting in Semester 1 than Semester 2. All students were enabled to complete the required learning outcomes whether online or in person. Many students remained overseas for much if not all of the year and so studied wholly online. Our approach to planning is available online

[\(https://www.gla.ac.uk/myglasgow/learningandteaching/learningandteachingplanning/academicyear2021-2022/\)](https://www.gla.ac.uk/myglasgow/learningandteaching/learningandteachingplanning/academicyear2021-2022/).

In 2021-22, we continued to see students present with anxiety (and a variety of associated issues) around the transition back to face-to-face interaction. To give context to the increased demand seen, 3,304 students registered for counselling support in 2021-22, compared to 2,314 in 2019-20. We also saw an increase in demand for support with managing stress and other work-related issues, including concentration, perfectionism and procrastination. To combat this and provide the best support to our students, we moved away from a 'one size fits all' counselling model and have implemented a tiered approach based on individual need and risk level. This includes one-to-one provision, as well as our Wellbeing Masterclass programme, which provides group inputs on these issues and continues to receive positive feedback from participants.

In 2022, our NSS Overall Satisfaction score was 80.2%, which was 2% over our benchmark of 78.1%. This placed us 6th in the Russell Group (in the top third) and 6th in Scotland. We remain committed to developing approaches to support a return to the higher scores seen in previous academic years.

Partnership, Participation and Student Experience

We continued to work closely with our Student Representative Council across 2021-22, supporting the development of the student experience. In addition to ongoing work with our SRC partners through committee structures and other informal mechanisms, we engaged in specific initiatives that supported the sabbatical officers' manifesto pledges and that address particular priorities for students and the University. During 2021/22, examples of this include:

- Joint development of guidelines for inclusive online meetings. Developed between the VP Learning and Teaching, the SRC VP Education and the Learning & Teaching Strategy Manager, we created guidance for the Learning and Teaching Committee meetings that was subsequently adopted across the whole organisation.
- The SRC led sessions at our Learning and Teaching Committee Away Days on creating a sense of belonging, and on decolonising the curriculum. This led to a joint keynote/introduction to the annual learning and teaching conference between the VP Learning and Teaching and the VP Education (SRC), as well as input from both at the Student Class Rep conference. Combined, this was all directed towards raising awareness/understanding of the decolonising the curriculum work and aspects of the University's Understanding Racism, Transforming University Cultures Action Plan.
- There was also very close working around arrangements for exams, adjustments for students with disabilities and the arrangements for exams held on campus. The SRC were crucial in liaising with students, helping us to see our policy intentions from all angles, and in communicating with the student body.

Further examples of that delivered by the SRC can be found online in the [SRC Annual Review 2021-22](#).

Learning with Impact

Across 2021/22, our Student Learning Development team (SLD) offered year-round 1:1 appointments for students to discuss any element of academic work. These appointments allowed students to work 1:1 with staff on topics from introductory mathematics to advanced dissertation research; supporting students to develop and compliment skills and knowledge necessary to successfully complete their work.

Furthermore, our SFC Upskilling portfolio continued to develop, where we more than doubled our AY 2021-22 target of supporting 450 NTTTF-eligible learners (with 962). We are on target to have delivered upskilling to over 6,700 learners by April 2023. All our courses align with the social and economic recovery priorities, and we have contributions from all 4 academic colleges of the University.

We saw an improvement in our latest Graduate Employability KPI – related to AY 2019-20. As outlined in our Outcome Agreement, we support our students to positive destination in a variety of ways, support which continues after graduation.

Public Health Emergency

Throughout 2021-22, the health and safety of staff, students and the wider community remained at the heart of our agenda. This included working to foster connections with individual members of our community and supporting those suffering from loneliness, low moods and more serious mental health problems. In the '*Learning with Impact*', '*High Quality Learning, Teaching and Support*', and '*Partnership, Participation and Student Experience*' sections

above, we detail how our learning and teaching support adapted in light of the Covid pandemic, with the wider support available to our students being bolstered across 2021-22.

The University also remained active across the year in supporting the wider society to better understand and combat the impacts of Covid. This included ongoing work within the MRC – University of Glasgow Centre for Virus Research, who lead research efforts around the tracing and monitoring of new variants; and lead a Scottish Government funded study looking at the prevalence of ‘Long Covid’ and the impacts this has on individuals and wider society. Furthermore, colleagues within the College of Medical Veterinary & Life Sciences led clinical trials aimed at understanding the impact of chronic disease and immunosuppression on COVID vaccine responses. This work was instrumental in informing government policy around vaccine strategies in "at-risk" populations. More information around the University’s research contribution to the pandemic effort can be found here: [University of Glasgow - Research - Covid research](#).

Equalities and Inclusion

The University of Glasgow continues to implement the Equality Outcomes set in our [Public Sector Equality Duties report of 2021-25](#), these will be updated and reviewed in line with the 2023 reporting schedule. Key outcomes in the 2021-22 period include:

- Progress on our [Understanding Racism Transforming University Culture](#) action plan, including the detailed analysis of the degree awarding gap by Ethnicity; implementation of the James McCune Smith PhD Scholarship for UK Black students (10 awards planned, 17 awards given); the development of a Decolonising the Curriculum Community of Practice, led by academic colleagues; setting a KPI to grow the percentage of UK Black, Asian and Minority Ethnic colleagues; recruited Respect Adviser to support colleagues and student who experience harassment and/or bullying; development of a UofG Global Majority Network; and a major new campaign on racial harassment to support reporting and increase understanding of the racial harassment and microaggressions. The University hosted a one-year [anniversary event](#) in April 2022 to communicate progress on URTUC and showcase planned initiatives for the next year.
- The University commissioned a KC led investigation into gender-based violence based on negative experiences of students and colleagues highlighted in the media. The [Terms of Reference](#) for this investigation are public, and it has not yet concluded. However, in the medium term the University has progressed a GBV action plan that has included delivery of training for SMG on Gender Based Violence; revised online reporting processes for student and colleagues; circulation of a document to support colleagues who receive a report from a student or a peer; recruitment of Respect Advisers; recruitment and training of Sexual harassment First Responders; and employment of a specialist GBV Counsellor, who is available for drop-in support.
- Continue to improve the campus experience for students and colleagues with a Disability. This has been directed through two key areas, the full revision of the Support for Disabled and Neurodivergent Colleagues – the revision of the process ensured an improved support with reasonable adjustments at work, empower colleagues to discuss their requirements, use automation to its full potential, build line manager capability and improve signposting to Access to Work. This included the launch of a [new portal](#) outlining the process for colleagues. The second area was to continue the implementation of the Disability Review, which aims to improve the Disabled student experience. In this regard the University has increase the number of Disability Advisers from 4FTE to 6.5FTE; reviewed the Disability Co-ordinator provision and collaboration with the newly introduced Student Support officer role, to improve communication between the Disability Service and subject areas and ensure points of contact at

School level; implemented a new data feed from admissions, ensuring early communication with offer holders to assess need and ensure the timely implementation of adjustments.

Outcomes for Economic Recovery and Social Renewal

Responsive institutions – how provision is being adapted, developed or shifted in response to stakeholders and intelligence

The University worked with a range of stakeholders across 2021-22 to ensure our programmes appropriately supported students to develop salient skills, sought after by employers, and needed to support the nations wider economic development aims and objectives.

With demand for more flexibility of courses that target transferable skills and building on commitments made in our Learning and Teaching strategy, our Student Learning Development (SLD) team developed a range of optional, credit-bearing courses in 2021-22. These courses allowed students to study in inter- and multi-disciplinary cohorts and tackle current challenges. Courses ranged from using argumentation and rhetoric for purpose, through understanding the practical elements of critical investigation and analysis, to communicating scientific research to non-specialist audiences.

We welcomed our first cohort of SFC funded Graduate Apprenticeship students in 2021-22, with 27 students joining our BSC (Hons) Software Engineering course. Students will work with our partner employers as they complete their studies, applying and testing newly gained skills directly in a work-environment.

Furthermore, and as highlighted in 'Learning with Impact', the delivery of our upskilling portfolio continued to be a success, with work underway to further develop this provision to address skills shortages and labour market need alongside partners from industry and government.

Confident and highly capable – work ready – graduates

2021-22 saw the evolution of our core careers provision, supporting students to prepare for the transition to the labour market given the ongoing challenges faced as a result of the ongoing pandemic. This included our Careers Masterclasses, that were delivered weekly by Zoom covering a range of subjects - supporting 2,086 students across the AY. These have proved very popular and have continued to run since. Further, our Careers Accelerator online courses were introduced to support career planning and applications through career design techniques, career planning theory and coaching, with 1,793 students participating.

Furthermore, during COP 26 we hosted a Sustainability Careers Fair showcasing the breadth of opportunities in this rapidly growing sector - highlighting the skills employers value, with 82 UofG students attending (198 in total). Our Internship Hub provide exclusive internship opportunities on and off campus. In 2021-22 we placed 336 students with 99 employers a number of these roles were conducted remotely during the pandemic. The Student Job Hub was piloted to bring increasingly in demand part-time roles to students whilst they study, with 216 roles advertised across 21-22.

Knowledge Exchange and Innovation + UIF

The Glasgow Riverside Innovation District (GRID) joint initiative was significantly advanced within 2021-22 with the £60M "Living Lab" project receiving planning permission for the Health Innovation Hub at the University's Clyde Waterfront Innovation Campus. The Living Lab will expand the application of precision medicine by industry and within the NHS. Moreover, the project builds on earlier investments between the University and the Queen Elizabeth University Hospital, notably the Clinical Innovation Zone for partnership with commercial partners. The Health Innovation Hub will significantly progress the

University's efforts to catalyse the development of an innovation ecosystem composed of academics, entrepreneurs, industry partners, support networks, social enterprises and sources of finance that will build on the University's research excellence and partnerships.

More broadly, the University continued to engage with the local community in Govan via structured consultations to identify how investment in the area can meet their needs and lead to genuinely inclusive prosperity.

Commercialisation activities have grown moderately across 2021-22, as we experience the system move beyond the direct effects of the COVID-19 pandemic.

Glasgow became a participant in the A SHAPE Platform for Entrepreneurship, Commercialisation and Transformation (ASPECT) programme promoting entrepreneurialism in Social Sciences, Humanities and Arts, and in this year has also partnered with CEIS, the UK's largest social enterprise support organisation. This marks a significant new direction in the University's enterprise support.

Collaboration

We made significant progress across the examples of collaboration activity outlined in our 2021-22 Outcome Agreement. As highlighted throughout this document, this includes:

1. The onboarding of new student support officers and health and wellbeing advisors in support of our most vulnerable students - including those from care-experienced backgrounds.
2. An increasing number and proportion of HNC students entering the University with Advanced Standing, made possible as a result of our long-standing partnership with a range of FE Colleges across Scotland.
3. The development of our work supporting innovation and entrepreneurship in multiple disciplines via the ASPECT network.
4. Delivering community and whole family focussed outreach activity to 3,000 target students and their families across our three IntoUniversity sites in Glasgow and Edinburgh, in collaboration with IntoUniveristy and The University of Edinburgh.

Climate emergency

Across 2021-22 the University built on the Glasgow Green strategy by developing our detailed and actionable Carbon Management Plan, with information on specific targets and progress made, available here: <https://www.gla.ac.uk/myglasgow/sustainability/glasgowgreen/thecurrentposition/>. Our Centre for Sustainable Solutions continues to bring partners together to deliver meaningful change in projects like Glasgow As A Living Lab Accelerating Novel Transformation (GALLANT), which will actively use Glasgow as a "real-life" ecosystem to trial sustainable solutions. Furthermore, 2021-22 saw the elimination of single-use plastics in all our catering outlets.

The University, in partnership with Times Higher Education, hosted the inaugural Global Sustainable Development Congress. The Congress brought together a range of experts from across higher education, government, and the private sector to explore how we work together to build a more sustainable future.

Fair Work (as recipients of public funds, institutions must be committed to Fair Work practices, institutions should outline how they are delivering Fair Work First Principles)

Across 2021-22, the University continued in its commitment to upholding and developing best practice in line with both the Scottish Business Pledge and by extension the Fair Work First Principles. Below, examples are provided across each of the Fair Work Framework Dimensions.

1. **Effective Voice** - We continued to grow and refocus our Engagement Lead Network, which represent employee voice across all corners of the University. With a view to preparing in the latter part of AY2021/22 for the next full Colleague Engagement Survey (and subsequent action planning activity) later in 2022.
2. **Opportunity** - Over AY2021/22 we also introduced a new '[Support for Disabled & Neurodivergent Colleagues](#)'. This project aimed to further reduce barriers to work for disabled and neurodivergent colleagues by ensuring early, high quality supported dialogue when it comes to discussing, agreeing and implementing reasonable adjustments.
3. **Security** - Dialogue with Trade Unions led to an agreement to establish a new 'Extended Workforce Policy Oversight Group', which will allow further opportunities to work in partnership with campus Trade Unions to explore data relating to other categories of workers (including casual workers or those on irregular hours contracts). The aim of which is to ensure working arrangements remain fair and transparent.
4. **Fulfilment** - The University also streamlined its annual Performance & Development Review (PDR) process, in response to colleague feedback, to empower colleagues to spend more time focusing on success and developmental aspects of the process.
5. **Respect** - The University revised and adapted policies and processes to support clear and transparent signposting of available support for individuals who are subject to bullying, discrimination or harassment, including enhancing our [reporting processes](#) and strengthening our internal '[Respect Advisers](#)' network.

Outcomes for Research

Research Excellence

During 2021-22 we have continued to implement our Research Strategy 2020-25 with the mission *“By working in teams, building on each other’s ideas and making Glasgow the best place to build a career, our research transforms lives and changes the world”*. Our research strategy is a living document, that takes into account our university, the sector and how best to enable our strategic ambitions. We are mindful of key sector developments across the U.K. and internationally, and the need to be nimble in our approach so that as an institution we can adapt and thrive.

In support of the delivery of the Research Strategy, we have invested in our professional staff creating at the central level an Executive Director of Research Services and an Executive Director of Innovation, Enterprise & Economic Development, who work collaboratively and with our Vice Principal for Research & Knowledge Exchange and Vice Principal for Economic Development & Innovation. We have undertaken a full redesign of our research and innovation services to respond to current internal and external needs and strategic direction. This work and investment is directly supported by our SFC REG funding allocation, further confirmed in the wake of the REF2021 allocation updates.

UofG’s institutional performance in the REF2021 exercise was very strong, based on the results published in May 2022. The Times Higher Education placed UofG 1st in Scotland, 10^h in the Russell Group (up from 18th in REF2014), and 13th in the UK for Grade Point Average (reflecting significant sustained improvement from being ranked 25th in REF2014 and 33rd in RAE2008). Much of this improvement was driven by our output performance. We submitted over 3,300 outputs for REF2021 and the Times Higher Education ranked us 6th in the UK for outputs, a remarkable improvement on our REF2014 results where we had been ranked 28^h for outputs. The evaluation of our REF2021 environment submissions was also really encouraging with four Units scoring 100% 4* for their research environment (English Language & Literature, Education, Social Work & Social Policy, and Physics), demonstrating our sustained commitment to improving our research culture. The University submitted 118 impact case studies to REF2021, spread fairly evenly across its four Colleges. Our overall impact performance in REF2021 remained robust: 94.5% of our impact submission was rated 4*/3* (internationally excellent or world-leading). Our impact GPA was 3.57, higher than the Scottish (2.95) and UK (2.83) averages. Importantly, SFC Administered REG funding continued to make a significant contribution to this work.

We continue to support the expanded understanding of research excellence, which recognises that early engagement, effective partnerships and collaboration facilitates research relevance and future impacts on the wider society. The value of this approach was recognised in June 2022 when we became one of only five HEIs in the UK to be awarded IAAs from AHRC, BBSRC, MRC, EPSRC and STFC. Our aligned bid was grounded in a track record of impactful research with a strong place-based ethos, which also endorsed the fundamental importance of a culture of open cooperation.

Research Sustainability

During 2021-2022 we undertook a review of our provision for research integrity, misconduct, and associated compliance issues (ethics, export controls, international partnerships and export controls), gathering input from staff and students from across the institution. Findings and recommendations were presented to our Research Policy & Strategy Committee and an Action Plan was approved in October to take forward the recommendations that included actions for Leadership and Governance, Communications, Risk and Misconduct, Ethics and Training.

Emergency funding from the SFC was critical in supporting the University to mitigate the impact of COVID-related disruptions on careers and on research capacity and capability, and thus ensure the sustainability of our research base. Actions included support for learning and teaching resource and a COVID-19 researcher support scheme. Across these two schemes, £681,000 was awarded in support of 164 researchers with a 77% success rate (by value and number). The University invested £6M in supporting the Furlough Scheme. For instance, this enabled the university support 440 postdoctoral researchers on 100% salary whilst on furlough.

In response to the results of a University-wide survey of Research & Teaching staff, which sought to understand the impact of the pandemic on their research activity, UofG allocated £3.2M to enable researchers to develop ambitious research ideas to stimulate and reinvigorate research post-COVID. A total of 68 proposals were selected for funding out of 163 applications received following an institution-wide open call. Successful awards supported the development of ambitious, collaborative external grant proposals, strengthened the competitiveness of external fellowship applications, and enabled research sabbaticals and contract extensions for holders of independent research fellowships.

SFC funds were also crucial in supporting us to mitigate the impact of the pandemic on our ~3,000 postgraduate researchers, through support for stipend extensions (£3.5M) and an uplift to the hardship fund (£0.2M). The impact on PGR projects was mitigated in three ways: by providing fee-waived extensions to thesis submission deadlines; by providing opportunities for students to adapt their research to include content that does not require access to, e.g., facilities or study participants; and by offering a stipend extension of up to 6 months and access to an enhanced hardship fund. Six hundred extensions were awarded, providing support to 22% of eligible PGRs with an average of 3.1 months per extension. The allocation shows no bias by gender, FTE, or geographic region of origin.

Other issues raised in the Research & Teaching staff survey included the need for training and support around research careers. This, together with the results of a university-wide mapping activity and gap analysis, has informed the design of a new framework for the development of Research Staff as a central component of our implementation plans for the Concordat for the Career Development of Researchers. Concordat implementation is led by the VP (Research & Knowledge Exchange) in close collaboration with the Researcher Development Team within Research Services. The Postdoctoral Researcher Forum acts as a steering group to shape Concordat actions, co-design initiatives, and review progress.

In 2021-22, specific new activity under the Concordat Action Plan has included:

- Launch of the 'Talent Lab' a multi-programme project to develop research leadership capability and ensure a pipeline of excellence.
- Full inclusion of Research Staff as Associate Supervisors, in the University of Glasgow Supervisor Strategy, which comprises evidence-based workshops, a buddying system, a community of practice and links to the UKCGE Recognised Associate Supervisor Award.
- Thesis Mentoring: postdocs are trained in Solutions Focused coaching, before being paired with a PGR thesis writer for 16-weeks.
- Catalyst Mentoring: A 6-month programme pairing Research Staff with a mentor. It offers time and space to think creatively, set defined career goals and maintain momentum in making progress,
- Careers Lunches: An opportunity to network with alumni in a full range of post-doctoral career trajectories, within and beyond academia.
- Research Funder Q&A: An opportunity to network with research funding managers, and to gain awareness of upcoming and ongoing calls.
- 'Late Career' ECR Network: a new community for researchers at a later stage in their personal career journey
- The People Make Research Campaign: this recognition campaign encouraged our Research Staff to publicly recognise and thank the people who contribute positively to their research environment and career.

Research Culture

In July 2022, the Research Culture and Researcher Development portfolio was formed as part of a re-design of Research Service. The change in portfolio brings the University's Research Culture work into Research Services and signals a shift from *alignment* of separate Concordat and Culture Action plans to one integrated approach to developing research staff, as a key group within our research community.

Building on our [institutional strategic priorities for research culture 2020-2025](#), we have extended current research culture work to include research professionals, an umbrella term used to describe anyone who self-defines as supporting research e.g., librarians, research administrators, HR, finance. Research professionals have a significant role to play in supporting academic colleagues and in shaping how research is funded, communicated, experienced and maintained, yet historically they have not been part of discussions about research culture. We partnered with ARMA UK, Praxis Auril, PRISM, Technicians Commitment, Queen's University Belfast, Bath Spa University and Loughborough University to design a toolkit for workshops to explore the views of those in roles who support research. Our work including guidance notes for hosts, provocations for discussions and a slide deck ([published by ARMA UK](#) in June 2022) were made available for all others in the community to use under Creative Commons Attribution 4.0 International License. From March to April 2022, the University of Glasgow was the first UK higher-education institution to pilot this toolkit and run five Café Culture Workshops for the research-enabler community. From this work, we are seeking to understand how our research culture can be enhanced to provide greater parity of opportunity and experience for research-enabling staff and how we can better work together with research active staff, and others, to improve our research culture.

**Court 19042023 - Paper 6diii
Annex 2c**

University Outcome Agreement Impact Framework: Supporting Data

Per Outcome Agreement guidance, PROJECTIONS have been provided for 2022/23 (and for some measures in 21/22), based on incomplete in-year data.

A: Measures where UoFG has referred to 'SFC Accurate' or very similar data sources

B: Measures where UoFG has projected based on recent historical data and internal insight/data

C: Measures where UoFG has projected based on recent historical data but cannot support with internal information or the measure is not fully within UoFG control.

Please note that 2018-19 and 2019-20 figures for measure G2 2019-20 figures for measures F and H and all 2020-21 & 2021-22 figures are impacted by the COVID-19 pandemic and may not be directly comparable to other years

Measure	SFC Supplied Data							SFC Supplied Data/UoFG Projection		Comments	UoFG Projection							
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22 (most originally submitted July 22' with updates in light of new SFC supplied data)	2022-23		2022-23							
A	Number of Scottish-domiciled Undergraduate Entrants							2 778	2 978	3 060	3 183	3 126	3 065	3 572	3 752	A: SFC provided HESA data	3 757	A: Sourced from SFC Early Return - Early Access Table
B	Total number of Scottish-domiciled HN entrants from Scottish colleges to undergraduate programmes								166	158	155	147	162	176	198	B: Projection - Sourced from internal data. Internal data not available to SFC's National Articulation Database (NAD) specification.	129	B: Projection - Sourced from internal data. Internal data not available to SFC's National Articulation Database (NAD) specification.
	Number of Scottish-domiciled HN entrants from Scottish colleges to undergraduate programmes with Advanced Standing								19	9	12	15	24	32	46	B: Projection - Sourced from internal data different to SFC NAD Specification.	42	B: Projection - Sourced from internal data different to SFC NAD Specification.
	Proportion of Scottish-domiciled HN entrants from Scottish colleges to undergraduate programmes with Advanced Standing								11.4%	5.7%	7.7%	10.2%	14.8%	18.2%	23.2%	B: Projection - Informed by above datapoints	32.6%	B: Projection - Informed by above datapoints
C	COWA measure: Total number of Scottish-domiciled full-time first degree entrants							2 646	2 832	2 963	3 020	3 000	2 919	3 435	3 648	A: Sourced from SFC Early Return - Early Access Table	3 645	A: Sourced from SFC Early Return - Early Access Table
	COWA measure: Number of Scottish-domiciled full-time first degree entrants from the 20% most deprived areas							336	343	365	371	399	395	507	607	A: SFC provided HESA data	531	A: Sourced from SFC Early Return - Early Access Table
	COWA measure: Proportion of Scottish-domiciled full-time first degree entrants from the 20% most deprived areas							12.7%	12.1%	12.3%	12.3%	13.3%	13.5%	14.8%	16.7%	A: SFC provided HESA data	14.6%	A: Sourced from SFC Early Return - Early Access Table
D	Number of Scottish-domiciled undergraduate entrants with care experience							14	14	18	18	31	31	30	48	A: SFC provided HESA data	45	B: Projection - Informed by internal data
	Proportion of Scottish-domiciled undergraduate entrants with care experience							0.5%	0.5%	0.6%	0.6%	1.0%	1.0%	0.8%	1.3%	A: SFC provided HESA data	1.2%	B: Projection - Informed by internal data
E	Total number of full-time first year SDUE							2 881	2 623	2 794	2 924	3 063	3 032	2 947	3 434	B: Projection - Assuming the same proportion of 20/21 new entrants will return for year 2 as we saw 19/20 new entrants returning for year 2 in 20/21 applied to the 21/22 SDUE total.	3 608	B: Projection - Assuming the same proportion of 21/22 new entrants will return for year 2 as we saw 20/21 new entrants returning for year 2 in 21/22 applied to 22/23 SDUE total.
	Number of Scottish-domiciled full-time first year entrants returning to study in year 2							2 720	2 468	2 633	2 765	2 839	2 870	2 841	3 311	B: Projection - Based on percentage performance below and population datapoint above.	3 344	B: Projection - Based on percentage performance below and population datapoint above.
	Proportion of Scottish-domiciled full-time first year entrants returning to study in year 2							94.4%	94.1%	94.2%	94.6%	92.7%	94.7%	96.4%	96.4%	B: Projection - Steady state assumed - HESA data to be reviewed	92.7%	B: Projection - based on internal data and expected challenges around return to pre-Covid approaches we assume performance in line with a poorer pre-Covid year
F	The difference (/-) from the individual institution benchmark figure for students satisfied with the overall quality of their course of study in the National Student Survey							3	2	2	3	0.8	2.3	5.6	2.0	A: Actual results as published by OIS/psos Mori in July 22	2.7	C: Projection - Average of historic results.
G1	The number of Scottish-domiciled undergraduate qualifiers responding to the Graduate Outcomes survey										1 363	1 517	1 529		1 529	C: Projection - Steady state. UoFG support the efforts to contact respondents but are not in control of them.	1 529	C: Projection - Steady state. UoFG support the efforts to contact respondents but are not in control of them.
	The number of Scottish-domiciled undergraduate qualifiers responding to the Graduate Outcomes survey in a positive destination										1 321	1 414	1 476		1 460	C: Projection - Informed by data points above and below.	1 460	C: Projection - Informed by data points above and below.
	The proportion of Scottish-domiciled undergraduate qualifiers responding to the Graduate Outcomes survey in a positive destination										96.9%	93.2%	96.5%		95.5%	C: Projection - Average of recent results projected.	95.5%	C: Projection - Average of recent results projected.
G2	The number of Scottish-domiciled full-time first degree qualifiers responding to the Graduate Outcomes survey in employment										1 078	1 131	1 085		1 085	C: Projection - Steady state. UoFG support efforts to contact respondents but are not in control of them.	1 085	C: Projection - Steady state. UoFG support efforts to contact respondents but are not in control of them.
	The number of Scottish-domiciled full-time first degree qualifiers responding to the Graduate Outcomes survey in employment in professional employment										740	718	788		797	C: Projection - Informed by data points above and below.	797	C: Projection - Informed by data points above and below.
	The proportion of Scottish-domiciled full-time first degree qualifiers responding to the Graduate Outcomes survey in employment in professional employment										68.6%	63.5%	73.5%		73.5%	C: Projection - Informed by SFC supplied HESA data for 19/20 projected out to 2021/22	73.5%	C: Projection - Informed by SFC supplied HESA data for 19/20 projected out to 2022/23
H	Number of Scottish-domiciled Undergraduate Qualifiers							2 598	2 514	2 728	2 519	2 835	2 802	2 597	2 950	A: SFC provided HESA data	3 009	B: Projection - Proportion of 18/19 SDUEs who qualified in 21/22 applied to 19/20 SDUE who may qualify in 22/23.

**Convener of Court
Summary of Business – 23 November 2022 to 15 February 2023**

Date	Meeting	Location
22 February 2023	Nominations Committee	Virtual Meeting
23 February 2022	Catch up with the Principal	Phone call
27 February 2023	Convention of the South of Scotland	Dumfries
4 March 2023	Glasgow and Strathclyde Universities Royal Naval Unit 50 th Anniversary Dinner	Glasgow
8 March 2023	Committee of Scottish Chairs	Virtual
12 March 2023	Annual University Service	Glasgow
	Supper with Uzma Khan, Director of Planning Insights and Analytics	Glasgow
13 March 2023	Meeting with Craig Daly, Court Member	Glasgow
	Meeting with Iain McInnes, Head of College of Medicine, Veterinary and Life Sciences	Glasgow
	Campus Walkabout with Estates	Glasgow
	Cabinet Office Conversations: Transformation Public Services – with Alex Chisholm, to assist the Careers Service.	Glasgow
	Meeting with Sara Carter, Head of College of Social Sciences	Glasgow
14 March 2023	Estates Committee and Tour of Clarice Pears Building	Glasgow
	Tour of Adam Smith Business School Building	Glasgow
	Meeting with Sarah Harrison, Chief Operating Officer, Cabinet Office	Glasgow
15 March 2023	Catch up with the Principal	Phone call
17 March 2023	Finance Committee: Nominations Investment	Virtual
22 March 2023	Catch up with the Principal	Phone call
27 March 2023	Nominations Committee	Virtual
28 March 2023	Pre Court officers Meeting	Virtual
	Margaret Morton, Chief of Staff, Medicine Veterinary and Life Sciences	Phone call

29 March 2023	Finance Committee	Virtual
3 April 2023	Court – Chairs of Sub Committees Meeting	Virtual
11 April 2023	Court Convener’s Appraisal with Ronnie Mercer	Virtual
	Court – Chairs of Sub Committees follow up meeting	Virtual
19 April 2023	Campus Walkabout with Estates	Glasgow
	Pre Court Agenda Meeting	Glasgow
	Meeting with Alistair Wilson, Deputy Secretary	Glasgow
	Pre Court Briefing	Glasgow
	Court	Glasgow
	Court Dinner	Glasgow

To the University of Glasgow management,

The climate crisis is the most pressing issue facing humanity today. According to David King, the former chief scientific adviser to the UK government: “What we do over the next three to four years, I believe, is going to determine the future of humanity. We are in a very, very desperate situation.” The experts have unanimously declared that across every level of society, we must make changes to avert catastrophe. While Glasgow led the way with its 2014 fossil fuel divestment pledge, 9 years on it has been completely eclipsed by changes in practice in other UK universities. We assert that our University’s continued relations with fossil fuel companies and direct investments in arms companies propagate the violence and destruction to communities and ecosystems around the world.

When the University committed to divesting from fossil fuel companies, they acknowledged the devastating impact that these companies have on our planet and the need to reduce our dependence on them. Skyrocketing energy bills crystallise this fact and prove that we must completely withdraw our support for this industry and turn our full attention to renewable solutions. In this light, we declare that there must be no promotion of careers in oil, gas, coal and mining companies. These careers are not future-proof and are incompatible with the world-changing ethos that this university advocates.

The industrialisation of warfare has enabled the mass destruction of people and our planet. The fuel consumption and sprawling networks of military bases are responsible for staggering carbon emissions. Additionally, secondary factors such as the destruction of infrastructure, pollution of the environment and ground-level attrition further increase emissions, consume more resources and hamper the land's ability to heal and absorb CO₂.

Our University is profiting from companies, such as BAE Systems (to the sum of £1,107,745) whose weapons have killed civilians in Yemen and Palestine. War and the climate crisis are driving worldwide famine. The latest IPCC report presented how food insecurity, water scarcity and migration from uninhabitable regions are increasing conflict. This destructive cycle resulted in 103 million people being forcibly displaced in 2022, the highest number in history. This will only increase if we continue investing in industries which exacerbate war and the climate crisis. The university’s purported support of refugees thus strikes us as darkly ironic given that it is profiting from the production and propagation of the conditions which force people to flee their homes in search of safety. Our University must investigate and champion ethical alternatives that will ensure a safe, secure and peaceful future.

Glasgow Against Arms and Fossil Fuels (GAAF) is a large coalition of students, societies, and staff demanding the University of Glasgow cut ties with fossil fuel and arms industries and take action to educate all students on the realities of climate change and environmental justice.

In 2014, Sir Anton Muscatelli stated that the “environmental crisis remains one of the most pressing issues we face”, and encouraged us to “all take stock of what we are doing, and what more might be done.” GAAF has taken stock, and we know that as leaders of our university, you can do *much* more to combat this crisis.

As such we present the University with three achievable objectives. Fulfilling these will ensure that the University of Glasgow better represents its staff, students and the wider community of Glasgow:

- 1. Adopt a publicly available Ethical Careers Policy that explicitly excludes oil, gas, mining and arms companies from recruitment opportunities.**
- 2. Full divestment from all arms companies within 2 years, in acknowledgement, that the arms trade will never comply with the University's values and Socially Responsible Investment Policy.**
- 3. Introduce a compulsory interdisciplinary climate education course for all students. It's imperative that this course should take an optimistic and empowering approach.**

We hold that investment in the arms and fossil fuel trade directly contradicts the University's own value system. We reject the defence that not every act undertaken by these companies is directly involved in the arms trade and the chaos which it renders globally. We do not accept the argument that the sums of money are small, or that the proportions are insignificant. Be they minimal or extensive investments, direct or indirect responsibility; the University's relationship with the arms and fossil fuel trade contradicts the core values of the people whose dedication upholds the good name of our institution.

We trust that you receive this letter with the gravity it is due and that you act with appropriate speed to facilitate our demands.

Signed,
The GAAF Movement

Additional Signatories,

389 Students
34 Staff
101 Glasgow Residents

Communist Society, Extinction Rebellion Society, Greens Eco-Socialism Society, Improv Teatime! Improvised Theatre Society, Arts Crafts Society, LGBTQ+ Students Association, Ñ de España Society, Pride in Healthcare Society, Scottish Socialist Party Society and Student Action Refugee Society.

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University of Glasgow

Court: 19 April 2023

**Report of the meeting of the Student Experience Committee held on
14 March 2023**

Dr David Duncan and Ms Rinna Väre, Co Conveners

1. Accommodation update

The updated position on accommodation was discussed. The situation had improved in the second semester, with UofG taking on extra spaces, but there were concerns about the position for next session. A local task force on student accommodation had been established in collaboration with Glasgow City Council, Strathclyde University, GCU and GSA to develop solutions to address the shortage of student accommodation across the city. Rents would increase by 9.5% for next session for UofG accommodation, which was less than the inflation figure of 14.2% (Oct 22 RPI) and had been reduced from the original proposal following discussions with the SRC. It was noted that the SRC had asked for the governance structure for the rent setting process to be clarified. Planned investments in residences over the summer would go ahead.

It was noted that that students who were struggling to pay their rent could apply for financial aid through the hardship fund, and the intention was to keep this route open for the next academic year.

2. Cost of Living Action Group (CoLAG)

The convener gave an update on the work of CoLAG. Although the group had made some excellent progress initially it was felt that there had been less achieved in recent months. The CoLAG convener had moved to a new role and recent meetings had been cancelled, with none currently scheduled. Hardship funding had been put in place to help students who were struggling to cope with the cost-of-living pressures, but there had not been significant uptake of these funds.

It was agreed that the group would be reconfigured going forward with some senior input. CoLAG would be asked to provide an update report for every SEC meeting. Kezia Falconer would attend the next SEC meeting and would provide data on withdrawals on a temporary and permanent basis, and on financial aid awarded. It was reported that Kezia was in discussions with Planning, Insight & Analytics about including questions in the forthcoming student engagement survey to measure awareness of support available. Information on low budget food would be circulated.

It was agreed that Robert Partridge would hold discussions about the future operation of the group and ensure that CoLAG reconvene shortly.

3. Student Engagement Survey

Paul O'Donnell, Head of Strategic Projects: Planning, Insight and Analytics, presented the results of the 2022 student survey. The survey had taken place over July and August in 2022 with 3,800 students (UG and PGT) responding, representing about 11% of the student population. The survey had covered the areas of learning & teaching, assessment & exams, student support and community & social, and the data could be drilled down to give information by School, gender, domicile etc. The key messages on student support were that security & safety, library, IT Helpdesk and Reach Out were all highly rated. There were

lower scores for Facilities & Estates though it was thought that this may have been due to the question asked being too general to cover all the potential areas under this heading. The 2023 survey would be more specific. Under community & social there had been strong levels of engagement from class representatives reported, but only 44% reported that they felt part of a community. The 2023 survey would take place earlier with invitations going out over May, however it would stay open longer, recognising that students would be involved in exams at this time. The survey would be shorter in length and have greater focus on services. It would explore what additional skills and support students would find helpful. There would be new questions aimed specifically at PGT students.

It was noted that, with participation at 11% of the student body, caution was required when interpreting the results, however the data was being used in conjunction with other surveys and feedback from class representatives. The student experience strategy action plan would address some of the issues reported around the feeling of belonging to a community. It was thought that the planned investments in building refurbishment and the provision of more facilities in the evenings would improve the dissatisfaction expressed with estates and facilities.

4. Student Facing Professional Services Reviews (SFPS Reviews)

Chris Buckland, Academic Planning & Governance, gave the background to the paper on the review of student-facing professional services. One of the recommendations of the 2019 Enhancement-led Institutional Review (ELIR) was to establish a systematic and timely mechanism to review the contribution of the professional support services to the quality of the student experience. The ELIR had been succeeded by the Quality Enhancements Standard Review (QESR) and the submission for that had included an update on progress on the SFPS reviews. A framework had been developed which had been approved by PSG. It was planned that, where appropriate, there would be broader thematic reviews rather than focus on a single service, and that reviews would be data driven. A partnership approach with Schools and Colleges was proposed and the intention was that the reviews would not be overly bureaucratic. A group had been setup to identify the services to be included in scope and to determine a review programme of priority areas for the next three years. The programme would go back to PSG for approval before the summer. The enhancement review of student facing services was welcomed and it was noted that review reports would be brought to SEC.

5. UofG's Approaches to Gender-Based Violence- Ross report Sub-Group update

The committee considered the Ross Report Sub-Group update which had previously been presented to SMG. The update outlined progress on the action plan. The Ross report had 16 recommendations and 21 actions which the University, in collaboration with the student organisations, was planning to deliver by August of this year. The SMG sub-group was meeting monthly to review the action plan and a great deal of progress had been made to date. Additional investment in safeguarding, conduct and complaints had been approved and appointments were in the process of being made. This included an additional post in the SRC Advice Centre. The SRC was leading on the campaign being developed in collaboration with the university, however there was involvement from all four student bodies and there would be consultation with the wider student community.

6. Unspent Criminal Convictions

SEC had previously considered the UofG position on asking applicants to declare any unspent criminal convictions in 2019 when UCAS had stopped collecting this information. At the time the SEC recognised the balance between the principle that everyone was entitled to an education against the need to protect members of the university community and had requested that a working group explore the issues further. Following their report, SEC decided not to proceed with the collection of this data. However, in light of the Ross report and in view of the fact that most Scottish HEIs were now requesting information from students about any unspent convictions, it had been decided to look at this again. A small

working group was considering the practicalities of collecting this data and would be expanded to a wider group to consider the policy. There would be student representation on this group.

7. Support for Dual Career Elite Athletes Guidelines

The Clerk of Senate introduced the proposed Guidelines for Dual Career Athletes which had been produced with colleagues from UofG Sport. The guidelines set out principles and procedures for athletes performing at the highest level whilst studying at the UofG. These guidelines would help advisers clarify what arrangements could be put in place and would ensure a consistent approach was applied. Once finalised it was intended that the guidelines would be available on the web and that they would cover arrangements for students regardless of where they were based. SEC **approved** the guidelines.

8. Postgraduate Research Report

Mary Beth Kneafsey, Head of Research Governance, Policy & Integrity, presented the PGR Annual Report to SEC. The paper summarised activity in Research Services for the year 2021/22 in support of postgraduate researchers who numbered around 3,000. PGR numbers were similar for 2022/23. A summary of the issues raised at the PGR Operations and Executive committees was given. Agreement had been reached that the library would store electronic versions of theses rather than hard copy as had been the practice prior to the pandemic. The executive committee had been discussing strategic and sector wide issues. The PGR experience programme was being led by the transformation team and now had a number of workstreams operating - resource, governance, data, systems and policy & practice. The project was designed to deliver institutional strategic priorities, improve survey results and improve the research experience for PGRs. The last PGR survey had shown an 80% satisfaction level with the PGR experience and further analysis was being undertaken to get a better understanding of the factors behind this score.

The second report covered researcher development. Work was underway to develop an ecology module to be shared across the university and to streamline the use of credits to reduce confusion. A new induction programme and day symposium had taken place with good attendance reported. Students were being asked to participate in research integrity training. SEC members were invited to attend the 3-minute thesis final in March.

The PGR committees had been consulted on the student experience strategy and there was a strong link into the development of the action plan.

Court Context Card 19 April 2023 - REPORT FROM Finance Committee

Speaker	Gavin Stewart
Speaker role	Finance Committee Convenor
Paper Description	Finance Committee Report to Court
Topic last discussed at Court	Feb-23
Topic discussed at Committee	Mar-23
Court members present	Court members present at last meeting: J Loukes, E Passey, R Mercer, G Stewart, R Vare, D Haydon, S Kennedy
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	High
Timing	Immediate
Red-Amber-Green Rating	Green
Paper Type	For information and discussion
Paper Summary	
<p>The Committee received a presentation by Uzma Khan, Vice Principal (Economic Development and Innovation) and Declan Weldon, Executive Director of Innovation and Engagement on the Innovation and Economic Development Strategy. During the presentation it was noted that the strategy had been refreshed and that it had set out a clear vision, priorities and the actions required to deliver on our ambitions by 2025.</p> <p>The Committee approved investment request of £5.7m for the Innovation Strategy and complimented the presenters on the clear strategy and the stretching and measurable targets.</p> <p>The Committee approved: the investment request for £5.3m for the Keystone enabling works, noting that prior to further costs being approved it was intended the full project would be presented for approval; the investment request for £3.23m for the High-resolution Mass Spectrometers and estates work; the investment request for £4.3m for Accommodation Life Cycle Maintenance.</p> <p>The Committee received an update from FC and GC on the operating cash targets and current draft position on the budget for 2023/24. The Committee noted that all draft budget submissions had been received and the March budget meetings with Colleges and University Services had all taken place. The Committee noted that further work was required before the next Committee meeting to close the gap of £6m, including finalising the estate options, benefits payback and MVLS growth. It was noted that the cash projections currently showed a low in free cash of -£147m in 2034 but that management considered there were steps that could be taken to deal with that. These will be considered by FC in due course.</p> <p>The Committee noted that the sub-committee for Long term cash holdings had met prior to the main Committee and had looked at the proposals in detail. It was noted that diversification was key and the ability to switch between yield and liquidity if needed.</p>	
<p>The detailed report for item FC/2022/47- Executive Directors report is attached as</p>	
Topics to be discussed	
	As Court wishes
Action from Court	
	to note the report
	other items for noting
Recommendation to Court	
Relevant Strategic Plan workstream	Agility, Focus
Most relevant Primary KPI it will help the university to achieve	Cash generation
Most relevant Secondary KPI it will help the university to achieve	
Risk register - university level	SMG001, SMG003 SMG012, SMG019, SMG021, SMG022
Demographics	
% of University	100% students 100% staff
Operating stats	
% of	100% revenues 100% costs 100% profits 100% real estate 100% total assets 100% total liabilities
Campus	All
External bodies	UK Government; UKRI; Scottish Government; SFC; USS; Glasgow City Council; Scottish Enterprise; NHS; industry partners
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	
Suggested next steps	
Any other observations	

University of Glasgow

Finance Committee

Minute of Meeting held on Wednesday 29 March 2023

Present:

Gavin Stewart (GS (Chair)), Gregor Caldow (GC), Prof Dan Haydon (DH), Jonathan Loukes (JL), Arleen McGichen (AMc), Prof Anton Muscatelli (AM), Elizabeth Passey (EP), Rinna Väre (RV)

In attendance:

Prof Frank Coton (FC), Ian Campbell (IC), Dr David Duncan, Angus Ross (AR), Amber Higgins (Clerk), (For Items only) Uzma Khan (UK), Declan Weldon (DW) and Jamie Wightwick (JW)

Apologies:

Prof Simon Kennedy, Ronnie Mercer, Elspeth Orcharton, David Thompson

FC/2022/37. Summary of main points

- The Committee received a presentation by Uzma Khan, Vice Principal (Economic Development and Innovation) and Declan Weldon, Executive Director of Innovation and Engagement on the Innovation and Economic Development Strategy. During the presentation it was noted that the strategy had been refreshed and that it had set out a clear vision, priorities and the actions required to deliver on our ambitions by 2025.
The Committee approved investment request of £5.7m for the Innovation Strategy and complimented the presenters on the clear strategy and the stretching and measurable targets.
- The Committee approved: the investment request for £5.3m for the Keystone enabling works, noting that prior to further costs being approved it was intended the full project would be presented for approval; the investment request for £3.23m for the High-resolution Mass Spectrometers and estates work; the investment request for £4.3m for Accommodation Life Cycle Maintenance.
- The Committee received an update from FC and GC on the operating cash targets and current draft position on the budget for 2023/24. The Committee noted that all draft budget submissions had been received and the March budget meetings with Colleges and University Services had all taken place. The Committee noted that further work was required before the next Committee meeting to close the gap of £6m, including finalising the estate options, benefits payback and MVLS growth. It was noted that the cash projections currently showed a low in free cash of -£147m in 2034 but that management considered there were steps that could be taken to deal with that. These will be considered by FC in due course.
- The Committee noted that the sub-committee for Long term cash holdings had met prior to the main Committee and had looked at the proposals in detail. [REDACTED]

[REDACTED] t was also noted that the sub-committee would meet

again shortly to discuss the risk profile for the investment strategy, including proposed exposure to corporate and government bonds and liquidity limits.

FC/2022/38. Declarations of interest

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

FC/2022/39. Minutes of the meeting held on Wednesday 25 January 2023

The minutes of the 25 January meeting were approved.

FC/2022/40. Matters Arising

The Committee noted that the actions outlined in the table of actions were agreed as closed or being dealt with at this or a subsequent meeting including a future benefits realisation paper.

FC/2022/41. Innovation and Economic Development Strategy

The Committee received a presentation by Uzma Khan, Vice Principal (Economic Development and Innovation) and Declan Weldon, Executive Director of Innovation and Engagement on the Innovation and Economic Development Strategy. During the presentation it was noted that the strategy had been refreshed and that it had set out a clear vision, priorities and the actions required to deliver on our ambitions by 2025 as well as clear measurable targets. The refresh had drawn on existing and new data and had been undertaken following consultation with stakeholders to inform the approach. The strategy recognised the alignment and synergies with other thematic strategies – including Research Strategy, Learning and Teaching, Global Glasgow and the emerging Civic Strategy.

During the discussion it was reported that in November 2022 Court approved a refreshed innovation strategy that described the vision to power innovation activity throughout the university and use innovation to achieve the University's world changing ambitions. A query was raised about the inclusion of innovation in the promotion criteria for academic and research staff and the importance of ensuring that staff were aware of the success stories. The Committee also recognised that the interim period was important as there was likely to be tension in how space should be used – academic vs innovation.

It was noted that the investment request of £5.7M over three years detailed how the University could achieve those goals. It recognised and addressed the major cultural and system challenges and the historic and current lower levels of staff and investment made by Glasgow in this area compared to Russell Group peers. It was also noted that the result of the strategic investment was targeted to deliver a doubling of the innovation activity with the associated economic and social benefits and the university rebuilding its reputation for entrepreneurship and innovation.

The Committee approved investment request of £5.7m for the Innovation Strategy and noted their support for the specific and measurable targets that had been set.

FC/2022/42. Investments Applications

FC/2022/42.1 Keystone enabling works

IC briefly outlined the investment request for £5.3m for the Keystone enabling works. The Keystone was currently undertaking RIBA Stage 2 with an agreed brief and concept design under development.

In order to maintain programme and ensure plot readiness for development, an enabling works package had been developed to prepare the site for construction. The Committee noted that Keystone in its entirety was not as yet a project that had been approved. 3 points were noted in response to this –

- The enabling works would need to be commenced now to maintain the potential for Keystone to be developed in time for the start of the 27/28 academic year.
- It was intended that no further ‘partial’ investment requests would be made prior to consideration of the affordability and options for Keystone. It was expected that this would come to the May meeting and would show the appraisal of four different options.
- A proportion of this work was beneficial for any future development regardless of when/if the Keystone proceeds.

It was noted that the Estates Committee had approved the request for the work to proceed.

The Committee approved the investment request for £5.3m for the Keystone enabling works

FC/2022/42.2 Polyomics move and equipment

GC briefly outlined the investment request for £3.23m for the move of Polyomics from the Wolfson Wohl Building into the Joseph Black Building across 2 floors and sought approval for the purchase of two high-resolution liquid chromatography-tandem mass spectrometry (LC-MS/MS) systems. It was noted that there was no grant for this work but that this was the type of equipment that funders expected the University to have as standard for top quality research and that the current equipment was c 10 years old.

The Committee approved the investment request for £3.23m for the High-resolution Mass Spectrometers and estates work.

Action GC/IC

FC/2022/42.3 Residences maintenance work

GC briefly outlined the investment request for £4.3m for Accommodation Life Cycle Maintenance. It was noted that the project aimed to complete the current iteration of life cycle maintenance at Kelvinhaugh Street, restart renovations at Murano Street, upgrade the fire alarm systems at Kelvinhaugh Street and Gate, replace the boiler in Cairncross House, upgrade the close door entry at Kelvinhaugh Street and fire panels in a number of Murano Street blocks. It was noted that there was a regular cycle of maintenance work carried out each year in respect of University owned accommodation and that this formed part of that.

The Committee approved the investment request for £4.3m for Accommodation Life Cycle Maintenance

FC/2022/43. Planning and budget update

The Committee received an update from FC and GC on the operating cash targets and current draft position on the budget for 2023/24. The Committee noted that all draft budget submissions had been received and the March budget meetings with Colleges and University

Services had all taken place. It was reported that the priorities for the planning and budgeting round were: People first – workforce planning, grade structure review and enabling new ways of working; Research power and funding – building research power in research futures and strategic priorities; Enabling growth – revision of estates plans to enable student/research growth and timetabling project; Student experiences – delivering on student experience strategy and action plans; and Service Excellence – functional alignment and transformation delivery.

During the discussion it was noted that Current budget submissions show a £6m gap to target over the budget period. This was before consideration of additional growth in MVLS to drive research quality and power, however, this will be explored further between now and final submission. The draft infrastructure investment plans had been included and these included additional costs associated with inflation, increased costs in Keystone, a reduction in maintenance costs in the short term and reprofiled IT spend that was highlighted at the January meeting. Taking these into consideration a negative free cash low point of -£147m in 2034 remained in the long-term cash flow.

GC advised the Committee that he was confident that there were steps and choices that could be taken to close this negative position but that these need further consideration and agreement with the Executive prior to finalisation of the budget. Finance Committee noted the importance of this being considered in due course and would receive an update in the May meeting.

A query was raised about the Glasgow Green action plan and costings for this, and it was noted that more was being done to understand how the University could achieve carbon neutral status and the associated cost. The Committee agreed that there were many challenges and that the University had the capacity for change.

The Committee noted that further work was required before the next Committee meeting to close the gap, including finalising the estate options, benefits payback and MVLS growth.

FC/2022/44. Interaction with other Committees




The Chair reported that the Committee currently has a cross over with Estates Committee and also IPSC and the Audit and Risk Committee. It was noted that it would be beneficial for members to provide input to Audit and Risk Committee on financial control audit areas and to continue to receive updates and audit reports via the Executive Director of Finance report.

FC/2022/45. Cyber security update

The Committee noted the recent update to IPSC on Cyber Security and the steps currently being taken operational to enhance cyber security. The Committee also noted the Risk Dashboard which provided more granular detail on the current risks. The Committee acknowledged the good work being done in the area and noted that it would continue to evolve.

FC/2022/46. Long term cash proposals

The Committee received a noted that the Treasury Team had prepared a paper proposing several investment options, over short, medium, and long-term horizons for the University's cash reserves. [REDACTED]




It was also noted that the sub-committee would meet again shortly to discuss the risk profile for the investment strategy, including potential exposure to corporate and government bonds and liquidity limits.

FC/2022/47. Director of Finance report

FC/2022/47.1 Directors Update

GC introduced the report and drew attention to the key points:

- Operating Cash Operating Cash (before Infrastructure and Strategic Investment) forecast was £150.5m, £48.8m favourable to budget. This was primarily due to additional £8.8m SFC income and £23.3m in tuition fees;
 - In line with the joint statement agreed between the University and the SRC, target student numbers for 2023/24 remained flat to this year given capacity and accommodation pressures and provided a period of stability after significant growth;
 - Residences: nominations for more than 2,000 additional beds through the budget period had been entered into;
 - Pay and Pensions - UCEA have made a final offer with an uplift of 7% for colleagues on our lowest pay points, tapering to 5% for those on SCP 26 and above and it was also noted that the next USS valuation was due to take place on 31 March 2023 and the funding position currently looked positive.
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FC/2022/47.2 US GAAP

The Committee noted that the US GAAP financial statements were signed by PwC on 31 January 2023 and filed with the US Department of Education on the same date in line with required timescale. AR reported that this had been a challenging process due to differences of opinions between the professional firms and that PwC would like the US GAAP accounts in future to go through the full governance process. It was agreed that we would agree to this

and that GC would discuss this with PwC and that one solution could be a joint meeting with the Audit and Risk Committee meeting in January.

Action GC

FC/2022/47.3 Approval of Signatory

The Committee approved the appointment of Scott Proctor (Jacqueline Bett's maternity cover), Head of Tax, Treasury and Financial Reporting, as a signatory to enable him to authorise online banking transactions.

FC/2022/47.4 Internal Audit – Animal Welfare

A query was raised about the Internal Audit for Animal Welfare which had been rated as Amber/Red - partial assurance with improvements required. The Committee noted that the Animals in Science Regulation Unit (ASRU) had instigated a change management programme in relation to how they performed their function as Regulator of the Animals (Scientific Procedures) Act 1986 (ASPA) in early 2021. This had led to a significant change in the way Universities and ASRU interacted and the level of support provided with a move away from assigned inspectors to a centralised approach with generic points of contact. As part of this change management programme, ASRU had moved towards a model of auditing establishments in three ways – full systems, facilities and thematic audits. The University had been due for a full systems audit in March 2022 but this was cancelled and ASRU had not yet indicated when they would be carrying out a full systems audit. The internal audit was requested by the University to provide a benchmark of the current systems in place whilst they worked towards setting up the governance systems and processes required to provide assurance to the Home Office for the Standard Conditions.

FC/2022/48. Table of Actions

Action	Date Due	Notes
Approval of the investment request of £5.7m for the Innovation Strategy	March 2023	Executive Director of Finance
Approval of the investment request for £5.3m for the Keystone enabling works	March 2023	Executive Director of Estates
Approval of the investment request for £3.23m for the High-resolution Mass Spectrometers and estates work	March 2023	Executive Director of Estates
Approval of the investment request for £4.3m for Accommodation Life Cycle Maintenance	March 2023	University Secretary & COO
[REDACTED]	[REDACTED]	[REDACTED]

Agree the governance process for the US GAAP with PwC	September 2023	Executive Director of Finance
Approval of the additional signatory as outlined in the report	March 2023	Executive Director of Finance
Benefits realisation update	September 2023	Executive Director of Finance
Proposals to close / narrow shortfall in free cash	May 2023	Executive Director of Finance

FC/2022/49. AOB

The Committee noted that a petition had been received by the University Secretary from a group of students raising concerns about certain companies attending recruitment fairs and investment by endowment funds in the equity of some of these companies. It was noted that it had been agreed that their letter of demands would be part of the papers for the next Court meeting.

FC/2022/50. Date of Next Meeting

The date of the next meeting was noted as 29 May 2023.

Court Context Card 19 April 2023 - Report from Estates Committee	
Speaker	Mr Ronnie Mercer
Speaker role	Estates Committee Convener
Paper Description	Report from Estates Committee (14 March 2023)
Topic last discussed at Court	Last report to Court was 15 February 2023
Topic discussed at Committee	Various
Court members present	Mr R Mercer (Convener), Dr B Wood, Miss R Vare, Mr C Kennedy, Prof K McCue
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	Various
Timing	Short, Medium and Long Term
Red-Amber-Green Rating	Not Applicable
Paper Type	Information
Paper Summary	<p>Estates Risk Register continues to record lack of space as the top risk for the university.</p> <p>A strategy paper on the Cochno Estate was presented and discussed. Senior Management Group will consider the paper further and report back.</p> <p>Acquisition of a hotel for use as residential property is under consideration, and an expression of interest will be submitted.</p> <p>Agreement to proceed with ground clearance for the possible construction of the Keystone building was reached. This work would be required on the Western Site whether or not Keystone is eventually approved.</p>
Topics to be discussed	
Action from Court	
Recommendation to Court	
Relevant Strategic Plan workstream	
Most relevant Primary KPI it will help the university to achieve	All
Most relevant Secondary KPI it will help the university to achieve	Effective use of the Estate
Risk register - university level	
Demographics	
% of University	100% staff and students
Campus	Entire University Estate (all campuses)
External bodies	Glasgow City Council; external contractors
Conflict areas	Not Applicable
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	Building and Planning legislation
Equality Impact Assessment	On a building by building basis/by CapEx, where applicable
Suggested next steps	
Any other observations	

UNIVERSITY of GLASGOW
Estates Committee
Minute of meeting held in room 543 Clarice Pears
Tuesday 14 March 2023

Present: Mr R Mercer (Convenor), Mr I Campbell, Mr G Caldow, Mrs L Hanna, Mr C Kennedy, Professor K McCue, Mr A Seabourne, Miss R Vare, Dr B Wood

In Attendance: Ms N Cameron, Mr A Griffin, Mr D Hall, Mr P Haggarty, Mr D Harty, Mrs M Hipkin, Mrs K Lee, Miss J McGrellis, Mr S Baird, Ms E Passey (Observer), Mrs K Biggins (Clerk)

EC/2023/15 Apologies

Mr Mercer welcomed all and noted apologies received from Sir A Muscatelli, Mr D Duncan, Mr D Smith and Mr B Morton.

EC/2023/16 Declaration of Interests

Mrs Hanna advised she is supporting Uzma Khan as a strategic adviser on economic development and innovation.

EC/2023/17 Minute of the meeting held on 10 January 2023

The Committee approved the minute as an accurate record.

EC/2023/18 (a) Action Tracker

Item 10 Skills matrix to be updated for future lay members. This will be shared with appropriate parties when available. Ongoing.

Item 23 Clarification of terms of Health Innovation Hub leases to be provided. Ms Cameron asked the Committee to review the addendum circulated and feedback any comments by email during the course of the coming week. Both parties are ready to move to conclusion of missives. Ongoing.

Item 26 A tour of Clarice Pears and ASBS to be arranged for the Committee members. Today's meeting is taking place in Clarice Pears with a tour ahead of the meeting and a tour of ASBS site after today's meeting. Closed.

EC/2023/19 Executive Director of Estates Report

Mr Campbell presented the report.

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

1. Continuing the review of the Investment Plan considering recent inflation updates
2. Commencing stage 2 of the design for Keystone
3. Handover of the Clarice Pears building
4. Continuing progress on ASBS and Western Site Infrastructure
5. Reviewing next year's teaching timetable
6. Launching the University Workspace Programme
7. Preparing for the new Reactive and Planned Maintenance contract
8. Announcement of some management changes

Mr Campbell noted that the recent inflationary increases is a challenge to the Investment plan with a particular cash low point in 2026/27. A paper will be brought to May's meeting outlining a revised plan ; it is possible that an interim meeting may be required to discuss. The main challenge is currently around the Keystone Building and decisions may require to be made ahead on affordability.

It was advised following a question from the Committee that a benefit matrix is in place for Clarice Pears (as with all projects) and thus all benefits are measurable. Mr Caldwon advised that the Investment Committee carry out post project reviews and these elements are considered; this has already taken place for the ARC.

Ms Passey queried whether occupancy rates are considered in building design and are further items discovered as the buildings are brought online. Mr Campbell advised that post investment reviews are completed for all projects and these cover both cost and benefits ; thereafter operational reviews would then be carried out going forward.

Ms Passey enquired if health and wellbeing elements were considered in design. Mr Haggarty advised all buildings are designed to the 'Well I standard' and evidenced benchmarked space design. Users were heavily involved with the design process noting that that the design was well in advance of Covid and we are in a new world. Ms Cameron further advised that a Board has been established for ongoing use of the JMS and therefore we are measuring against the new way of working.

It was confirmed to the Committee that the costs associated with refreshing the exhibition space in Clarice Pears has been captured in the project cost. Ms Cameron further advised that a relationship with a global furniture manufacturer is in place to test both hard and soft materials in situ. along with consideration of the warranty on furniture and recycling at the end of life. Mr Haggarty advised we build to Breeam Excellent standard. Furthermore, as part of the digital twin project – we are assessing our buildings in use and are continuously refining building operating systems.

Mr Campbell continued with his report noting that we are working to make earlier decisions around teaching space – a deadline of 10 February was given to Schools to advise on essential changes to last year's timetable and based on last year's timetable. Unfortunately the team received a far higher number of changes than expected but working to have a final position by the end of March.

We are launching a University workspace programme considering new ways of working and practicalities post pandemic. The first part of the programme focuses on University services and thereafter will consider Schools – two of which have volunteered to participate. .

The CBRE contract commences on 4 April and good progress has been made for this transition.. There will be a team dedicated to the core contract and an additional team focusing on backlog maintenance. Contract statistics will be available and will be shared with Committee in line with recently shared KPIs.

The Committee queried whether there will be challenges over whether work falls in relation to the £1000 threshold ; it was advised that a University contracts team is in place to manage this process.. Mr Campbell noted that CBRE have undertaken a condition survey of all assets ; this data is currently being verified. . Appointment of specialist subcontractors will take place over coming weeks. . Mr Campbell confirmed to the Committee that litter picking remains an inhouse activity.

Ms Passey asked how the team manages the estate at night and assesses and addresses the different priorities of night time estate activities vs day time (this query will be addressed in correspondence).

Mr Campbell also outlined that some Management changes have been announced, aligning the organisation to strategy. Ms Cameron's new post of Director of Joint Ventures will involve and increasing amount of focus on our residential and innovation portfolios. A new Sustainability team will be created under a new director ; this post will go out to the market next week. A new Projects team will be led by Mr Haggarty. Finally a new post of Head of Asset management will concentrate on long term management of property assets.

Mr Campbell noted that we are currently considering an acquisition of a hotel for use as residential property and will submit an expression of interest. Ms Cameron advised following a question from the Committee regarding possible configuration that we are considering flat clusters built around a common room and ancillary space. Timescale is fluid. Mr Campbell emphasised that this is commercially sensitive matter and should not be discussed outside committee

Mr Caldow noted pressures on student accommodation and concerns around ongoing market conditions. Although there are 200 rooms vacant at present care is required around long-term demand. Ms Cameron noted that she is working with other institutions and Glasgow City Council to assess both the wider Glasgow market and our own portfolio (including acquisitions).

EC/2023/20 Safety & Compliance Report

Mr Harty presented the report and noted.

- Aecom have provided temporary resource to fill a Compliance Advisor role.
- Currently working to retain RoSPA 5th gold award in a row.
- HSE no longer requires specific controls to manage COVID however there remains focus on ventilation. We are working to exceed the minimum standard requirements.
- A current focus is on scaffold erection and roof access particularly where there are several contractors in the same areas.

Following a question from the Committee as to whether there is a trend of poor performance with one contractor, Mr Harty confirmed we are aware of this issue and working to mitigate. Mr Harty also confirmed that site inductions and hazard and risk assessments are produced as part of the legal obligations of CDM (construction, design and management) regulations; we work through specific risks on sites with contractors. Further, we utilise the Authorised Engineers expertise to support where necessary

EC/2023/21 Investment Projects Update

Mr Haggarty presented the period 6 report.

- There are 98 live projects.
- ASBS - Multiplex have re-sequenced work which led to £4.3m movement from 2022/23 to 2023/24. Keystone has seen a £2.5m decrease this year due to progress with design. Infrastructure has seen a £0.5m decrease due to Scottish Power work moved to next financial year.
- Usage of contingency in period was minimal at £35k.
- Significant vat recovery has been secured by Finance colleagues.

EC/2023/22 Estates Risk Register

Mrs Hipkin joined to present the report.

- Top risk remains Space and Material Supply.
- Lack of space also remains the highest priority across the Colleges and Services risk registers
- The recent annual risk review for the University identifies 'Estates' as the top operational risk area for the University, particularly with regard maintenance and space utilisation. Risk registers state that the maintenance of estate is negatively impacting staff and students with reports of unsuitable, aged and poorly equipped lecture spaces. Also reported was the need to be double teaching due to lack of space and working/study spaces not being fit for purpose.

EC/2023/23 Cochno Planning

Ms Cameron presented the report.

The Cochno Estate is owned by the University of Glasgow (UofG) and enables multiple activities such as teaching, research and carbon offsetting. Two B listed buildings form part of the estate and have fallen into disrepair: Cochno House and Cochno Stables. High-level options for the future of Cochno House and Stables are provided to consider how the University can mitigate against financial and reputational risks. Cochno House currently provides some teaching and changing space to support the School of Biodiversity, One Health & Veterinary Medicine (SBOHVM) which will need to be relocated as part of any action. Cochno Stables are unusable and in a serious state of disrepair.

The high level indicative costs provided indicate that up to £8.064m is required to prevent further decline of the House thereby avoiding any notice to improve from West Dunbartonshire Council.

The stables are also a listed property and the local authority would not consider demolition of these without a persuasive case. Scenario's need to be considered should the local authority not grant permission to demolish.

Sale of the House remains the most prudent course of action albeit the market would need to be tested for interest given the location near Clydebank conurbation.

Following a question from the Committee as to whether the house façade could be saved during any refurbishment works Ms Cameron advised this could be a possibility albeit this may affect interest in the property given the cost

The Committee noted that the reputational impact of action (or inaction) on the site to the University requires careful consideration and management.

Mrs Hanna requested that the linkage of the options to the Universities strategies should be clearer.

Ms Passey noted that grants exist to remove herds to other sites via Government funding which may allow works to progress without interruption to academic activity.

Mr Campbell noted that this matter had been brought to the committee at the Convenors request out of cycle as the matter had not been considered by the Senior Management Group.

EC/2023/24 Planning and Administration Update

This item was deferred.

EC/2023/25 Committee Reports for Approval

25a Summary of Investment approved under delegation

The paper was provided for information.

25b Keystone Enabling

Miss McGrellis and Mr Baird delivered a presentation.

The Committee noted that the enabling works were required to progress at this time to achieve the milestones set out for the Keystone project ; there would remain a requirement for the site to be cleared whether or not the Keystone business case was successful or not . Part of the requirement of Keystone is to invest in the School of Engineering growth; if we delay the enabling works ,we would miss out on the projected growth.

The Committee noted concerns raised by Mr Kennedy that from a technician perspective the design was not how space is used. Mr Campbell noted that investment would be needed in technical staff

and support is required to make the new model work. Committee noted that further work on operations would be progressed at future design stages.

The Committee approved the scheme.

EC/2023/26 Any other Business

There were no matters raised.

EC2023/27 Schedule of Meetings for 2023

Wednesday 17 May 2023 at 9am Melville Room

Court Context Card April 2023 - Minutes from Information Policy and Strategy Committee on 20th March 2023	
Speaker	Professor Frank Coton, Senior Vice-Principal and Deputy Vice-Chancellor (Academic)
Speaker role	IPSC Chair
Paper Description	Minutes of Meeting on 20th March 2023
Topic last discussed at Court	15th February 2023
Topic discussed at Committee	See summary below
Court members present	G Stewart, L Khaliq
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	
Timing	
Red-Amber-Green Rating	
Paper Type	For Information
Paper Summary	<p>IPSC covered several topics including cyber security with an update on the University's progress towards enrolment of staff and student in Multi-Factor Authentication, an overview of the approach taken for managing system vulnerabilities, a presentation on a proposed approach for Technology Strategy and Governance, and a live demonstration of the digital tools supporting the change of approach to infrastructure management in the University.</p> <p>It was reported that core operational systems in the University such as CoreHR, Moodle, and MyGlasgow now required Multi-Factor Authentication for those who had it enabled. IPSC reviewed the vulnerability management dashboard. Further work would be done to determine a what a reasonable target number of vulnerabilities would be to work towards as well as the required pace to reach the target and what the balanced position would be in the longer-term</p> <p>With regards to investment, £585M is forecast to 2035/36, an increase of £21M from the previous plan. The increase was due to £61M additional costs, £12M savings and a £28M option to slow down the programme.</p> <p>£23M of £585M spent to date (4%). £147M forecasted to be spent by the end of the budget period taking total spend to £170M (29%). 32% of budget spend to be incurred (£46M of the £147m) has low cost/scope maturity due to the project stage.</p> <p>Project Reports were reviewed; no major issues were highlighted.</p>
Topics to be discussed	As Court Wishes
Action from Court	To note and discuss as required
Recommendation to Court	To note
Relevant Strategic Plan workstream	Community, Connectivity, Challenges
Most relevant Primary KPI it will help the university to achieve	Enables all KPI's
Most relevant Secondary KPI it will help the university to achieve	
Risk register - university level	Risk SMG014 Technology Strategy; Risk SMG015 IT Security, [Risk 006 Student Experience; Risk 012 Campus Development Programme]
Demographics	
% of University	100% of staff and students
Operating stats	
% of	N/A
Campus	All
External bodies	
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	
Suggested next steps	
Any other observations	

University of Glasgow
Information Policy and Strategy Committee
Minute of Meeting held on 20 March 2023 at 14:00 – 16:00, Melville Room/Zoom

Present: Frank Coton (Chair), Susan Ashworth, Neil Bowering, Gregor Caldow, Paula Donoghue, David Duncan, Nick Hill, Mark Johnston, Laic Khalique, Chris Pearce, Kenneth Robertson, Gavin Stewart, Rinna Väre

Attending: Nina Douglas, Neil McChrystal, Alun McGlinchey, Gareth Roy, Alasdair Thompson, Andrea Roy (Clerk)

Apologies: Philippe Schyns

1 Minutes of the last meeting

The minutes of the previous meeting on 27 January 2023 (Paper 1) were accepted as an accurate record.

2 Matters arising and review of actions

The IPSC Action Tracker (Paper 2) was reviewed.

- **Multi-Factor Authentication (MFA):** The Chief Information Security Officer (AMcG) was in attendance to provide an update on MFA under item 3 on the agenda.
- **Management system being used for servers:** This item would be updated under item 6 on the agenda.
- **Cyber Security metrics/heatmap:** This item would be updated under items 3 and 4 on the agenda.
- **Development of a Vulnerability Management Framework:** This item would be updated under item 3 on the agenda.
- **Investment Plan scenarios:** This item would be updated under item 4 on the agenda.
- **Communications input to IPSC:** FC and DD agreed to progress this item; action remained open.
- **University dependency on Microsoft:** This item would be updated under item 8 on the agenda.
Clerk's note: due to time constraints, item 8 was deferred to the next meeting.

There were no further matters arising.

3 Information and Cyber Security

AMcG presented an update on Multi-Factor Authentication (MFA). The information presented included the following main items:

- **News highlights:** Potential banning of TikTok for users who have the app on their phones; ChatGPT security concerns regarding ownership of data when uploading information to ChatGPT.

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ACTION: AMcG

- **Incident management:** 31 compromised email accounts had been blocked and 2 security incidents regarding cyber-attacks against external websites were ongoing. Information was provided on the completion of mandatory security training. It was noted that a paper had recently been presented to the Senior Management Group about all mandatory training across the University and colleagues in People and Organisational Development were taking forward an initiative to ensure all mandatory training would be completed in future within reasonable timescales. LK asked about the availability of training for senior staff on what to do in a cyber-attack situation, what decisions they would be expected to take and when. DD advised that training had been provided to senior managers in the past, but it was agreed to explore how best to offer the training again.

ACTION: DD, AMcG

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The Chair, on behalf of the Committee, thanked AMcG and colleagues for their work in this area and acknowledged the progress that had been made with regards to improving the University's cyber security and vulnerability management processes.

4 Investment plan

ND presented the Information Services Investment Plan Update (Paper 03). This included an overview of the 2023/24 investment plan and how it had changed in response to affordability challenges, particularly in estates and inflation.

- £585M forecasted spend to 2035/36, an increase of £21M from the previous plan shared in January 2023. The increase was due to £61M additional costs, £12M savings and a £28M option to slow down the programme. These changes are summarised below.
 - £61M of additional costs: £57M from scenarios previously shared (£34M for teaching and AV refurbishment, £14M automation, £9M student onboarding) and a new area of spend at Berkley Square where the University was exploring options to lease space for Professional Services staff at an estimated cost of £4M.
 - £12M savings: £11M saving through the Agresso/XD replacement and other savings of £1M achieved versus the 2023 IPSC plan through a detailed analysis of the 2023/24 requirements for Cyber and Information Security.
 - £28M networking programme slow down: Majority of savings of £28M were due to a slow down of the networking refresh over the cashflow period and were therefore phasing only (e.g. not overall savings to the University). Risks around this slowdown were noted however this option was recommended/taken forward as a response to affordability.
- £23M of £585M spent to date (4%). £147M forecasted to be spent by the end of the budget period taking total spend to £170M (29%).
- £562M (96%) of £585M still to be incurred to end of plan (35/36)
- 32% of budget spend to be incurred (£46M of the £147m) has low cost/scope maturity due to the project stage.
- ND discussed the general risks included in the plan:
 - Low-cost maturity and recognition that this could change significantly once business cases and solutions were formed.
 - Inflation had been reflected in the plan per guidance in the 2022/23, exposure may be more favourable/adverse dependent on external factors at the time.
 - Technology market is difficult to predict beyond 2-3 years and as new technologies came in, priorities might need to change.
 - Risks to rephasing of the networking programme (Phase 5) and risks to slowing down the networking programme were included in Paper 03.

- LK asked about the extent to which the University was considering changing the way it delivered its services using digital technology, if AV replacement would be like-for-like or would new ways of delivering teaching and learning would be explored eg through VR or augmented reality pathways. ND advised that a like-for-like replacement had been included in the plan though MJ agreed that it may be worthwhile having a dedicated session on AR/VR. Barriers around the ability to deliver a teaching and learning experience using AR/VR in terms of high-volume teaching were noted.
- KR noted the £20M spend in the current year was forecasted to double next year and he asked about the capability to deliver what had been set out in the plan. ND acknowledged the increase in spend however she advised that the team's capability had grown to enable them to deliver in the programmes included in the plan. ND advised that the big programmes were moving from design into delivery and that this move would be closely monitored.
- CP asked about the process for purchasing and installing AV equipment and whether a third party was involved, and MJ advised that for buildings built recently and for all refurbishments, equipment was purchased externally using a range of third-party suppliers. The internal team undertake break/fix maintenance. GC requested an offline conversation with MJ about AV costs for Berkeley Square to ensure that new kit was not being purchased if there was existing AV kit that could be repurposed.
- GS asked about the costs associated with Transformation and what the IPSC role was in approval/governance oversight for those projects. DD advised that IPSC was not responsible for approving transformation projects but it may be useful for IPSC to see the transformation report in order to understand the investment decisions. This would be provided to the next meeting of IPSC.

ACTION: DD, Clerk

The Chair, on behalf of the Board, thanked ND for her presentation and thanked colleagues for their input into the discussions.

5 Proposed Approach for Technology Strategy and Governance

NMcC presented an Introduction to Enterprise Architecture – a Proposed Approach for Technology Strategy and Governance (Paper 04).

The presentation sought feedback from IPSC with a view to returning to the next IPSC in May with a more complete proposal for consideration and approval for the creation and embedding of an Enterprise Architecture (EA) function in the University.

The presentation included information about how EA was defined and a capability model that set-out things that needed to be done, and to what standard, in order to deliver the strategy. The EA would be responsible for creation of the Vision & Strategy document which would incorporate all required viewpoints and would be seen as a route from the 'as-is' to the 'to-be', whilst defining all the key technology-led initiatives that shift requires. A gap analysis would then be required to show the increment required in each capability. That change would then be shaped into programmes and placed on a Strategic Roadmap for the capability. The Strategic Roadmap would take the initiatives defined in the strategy and place them on a high-level timeline.

Strategic Triage would allow for quick assessment and focus on an initiative that was not already part of the strategy. The Architecture Forum, in its capacity as an advisory board, would bring together diverse voices and views from across IS, Transformation and beyond to perform the triage, but also to manage the completion of any required analyses on the back of triage and approve their proposals for progress to the next stage of governance.

Support for programmes in flight would be through the use of standards and principles to enable teams to deliver autonomously, called 'guardrails' and the Advisory Service provided by the Architecture Forum.

The Change Advisory Board would manage the risks of implementation by providing a view of all technology change happening at a given time, and an understanding of its impact and interaction.

Key challenges were highlighted around the need to engage the institution to create a complete picture of demand and opportunities for a wide capability area and to agree on a strategic roadmap to deliver, aligning all technology delivery behind a unified strategic roadmap and governance structure, driving different types of demand from diverse sources through a governance process, ensuring any new governance delivers genuine and distinct value, and complements existing governance around change and technology initiatives, and building the function in a controlled way, rolling out EA step-by-step.

CP asked how the strategy would be determined, who would feed into the discussions and for delivery, who would be on the advisory board; CP was keen to ensure that this was a University-wide activity and not inward-facing in Information Services. NMCC advised that the work would bring together a community of colleagues from across the University to understand strategic priorities in other areas.

GS sought clarification around how the Change Advisory Board would function.

The Chair asked NMCC to update the proposal to include information about how EA would function in practice and how it would work within existing structures, for the next meeting of IPSC in May.

ACTION: NMCC

6 Live demo of the digital tools supporting the change of approach to infrastructure management

AT and GR presented an overview of the Tooling Supporting Infrastructure (Paper 05) including a live demonstration of some of the systems that were used to model, monitor and document the University's network [REDACTED]

The Chair suggested that any detailed questions could be fed back through the Clerk. The Chair thanked the team for their significant work in this area.

7 Update on the co-location Business Case

AT presented the updated Business Case for a Co-Located Data Centre (Paper 06) for pre-approval but not for formal approval at this stage. The case would return to a future meeting of IPSC before onward transmission to Finance Committee.

AT advised that since IPSC's previous review of the case in October, a procurement exercise had been undertaken which had informed the tender on the cloud framework. Responses to the tender had recently been received and were being reviewed. The case had been revised to take account of previous feedback around the sizing of power demands.

CP requested clarification on how James Watt North (JWN) fitted into the data centre context diagram. AT advised that JWN would not be useable in the long-term and that it remained in the context diagram because the fibres that came into JWN could not be easily changed so it would remain an essential communications hub. An alternative place would be sought with a medium to long-term ambition to move to a more suitable location.

GS asked about how future ability would be accounted for if demand changed and he asked about the possibility of flexing between the two data centres or building in flexibility in the cloud. AT advised that in the event of a disaster that workloads in the co-location could run 100% either way. AT also advised services were already running in the cloud and that flexibility had been built-in but would be brought out more strongly in the final business case.

GS advised that it would be helpful to include an indication of how long the commitment period would be for eg 5 years or 10 years. GS also suggested including ballpark figures for cost to understand why the option had been chosen. Information about the cost breakdown would be included in the next iteration of the case.

ACTION: AT

The updated case would return to the next meeting of IPSC in May for final approval before onward submission to Finance Committee.

ACTION: Clerk

8 Microsoft Dependency

Due to time constraints, this item was deferred to the next meeting.

ACTION: Clerk

9 Programme/project reports

The IPSC Project Reports were included as Paper 07.

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

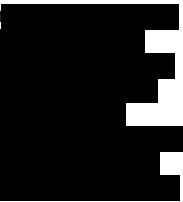
10 AOB

There were no further items for discussion.

11 Date of next meetings

- 23 May 2023 at 11.00 – 13.00, Melville Room
- 25 August 2023 at 14:00 – 16:00 – **note change of date and time**
- 9 October 2023 at 10:00 – 12:00

Court Context Card 23 November 2022 – Audit & Risk Committee Report

Speaker	Elspeth Orcharton	
Speaker role	Audit & Risk Committee Chair	
Paper Description	Minute of Committee meeting 15 March 2023	
<i>Topic last discussed at Court</i>	Last Audit & Risk Committee report November 2022	
<i>Topic discussed at Committee</i>	See paper summary section. Elspeth Orcharton, Professor Simon Kennedy, Stuart Hoggan	
<i>Committee members on Court who were present at meeting</i>		
<i>Cost of proposed plan</i>		
<i>Major benefit of proposed plan</i>		
<i>Revenue from proposed plan</i>		
<i>Urgency</i>	Low	
<i>Timing</i>	NA	
<i>Red-Amber-Green Rating</i>	Green	
<i>Paper Type</i>	Information;	
Paper Summary	<p>The Committee noted that the pre-meeting briefing had been a deep dive in to the Estates Risks. The presentation covered the Estates Strategy 2025 Themes – People, Space, Sustainability, Custodianship and Digital. The Committee also noted the major projects that Estates had undertaken over the last few years and how Estates interconnected with a number of strategies across the University such as Learning and Teaching, Research, Sustainability and Technology/IT.</p> <p>The Committee noted the Risk Registers in relation to the Estates functions and the challenges ahead, along with mitigations being put in place.</p> <p>The Committee also received an update on the procurement strategy for the Keystone Building. It was noted that questions had been raised at the last Court meeting in relation to the governance processes relating to the decision to appoint Multiplex as the contract partner to the Keystone build. Although there was no immediate capital expenditure proposal, the consequences of a decision on construction partner can be significant in timescales and value for money. The Committee noted that this decision had been made in consultation with Legal, Procurement and construction experts and considering the potential for legal challenge, and the Estates Committee had material involvement. The Committee was content that due process had been followed and that as all building work would be put out to competitive tender, should ensure competitive pricing.</p> <p>KPMG advised that the outstanding actions list had increased by 12, with 83 outstanding recommendations. The number of actions completed since the last meeting was 19. The Committee noted that of the 64 actions in the tracker 46 actions were not due and 18 action was overdue but management had requested an extension to the deadline.</p> <p>The Committee received three internal audit reports – Animal Welfare, Contract Management and OD Strategy – Leadership Development </p> <p>Other areas discussed included the USGAAP, internal and external fees and future pre meeting presentations.</p>	
<i>Topics to be discussed</i>	As Court wishes	
<i>Action from Court</i>	To note and discuss if desired. Attention is drawn to the annual report	
<i>Recommendation to Court</i>	To note.	
Relevant Strategic Plan workstream		
Most relevant Primary KPI it will help the university to achieve		
Most relevant Secondary KPI it will help the university to achieve		
Risk register - university level		
Demographics		
<i>% of University</i>	100% Cross University application on several items	
Operating stats		
<i>% of</i>	100% operating stats per UoG accounts	
Campus	All	
External bodies		
Conflict areas	None Highlighted	
Other universities that have done something similar		
Other universities that will do something similar		
Relevant Legislation	Accounting regulations incl FRS102; Statements of Recommended Practice (for audits)	
Equality Impact Assessment		
Suggested next steps	N/A	
Any other observations		

**UNIVERSITY OF GLASGOW
Audit & Risk Committee**

**Minute of Meeting held on Wednesday 15 March 2023
held in the Melville Room**

Present:

Elsbeth Orcharton ((EO) (Chair)), Simon Bishop (SB), Vincent Jeannin (VJ), Stuart Hoggan (SH), Professor Simon Kennedy (SK), Martin Sinclair (MS).

In attendance:

Dr David Duncan (DD), Gregor Caldow (GC), Craig Chapman-Smith (CC-S), Amber Higgins (Clerk) (AH), Angus Ross(AR), James Lucas, (KPMG) (JL) and Neil Thomas, (KPMG) (NT).

Apologies: Professor Sir Anton Muscatelli (Principal), Denise Gallagher (PwC) (DG) and Matthew Hall (PwC) (MH),

AUDIT/2022/28. Welcome and Briefing

The Committee noted that the pre-meeting briefing had been a deep dive in to the Estates Risks. The presentation covered the Estates Strategy 2025 Themes – People, Space, Sustainability, Custodianship and Digital. The Committee also noted the major projects that Estates had undertaken over the last few years and how Estates interconnected with a number of strategies across the University such as Learning and Teaching, Research, Sustainability and Technology/IT.

The Committee noted the Risk Registers in relation to the Estates functions and the challenges ahead, along with mitigations being put in place.

The Committee also received an update on the procurement strategy for the Keystone Building. It was noted that questions had been raised at the last Court meeting in relation to the governance processes relating to the decision to appoint Multiplex as the contract partner to the Keystone build. Although there was no immediate capital expenditure proposal, the consequences of a decision on construction partner can be significant in timescales and value for money. The Committee noted that this decision had been made in consultation with Legal, Procurement and construction experts and considering the potential for legal challenge, and the Estates Committee had material involvement. The Committee was content that due process had been followed and that as all building work would be put out to competitive tender, should ensure competitive pricing.

AUDIT/2022/29. Declarations of Interest

There were no declarations of interest.

AUDIT/2022/30. Minutes of the meeting held on 3 November 2022

The minutes were approved.

AUDIT/2022/31. Matters Arising

No matters were raised.

AUDIT/2022/32. Management update

32.1 Audit-related policies/information for Committee

DD advised the Committee that the Scottish Universities Code of Good Governance had been updated and that it would be published shortly.

32.2 Legal disputes

The Committee noted that the University had recently been involved in an employment tribunal brought by a member of academic staff. The tribunal had found that the member of staff had not

been discriminated against, on the grounds of her sex, directly, or indirectly, when her 2020 application for promotion was unsuccessful. The claim made against the University was “dismissed in its entirety” by the tribunal. The employment tribunal made a number of recommendations regarding University policies and procedure and these were being addressed.

DD also reported that following a complaint by a former student was ongoing and that the outcome would be reported to the Committee in due course.

The Committee also noted that there was an ongoing dispute following an article in a student magazine.

32.3 University Business

GC reported that there was a £48.8m increase in forecast budget mainly due to an increase in international students. The Committee noted that an agreement with the SRC had been reached to maintain student numbers for the 23/24 intake. It was also noted that the budget cycle was ongoing and was on target to complete by the June Court meeting. DD also reported that UCU had ongoing strike action but things looked more positive in relation to the USS valuations and it was hoped that the next valuation could lead to the potential to improve benefits, reduce contributions rates or both.

AUDIT/2022/33. Risk Landscape

33.1 Update on the SMG Risk Register

GC and CC-S provided an overview of the recent SMG Risk Register Workshop. JL also provided an overview of the current HE risk landscape and horizon scanning. The priority for strategic risks were seen as: research power and funding; student experience; operating cash generation and Value for Money (VfM); estates maintenance and utilisation; digital opportunities and disruption; and organisation resilience and operational agility. The Committee noted that the annual review of the risk register would take place at the September Committee meeting.

The Committee were pleased to note the progress and noted that operational risk registers continued to be developed. CC-S highlighted the strategic key performance indicators against thematic strategic risks and that the risk register should be looked at a way of identifying opportunities also. It was noted that this at present specific software was not being used so a large amount of updating was required.

33.2 Regulatory framework

A query was raised about the regulatory landscape for the University and DD provided an overview of this. It was noted that the University had an obligation to 100s of regulators, there was no central point to oversee all the regulators but SMG had overall responsibility for regulation. It was noted that the areas covered ranged from trusted research to SFC to Home Office compliance to professional study bodies.

The Committee also noted that data and cyber governance, such as GDPR, continued to be a key focus and that currently IPSC and the Cyber Working Group had responsibility for this area.

AUDIT/2022/34. Internal Audit Update

34.1 Internal Audit Update Report - Implementation of Outstanding Recommendations

The update on implementation actions was noted. KPMG advised that the outstanding actions list had increased by 12, with 83 outstanding recommendations. The number of actions completed since the last meeting was 19. The Committee noted that of the 64 actions in the tracker 46 actions were not due and 18 action was overdue but management had requested an extension to the deadline. JL noted that a number of sub-actions had been completed in relation to overdue actions, so progress had been made and improvements in the number overdue could be expected.

34.2 Internal Audit Update Report

34.2.1 Internal Audit Update Progress Report – Activity up to March 2023

The Committee noted the report prepared by KPMG which outlined the progress against the 22/23 internal audit plan. As at March 2023, 3 of the 12 planned audits had been completed. A change had been noted to replace the Data review with an Open Book review of the Multiplex contract.

34.2.2 Animal Welfare Internal Audit Report

This review was undertaken as part of the 2022/23 internal audit plan approved by the Audit and Risk Committee. The audit reviewed the design and operating effectiveness of the processes in place to ensure compliance with the 'Establishment Licence: Standard Conditions' (SCs).

Areas of good practice had been identified which included: as per Standard Condition 6, the University had created an Animal Welfare Ethics Review Board which had a detailed terms of reference and formalised operational process documentation, ensuring the roles, responsibilities and operations of the Board were clearly set out and understood; through sample testing of non-compliance incidents which had occurred as part of research projects, it was found that all instances tested followed the non-compliance processes, with follow up actions taken where required to address the shortcomings and to prevent future breaches; the University had developed the Glasgow Experimental Request Form (GERF) as a mechanism to identify and prevent work which may not comply with the Standard Conditions; a review of the GERF template noted that the form had been structured to ensure all those involved were reminded and aware of specific standard conditions they must comply with as per the programme of work they were licenced to conduct; and the Beatson Institute employed a data capture and management database in which PPL/PIL records were held and could be validated, procedural work was set up and monitored with capabilities which acted to prevent authorised access and unauthorised procedures on licences.



The Committee noted that the Animals in Science Regulation Unit (ASRU) had instigated a change management programme in relation to how they performed their function as Regulator of the Animals (Scientific Procedures) Act 1986 (ASPA) in early 2021. This had led to a significant change in the way Universities and ASRU interacted and the level of support provided with a move away from assigned inspectors to a centralised approach with generic points of contact. As part of this change management programme, ASRU had moved towards a model of auditing establishments in three ways – full systems, facilities and thematic audits. The University had been due for a full systems audit in March 2022 but this was cancelled and ASRU had not yet indicated when they would be carrying out a full systems audit. The internal audit was requested by the University to provide a benchmark of the current systems in place whilst they worked towards setting up the governance systems and processes required to provide assurance to the Home office for the Standard Conditions.

The Committee discussed the key findings and agreed management actions. [REDACTED]

The Committee noted that the report was classified as a partial assurance with improvements required (Amber- Red) risk overall. The Committee noted the report and the recommendations and asked for an update in September on the progress with the recommendations.

34.2.3 Contract Management Internal Audit Report

This review was undertaken as part of the 2022/23 internal audit plan approved by the Audit and Risk Committee. The audit reviewed had assessed the process controls over contract management.

Areas of good practice had been identified which included: the University had an up to date, approved Contracts and Supplier Relationship Management Policy (C&SRM). The Policy clearly outlined the University's approach to contract management and is easily accessible to staff via the website; the roles and responsibilities of the Procurement team and stakeholders were clearly documented in the C&SRM Policy; the C&SRM Policy contained a responsibility assignment matrix (RACI) which specified who was responsible, accountable, consulted and informed about the different processes related to contract management; from the sampled five contracts from the contracts register as part of the controls testing, it was confirmed the contracts were in date and defined the process for performance monitoring of suppliers via KPIs and stakeholder feedback; the suite of templates used required a sufficient level of detail to be clearly recorded to document setting of KPIs and performance monitoring of suppliers including the stakeholder feedback process; and a risk assessment was part of the C&SRM process which ensured that contracts were monitored based on value and risk rating.

[REDACTED]

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

34.2.4 OD Strategy – Leadership Development Internal Audit Report

This review was undertaken as part of the 2022/23 internal audit plan approved by the Audit and Risk Committee. The audit reviewed had assessed the operating effectiveness of processes controls in place for Leadership Development.

Areas of good practice had been identified which included: the Strategic Leaders and Future Leaders programmes directly supported the University's People and People & Organisational Development Strategy by enhancing the University's leadership development offering to staff, which maximises organisational capability; the Organisation Development team and programme sponsors provided additional support to programme participants and the wider cohort outside of the modules and workshop to ensure participants had continued access to support and guidance; the third module of the Strategic Leaders programme was designed to respond to the grade experiences of the cohort to ensure content was relevant to participants; two of the five Future

Leaders modules were not fixed. Each cohort could choose two modules from a pre-designed selection, which enabled the University to adjust and tailor programme content to meet the development needs of each Future Leaders cohort; and the Organisation Development team collected feedback from course participants to identify any areas of the programmes which required improvement. In September 2022, 100% of those who had completed the Strategic Leaders or Future Leaders programme would recommend the programme to a colleague.



The Committee noted the report and the recommendations.

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

AUDIT/2022/35. External Audit

35.1 US GAAP

AR provided an update on the US GAAP accounts. In line with previous years, the Committee was not required to approve the restated financial statements prepared under US GAAP and that it had been filed by the deadline. It was noted that there had been a number of last-minute changes which had led a number of challenges to ensure that the US GAAP accounts were submitted by the required deadline.

The Committee noted that PWC had expected these to be signed off by Court and it was suggested that a joint meeting with Finance Committee could take place in January to approve the US GAAP restated accounts. It was agreed that this would be taken forward by GC and a proposal brought to the Audit and Risk and Finance Committees.

35.2 Accounts Adjustment

AR provided an update on an adjustment made to the US GAAP accounts following discussion with PwC as new external auditors which had been the result of a difference of opinion with the approach taken by EY.

The Committee noted that the External Auditors had been unable to attend the meeting.

AUDIT/2022/36. Any Other Business

36.1 Internal and External Fees

The Chair reported it had been agreed that Internal and External auditors would provide regular updates on their fees throughout the year to ensure that the Policy on limits set by the committee were being adhered to.

It was agreed that both KPMG and PWC would provide an update on their fees for 2022/23 for the next Committee meeting.

ACTION – PWC/KPMG

36.2 Future pre meeting presentations

It was noted that briefing for the next meeting would be split between trusted research and data governance.

AUDIT/2022/37. Date of Next Meeting

Wednesday 24 May 2023 at 2pm. Preceded by briefing for Main committee members at 12pm.

Court Context Card - P&OD Committee -April 2023	
Speaker	Ms June Milligan
Speaker role	P&OD Committee Chair
Paper Description	Draft minute of P&OD Committee meeting held on 28 02 23 (incl. JCCN Minute of the 07.02.23 & EDSC Minute's from the 25.11.22)
Topic last discussed at Court	23.11.22
Topic discussed at Committee	See paper summary section.
Committee members present	See Attached.
Cost of proposed plan	N/A
Major benefit of proposed plan	N/A
Revenue from proposed plan	N/A
Urgency	
Timing	
Red-Amber-Green Rating	
Paper Type	Information
Paper Summary	The Committee heard an update from the Head of Strategic Global Mobility & Academic Resourcing surrounding service excellence, diversity and inclusion, talent attraction strategies and changes to global mobility/UKVI. The Executive Director of People and OD provided a strategic update highlighting the progress aligned to the P&OD Strategy Plan, including but not limited to: Indicative Career Pathways and Pay & Grading projects; Organisational Development programmes; Hybrid Working and Colleague Engagement, in addition to ongoing challenges with regards to the Employee Relations climate across the sector. The Head of Equality & Diversity updated the Committee on the KC led Investigation into GBV and progress against the recommendations as part of the GBV Action Plan. The VP/Head of College, and Head of People & OD (Arts) presented an overview of strategic activity within the College of Arts including the development of the College strategy and their key priorities. The papers also include the draft minutes of the Annex 1 JCCN 07 02 23 & Annex 2 EDSC Minute's from the 25.11.22
Topics to be discussed	None
Action from Court	Primarily to note
Recommendation to Court	
Relevant Strategic Plan workstream	Agility, Focus, Empowering People
Most relevant Primary KPI it will help the university to achieve	Staff Engagement
Most relevant Secondary KPI it will help the university to achieve	Gender Equality/Service Delivery
Risk register - university level	2a,2b,3a,3b,11,12a
Risk register - college level	
Demographics	
% of University	100% staff
Operating stats	
% of	
Campus	All
External bodies	None Highlighted
Conflict areas	None Highlighted
Other universities that have done something similar	N/A
Other universities that will do something similar	N/A
Relevant Legislation	Legislation regarding consultation with trade unions.
Equality Impact Assessment	The topics discussed will impact on all staff within the University.
Suggested next steps	N/A
Any other observations	

University of Glasgow
People & Organisational Development Committee
Wednesday 28th Feb 2023 - Melville Room
Minute of Meeting

Present:

Dr June Milligan (JM) - Convenor, Christine Barr (CB), Prof. Frank Coton (FC), Prof. Sara Carter (SC), Prof. Kirsteen McCue (KM), Prof. Nick Hill (NH), Susan Ashworth (SA), Elise Gallagher (EG), Martin Glover (MG), Paula McKerrow (PM), Laura McCrimmon (LM) - minute

By Invitation:

Tracey Aydogan (TA) – Head of Strategic Global Mobility & Academic Resourcing: Item 3
Mhairi Taylor (MR) – Head of Equality & Diversity & Inclusion: Item 5
Prof. Jo Gill (JG) – VP Head of College (Arts) & Gillian Shaw (GS) – Head of People OD (Arts): Item 7

Apologies:

Rob Goward (RG), Shan Saba (SS), Dr David Duncan (DD), Shan Saba (SS), Martina Cooper (MC)

Executive Summary:

- The Committee heard an update from the Head of Strategic Global Mobility & Academic Resourcing surrounding service excellence, diversity and inclusion, talent attraction strategies and changes to global mobility/UKVI.
- The Executive Director of People and OD provided a strategic update highlighting the progress aligned to the P&OD Strategy Plan, including but not limited to: Indicative Career Pathways and Pay & Grading projects; Organisational Development programmes; Hybrid Working and Colleague Engagement, in addition to ongoing challenges with regards to the Employee Relations climate across the sector.
- The Head of Equality & Diversity updated the Committee on the KC led Investigation into GBV and progress against the recommendations as part of the GBV Action Plan.
- The VP/Head of College, and Head of People & OD (Arts) presented an overview of strategic activity within the College of Arts including the development of the College strategy and their key priorities.

POD/23/01 - Welcome & Apologies – Opening Remarks

JM welcomed the Committee and apologies were noted from DD, SS, RG and MC. JG, GS and TA would exceptionally join for the duration of the meeting.

POD/23/02 – Update from Court

The Committee heard that key updates from Court would primarily be covered throughout the agenda, noting that Court had focused time on the implications/recommendations arising from the recent sex discrimination employment tribunal judgement, which found in favour of the UoG. The Convenor also highlighted progress to date on the outputs of the KC led investigation into GBV, which would be discussed further later in the meeting.

POD/23/03 – Recruitment, Workforce & Succession Planning

TA outlined the four strategic priorities for Recruitment aligned to the P&OD Strategic plan including:

Service Excellence / Transformation

The Recruitment team had been the first service within the University to identify and pilot the automation of bulk transactional work with four processes now fully automated – References, Shortlisting, Interview Documentation and Candidate Brochures. It was acknowledged that early teething problems had now

been smoothed with value-add benefits derived from the time savings generated. The Committee sought further information regarding the efficiency gains from process automation, which were subsequently shared following the meeting.

PM noted potential TU concerns regarding the impact of automation on jobs over the longer term as these projects grow. Reassurance was provided regarding the career enhancement aims of these automation projects through job enrichment in freeing colleagues from time-consuming low-level tasks rather than directly replacing people.

Diversity & Inclusion

The BAME population in the city of Glasgow was 11.6% in the 2011 census with our equivalent staff population in AY 2021-22 at 4.9%. The University aims to be aligned with the city while acknowledging our data is somewhat distorted by the significant level of non-disclosure of colleague ethnicity related information.

Each member of SMG has an URTUC related objective, which includes actively supporting strategic attraction, recruitment and retention aspirations with a particular focus on ethnicity, on the part of the Executive Director of People, aligned with the University's KPI to grow the percentage of UK Black, Asian, and Minority Ethnic colleagues. A working group has been established and an action plan put in place for this purpose. This includes revising our employer branding with more inclusive wording, adapting hiring manager guides to signpost managers to ED&I policies from the outset, and partnering with external groups such as Scottish Enterprise, Skills Development Scotland and Black Professionals Scotland.

The Committee acknowledged some of the systemic inequalities originating in school through to further/higher education and highlighted the benefits to be gained from targeted campaigns aimed at students, which are proving successful at other institutions. SC noted the importance of the JMS Scholarship in this space and expressed the view that a targeted LKAS campaign may also be beneficial.

Discussion followed simplifying the criteria contained in job descriptions to attract applications from minority groups without reducing standards. Further, a review of our existing Recruitment & Selection training provision is considering the appropriate placing of unconscious bias guidance as part of this suite or stand-alone mandatory training.

Talent Attraction

The Committee received an update on the increasing success of our in-house executive search capability and the associated savings realised from more limited use of traditional headhunters. Plans are underway to enhance this provision on the back of the KCL experience having introduced an internal executive search team.

Global Mobility & UKVI

The Committee heard an update on TNE China and Singapore, noting that the University has expanded its joint degree programme with UESTC China in Hainan, and a return to face-to-face teaching following the lifting of covid restrictions with appropriate monitoring and risk assessment as appropriate.

CB and TA visited UGSingapore at the turn of the year delivering management fundamentals training and conducted a series of productive meetings with colleagues, key stakeholders, employment lawyers and the Singaporean Employment Federation. The latter raised review related issues regarding our terms and conditions which in some cases maybe inconsistent with market norms in the region.

It was noted that that there have been a number of UKVI changes implemented in the recent past with more complex changes expected in April 2023. There has been significant take up on the Global Talent Visa which has benefited colleagues given its faster track to settlement in the UK.

The Committee thanked TA for the detailed update and acknowledged the fantastic work being taken forward by the Recruitment team.

POD/23/04 – P&OD Director - Strategic Update

The Committee noted highlights from this strategic update which included but not limited to the following:-

- P&OD Strategy
Considerable progress to date against the ambitious P&OD Strategy with 66% delivery half-way through the strategic planning cycle. The next two major projects will look at enhanced strategic business partnering, and business transformation (including service excellence and automation).

- **Employee Relations – Pay & Pensions**

The employee relations climate remains challenging at both a local and national level which having a consequential impact on progress with our plans to re-calibrate our pay structure and our indicative career pathways projects.

There was a recent pause in strike action to allow pay dispute resolution meetings to conclude however a further five to six days of action are likely to proceed as planned in March. National pay negotiations have concluded with an imposed pay deal resulting in an uplift of 7% for our colleagues on our lowest pay points, tapering to 5% for those on SCP 26 and above. The pay uplift will be phased with an interim uplift of £1,000 on each pay point (up to SCP 41) or 2% (from SCP 42), whichever is greater, payable from 1 February 2023. The balance will be payable from 1 August 2023. Non-pay issues also continue to dominate national level discussions with particular attention on casualisation & precarity and workload considerations.

- **Colleague Engagement Survey**

The University achieved a 56% response rate in our recent Colleague Engagement Survey (up 10% from our previous survey in 2021). Despite ongoing ER unrest, the continuing geo-political uncertainty emerging from the pandemic and other global events contributing to ongoing cost-of-living pressures, our overall engagement score remains relatively steady at 65% (down 3% from 2021).

The survey showed encouraging signs around people feeling and living our values, overwhelmingly positive results around the benefits of hybrid working (whilst acknowledging that not all roles benefit from new ways of working). There remains a perception that senior management/leaders are not listening or leading well with reflections from the Committee noting that results are likely to reflect the overall view of how people/society is feeling as a whole, with work and management often being an outlet for those feelings. The Committee considered how management might better consider the impact and communication of decisions rather than the results being particularly focussed on leadership or visibility.

The Committee noted the rate at which schools are growing and acknowledged that management structures supporting this growth maybe under pressure, with variable leadership capability and the potential need for review/restructure to meet demands. The Committee commented positively on these results and that the University should be proud of what has been achieved.

- **Turkey/Syria Earthquake**

The Committee welcomed an update on the support offered to both colleagues and students within our community that have been directly affected by the earthquake that struck Turkey and Syria earlier this month.

- **Organisational Development**

The update recognised that the OD team had become increasingly embedded in our structures with a strong offering now in place to support our Leadership & Development programmes, Colleague Engagement and partnering with leaders and local P&OD teams around culture, values and structures, while acknowledging there is scope to include the ECDP and embedding the existing offering around change capability as part of our provision.

- **Policy Developments**

A new Internal Secondments Policy has been implemented in support of the University's approach to personal and professional development opportunities for colleagues aligned with other initiatives to support career progression, talent management and succession planning. A new social media policy will shortly be introduced that has been jointly developed between People & OD and External Relations. This policy aims to provide greater clarity regarding the responsibilities and expectations placed upon colleagues utilising social media in a professional (work-related) and personal capacity. It offers clear signposting to other policy provisions and the subject of extended consultation with TU colleagues.

POD/23/05 – KC Led Report Recommendations & Action Plan

MT highlighted the recommendations from the KC led investigation and provided the Committee with an update on the significant progress made by P&OD against the existing GBV action plan including:

- monthly GBV workshops with the POD Executive Team

- launch of the Code of Professional Conduct
- identification of a new tool for student conduct reporting
- review of Student Code of Conduct
- role out of management training
- facilitated dialogue sessions within Schools/Services
- increasing the number of Resect Advisors,
- sexual harassment training for TU reps
- review of naming conventions (better signposting)
- recruitment of G8 Safeguarding Manager & G7 Officer

Since the publication of the report, a University wide GBV Action Plan (shared with the Committee) has been developed aligned to the recommendations, and a sub-group of SMG has been tasked with delivering these actions by September 2023.

The Committee acknowledged that GBV is a societal issue and not unique to HEIs and welcomed the strong support for the POD function and the existing processes. It noted the implementation and the speed at which these can be actioned with a particular emphasis on case work will take time but could be improved upon.

Discussion and feedback from the Committee focused upon:

- Enhancement of aftercare provision, sharing of outcomes following investigation, and support related structures for those involved in investigations in the short/longer term.
- Providing clear guidelines and sanctions on joining the University.
- Defining what we mean by the term 'zero tolerance'.
- Introducing values and behaviors training for students (including 'what is consent').
- the requirement for specialist investigators in addition to support & training for colleagues to enhance competence, comfort and confidence in dealing with challenging cases.
- Introduction of mandatory training for colleagues with proposal to be considered by SMG in the coming weeks.

The Committee acknowledged the terrific progress to date and the imperative to continuously improve our processes and practices will continue.

POD/23/06 - Workload Modelling (WLM)

FC outlined progress to date by the Workload Modelling Working Group led by Professor David Cummings who have been tasked with developing a new WLM for academic colleagues. FC highlighted the challenges faced across the sector to develop a WLM that factors in the many complexities with the group recognising the need for any WLM to adhere to the principles of flexibility, transparency, fairness and balance. Output from the group's recently concluded report includes a detailed review of the requirements and recommended next steps including consultation with the campus trade unions and a review of the overly ambitious timeline. SMG will subsequently review the report alongside the suggested way forward and determine whether a project team should be established to take the project forward.

Committee feedback included:

- The successful implementation of any model will be incumbent on the University determining exactly how the model/data will be used and ensuring that there is sufficient flexibility built in to allow for change.
- Consideration to be given to WLM for particular cohorts e.g. researchers, early career academics.
- The impact of the University's changing balance and shifting student population is yet to be realised, and the associated the increasing workload considerations
- PM acknowledged that while this project is specific to WLM, increased workload considerations are not unique to academic colleagues.

POD/23/07 - College of Arts – Strategic Update

The VP/Head of College for Arts outlined the vision for the College for the next five year as set out in their forthcoming strategy (currently under development) which aims to articulate the distinctiveness of Arts from the other colleges, mitigate risks, create opportunities and ensure the College of Arts is both financially viable and fit of the future.

The strategic areas of focus are broken down in to seven pillars;

- Community – people, culture and ways of working
- Opportunity – learning, teaching and student experience
- Relevance – civic, external and global engagement
- Sustainability – resources, spaces and investment
- Curiosity – research, impact and KE
- Engaged – vision and values
- Blue Skies – ideas and concepts yet to be determined

The strategy process led by CMG is due to launch in this summer and will include College wide input, building on insights from the Strategic Enhancement Project, a review of School/Service priorities, data analysis from PIA, and input from the Strategy Advisory (shadow) Board. The clear and concise strategy will be underpinned by a shared delivery plan with SMART KPIs.

Engagement thus far has included a CMG away day in October 2022, followed by a hugely successful Professional Services conference in January 2023 which were both very well received.

The new Dean of Learning, Teaching and Student Experience will work with College Deans to determine a fit for purpose Dean structure and work will soon commence with the Head of POD to develop a cohesive staffing strategy for support services. The Committee thanked JG and GS for the comprehensive update and look forward to seeing the fully developed strategy at a future meeting.

POD/23/08 - People Analytics

EG spoke to key highlights from the latest People Analytics and responded to questions from the Committee regarding voluntary turnover. It was noted that the data shows few retention related concerns while there are 'hotspots' e.g. Technicians that will be addressed through the delivery of our professional services career pathways.

Following changes to the way in which our Leavers Questionnaire is disseminated, we have seen an increase in completion rates. Most leavers cite career development/progression for seeking opportunities elsewhere, we are reviewing the categorisation of leavers which may be helpful in determining the extent to which those leaving are talent that we might otherwise wish to retain or re-hire in the future.

POD/23/09 - Draft Minutes of the EDSC 15.11.22/20.12.21 & JCCN 01.02.22

The minutes of the EDSC (13.06.22) & JCCN (07.02.22) were noted by the Committee.

POD/23/10 - Minute of Meeting & Matters Arising

The minutes of the previous meeting in October were approved.

POD/23/11 – Closing Remarks

No closing remarks were noted.

Joint Committee of Consultation
& Negotiation (JCCN)



JCCN MINUTE
7 February 2023
14.00 – 15.30

Present		In Attendance
David Duncan (DD)	Vice Principal – Operations / COO	Mhairi Taylor (MT) – Head of EDU – Item JC339
Christine Barr (CB)	Executive Director of People & OD	James Hamilton (JR) - Director of OD – Item JC340
Frank Coton (FC)	Snr Vice Principal / Deputy VC (Academic)	
Elise Gallagher (EG)	Dep. Director P&OD	
Tracy Bryant-Shaw (TBS)	Head of HR College of Social Sciences	
David Morgan (DM)	GMB	
Chris Kennedy (CK)	UNITE	
Sally Baxter (SB)	UNISON	
Richard Reeve (RR)	UCU	
Maureen McBride (MM)	UCU	

JC338 **Welcome, Note & Matters arising**

DD welcomed everyone to the meeting. The note of the 14.09.22 meeting was taken as a true record, and matters arising are outlined below or covered during the appropriate agenda item.

- Copies of the carbon management plan and the audit were shared following the last meeting.
- DD noted that Selective travel are working with colleagues to identify suitable accommodation in remote areas, with no plans to reintroduce the use of Air BnB due to their lack of regulation.

JC339 **GBV - Action Plan**

DD spoke to the [Ross Report Recommendations and Action Plan](#) shared in advance of the meeting, noting that a GBV Oversight Group is now in place (which includes an external advisor). Each action has been delegated to appropriate individuals of authority to take them forward in a timely fashion. It was acknowledged that some areas will require a fuller review prior to actions being put in place.

MT highlighted the work which has already progressed through the existing P&OD GBV action plan, noting the significant progress made around training, development, and updated policy positions (through PRG). MT is now working with the GBV Oversight Group to align the existing GBV action plan and progress to date with the recommendations from the Ross Report. Work has also commenced with External Relations on effective communications and easily accessible web information. Recommendations surrounding behaviours will be aligned to our culture and values, and setting clear expectations through areas such as the recently launched Code of Professional Conduct.

Progress updates will continue to be made through this group and other working groups as appropriate.

RR noted that it would have been useful for the collective trade unions to have received a copy of the full Ross Report prior to its wider publication. CB noted that a meeting was held with delegated TU colleagues in advance of publication which outlined the key findings and recommendations.

JC340 **Engagement**

JH joined the meeting and provided a high-level overview of the 2022 Colleague Engagement Pulse Survey results. It was noted that the overall response rate had increased by 10% to 56%, but that we would of course welcome responses from the wider population. Points to note included;

- Many colleagues remain suspicious that the survey is not anonymous; JH reiterated that safeguards are indeed built into the software which ensures no-one is identifiable.
- The timing for the launch of the survey was primarily determined by input from Heads of School.
- The results are relatively consistent year on year, but there is always room for improvement.
- The results included 8.5k qualitative comments, with schools/services being encouraged to review these for their local areas.
- At a University level common feedback included: positivity around hybrid working, and collaborative

working with their colleagues/students, and frustrations surrounding the student experience, space, processes and workload.

- Each school/service has a survey rep who can cut/distribute the results as required by local leaders, who are ultimately responsible for follow up and action from the output.

CK questioned how representative the responses were across the whole population, and it was confirmed that the data is raw with no weighting. It was acknowledged that a higher response rate would of course be more representative across the workforce and that extensive work had gone into encouraging participation, (including from TU colleagues), highlighting the advanced accessibility platforms put in place to allow those without computer access to complete the survey.

RR noted that whilst it is great to see such positivity around hybrid working, the University should be mindful that some individuals feel disadvantaged, and their concerns should be given due care and attention. Further, there are issues surrounding the University's sustainability/green agenda and ongoing space issues which are not going to be easily resolved. RR highlighted the potential for a dispute to be raised by the TUs in relation to hybrid working practices. DD hoped this would not be the case given that hybrid working is being positively received by so many colleagues across the institution as indicated by the recent survey results highlighting the work/life benefits. It was acknowledged that there will always be nuances within both teams and roles which means specific work can only be delivered onsite.

RR expressed concern that confidence in SMG had dropped to below Russell Group norms. It was clarified that SMG results were in fact above RG norms, but that we have seen reductions in overall leadership and management results similar to those across the both the sector.

JC341 **Pay – Non-Pay Considerations**

DD outlined the current pay – non-pay position at a national level, noting that representatives of UCEA and the collective trade unions had agreed to bring forward this year's pay negotiations; these began on 30 November 2022 and continued in December and January with the employers' initial offer (7% at the lower end of the pay spine, tapering to 4% at point 43 and above) and including a proposal to pay the 2023 uplift in two parts, with an interim uplift on 1 February and a further uplift on 1 August 2023. That offer was rejected by the trade unions, and on 25 January, UCEA and the trade unions reconvened negotiations with a final offer introduced equating to 8% for staff on the lowest pay points, tapering to 5% for those on points 26 and above; again it was proposed to apply part of the uplift from 1 February 2023 and the balance from 1 August 2023. This offer has also been rejected by the Trade Unions and dispute resolution meetings will take place in the coming weeks.

Whilst discussions at a national level regarding non-pay issues are planned to take place in accordance with the normal schedule in March and April, progress at the UoG is ongoing through a number of existing workstreams looking at areas such as;

- Reviewing and refreshing the pay and grading structure
- Design and implementation of clear career pathways for professional service colleagues
- Review and redesign of appropriate workload modelling
- Diversity and Inclusion (multiple streams); gender pay, disability, BME, working culture for underrepresented groups, URTUC, a campaign to increase disclosed characteristics etc.
- Academic Promotion / ECDP completion rates
- Extended workforce oversight group (meeting tomorrow to agree initial priorities)
- Colleague Wellbeing strategy
- Local action plans being developed in response to the engagement survey results

MM queried the level of pressure UoG and other HEIs are putting on for progress to be made around the non-pay related issues at a national level. DD noted that whilst University's are pressing for progress, the complexities around the variable financial positions of HEIs across the sector (some in financial deficit) indicates that national agreements on all the non-pay issues is unlikely.

CK expressed the view that soft pressure can be applied by demonstrating good practice and showcasing the benefits (a good example of which is the new contractual approach to Research Technicians being applied in the College of MVLS).

CK also noted the discontent amongst their members in relation the new employers' proposal, which

sees an increased offer for those at the higher end of the pay scale, noting this has the potential to escalate employee relations issues.

RR questioned UoG's position on the original UCEA pay consultation and on the current employer's proposal. DD confirmed that the University supported a higher end offer from the outset and therefore supports the current employer's proposal. RR expressed concern that the higher end offer of a 5% increase is still effectively a 2% pay cut for colleagues given other financial considerations (RPI etc.).

RR highlighted that the good will built following the UoG's exceptional uplift outside of the nationally agreed pay uplift is now dwindling and signaled the lack of progress in the phase 2 negotiations, which do not appear to be addressing matters that TU colleagues are bringing to the table surrounding pay and non-pay issues. UCU would welcome more formal negotiations with minutes and actions, whilst CK expressed the view that members want to see tangible actions and outputs that impact their roles.

CB/EG acknowledged the frustration for all parties and noted that there is a difference of opinion between the University and UCU regarding the scope of the work on career pathways and on which forums should cover which topics. It was clarified that the non-pay issues will be discussed through the appropriate workstreams listed above, whilst the phase 2 – Pay and Grading & Career Pathway project meetings are for the purpose of reviewing and redesigning the existing pay and grading structure and implementing structured career pathways for professional service colleagues.

RR questioned which existing forums would be addressing the concerns of their large cohort of early career academic colleagues who are looking for structured career pathways.

CB noted that the issues being addressed through the redesign of the pay and grading structure will impact all colleagues, highlighting that there is currently no clearly defined career pathways for professional services staff, whilst the academic colleague group highlighted have the LTS route.

RR noted the anger and frustration amongst their members in relation to the changes to the Academic Promotion process, implemented with no consultation with the trade unions. A meeting has been scheduled for this week to discuss the changes.

JC342 **USS Pension**

The next valuation of the USS pension commences in March 2023, with the outcome in 2024. The valuation is likely to suggest an improvement to the deficit, which we envisaged will have a positive impact in contributions, and restoration of benefits. CB confirmed that the call from UCU for commitments surrounding the interim evaluation and predictions, and assurances that benefit cuts will be dealt with if the valuation is as expected have been shared with the Director of Finance and will in turn be fed through any future consultation exercise. UCU welcomed this news and the potential for a colleague consultation process to take place (similar to the sessions run previously), noting they will also continue pushing for further reform through the valuation methodology working group in advance of the next valuation cycle.

JC343 **Updates**

Organisational Change - EG will speak with the Heads of P&OD in relation to the scale of organisational change going on across the institution and the workload burden being put on trade union colleagues. SB expressed concern that wider cultural issues / values-based change is potentially being lost or not fully aligned with the institutional vision/strategy and queried how we can address this.

Policy Review Group have now launched the secondment policy which is hopefully a progressive step in addressing some of the barriers for colleagues to progress and gain experience across the wider University.

CCF - whilst the numbers at risk appear to have increased, we are now in fact just seeing a return to pre-pandemic levels. MM expressed concern that given the significant work and effort from the TUs to address casualisation and thereby the number of colleagues at risk, it is disappointing that this is not reflected by a decreased in numbers, hence TU colleagues will continue to raise anti-casualisation concerns in all forums/workstreams till this issue is addressed.

JC344 **AOCB**

CK raised concern in relation to the appearance of automation roles/projects and what this means for

jobs. DD noted that the purpose of the automation project was to automate specific time-consuming processes to free up colleagues for the value-add work, not to replace people. Unite would welcome an automation agreement and can provide examples used at other organisations. DD suggested Jennifer Robertson - Head of Automation within the Transformation team present at a future meeting.

No Further items were raised and the meeting was brought to a close.

Equality and Diversity Strategy Committee
Minutes of Meeting held on 25 November 2022 at 09:00
Zoom Meeting

Present: Prof Sir Anton Muscatelli (Convener), Mrs Christine Barr, Prof Sara Carter, Dr David Duncan, Prof Moira Fischbacher-Smith, Ms Kirsteen Fraser, Ms Uzma Khan, Miss Ella McCabe, Prof Iain McInnes, Dr June Milligan, Miss Rachel Sandison, Ms Mhairi Taylor, Ms Rinna Vare

Apologies: Prof Muffy Calder, Mrs Emma Gilmartin, Ms Hailie Pentleton, Dr Robert Partridge

Attending: Dr Katie Farrell, Mr Craig Chapman-Smith, Prof Jo Gill, Mr Jonathan Jones, Mrs Janell Kelly (clerk), Dr Nighet Riaz

Welcome and apologies

The Convener welcomed existing and new members and acknowledged the apologies received. He also welcomed C Chapman-Smith and J Jones, joining to present on the Student Experience Strategy agenda item. He advised Prof Gill, along with Dr Farrell and Dr Riaz from the Equality and Diversity Unit, were observing the meeting.

1. Minutes of the previous meeting – EDSC/20220613/Minutes1.0

The minutes were approved.

2. Matters arising – Paper 1

Members acknowledged a number of actions had not yet progressed. The following updates were provided.

Action 1 - Dignity at Work and Study Policy

M Taylor advised the Policy will also be reviewed in line with any recommendations from the KC-led GBV Investigation/Ross Report.

ACTION: EDU

Action 2 – Estates Related Items

D Duncan confirmed work is progressing to provide the Accessible/Changing Places Toilet facilities in the Committee Rooms area of the Gilbert Scott building, utilising a reorganisation of the kitchen area and Carnegie Room. The identified lift access issue has been resolved, with cooperation from the Adam Smith Business School. He noted further accessible facilities are also planned for the Concert Hall area. A further update will be provided at the next meeting.

ACTION: D Duncan

Action 3 - UofG Awarding Gap Data Analysis

M Taylor advised discussions with Planning, Insights and Analytics (PI&A) are ongoing to incorporate tariff entry data into Awarding Gap analysis.

Action 4 - KC-Led GBV Investigation

The Convener provided members with an extensive verbal update on the report by Morag Ross KC. He advised, while the investigation process had concluded, the resulting report is not yet available for publication as it is currently being reviewed for GDPR and legal considerations.

Members noted the report will make 16 recommendations, the majority of which relate to the processes and resources required to respond effectively to the non-academic student conduct case workload. The Convener stated no major concerns around the staff processes were raised, though areas for improvement were the need for investigations to be concluded more swiftly and to consider how complex cases were handled.

K Fraser expressed the view that, to ensure true engagement and embed the cultures the University wishes to foster, communications about the report findings should not be cascaded solely digitally. Members discussed the need for the University to use this report to move forward, engaging the whole University community, upskilling line managers with the knowledge to be able to deal with similar situations more effectively and to clearly set out the University's expectations around issues of sexism and GBV.

C Barr noted face-to-face culture and values work is already ongoing in some Colleges and Schools which will be followed by a programme of training and development to reinforce that. She suggested the Trade Unions were in a position to help influence the changes in culture and behaviours expected.

M Taylor noted the University's existing GBV Action Plan had already been updated prior to release of the report and will be further updated, drawing on the recommendations. She pointed out that a University campaign on GBV issues was originally part of the GBV Action Plan and External Relations colleagues are already planning for this.

D Duncan advised a sub-group of the Senior Management Group (SMG), along with representation from the Students' Representative Council (SRC), will be formed to oversee the implementation of the recommendations, with an expectation that all recommendations will be implemented before the start of 2023-24 academic year. An update will be provided at the next meeting.

ACTION: D Duncan/Convener

The Convener confirmed the finalised report is expected to be available for the December meetings of Court and Council of Senate and fully cascaded afterwards.

Action 6 - Wellbeing Framework for Students

M Taylor reported on behalf of R Partridge that an external review of the Wellbeing Framework will be undertaken. A further update will be provided at the next meeting. She reminded members the Student Experience Strategy would be discussed later in this meeting.

Action 9 - Non-academic student misconduct

M Taylor noted, with the [Code of Professional Conduct](#) launching through Heads of School and Executive Directors of Services earlier this week and to the wider colleague community next week, Robert Partridge has confirmed the student version will be aligned with it as soon as possible, as well as considering the recommendations from the KC report. An update will be provided at the next meeting.

ACTION: R Partridge

Action 11 – Evidentiary ‘grey areas’ in relation to disciplinary cases

K Fraser will investigate with JULC colleagues on what information D Thomas was to provide M Taylor with in, relation to her request for guidance around evidentiary ‘grey areas’ in relation to disciplinary cases.

ACTION: K Fraser

Action 12 – Student ‘Cases’ & Student Liaison Officer role

M Taylor again reported on behalf of R Partridge, that the introduction of a Student Liaison Officer role will be reviewed considering the recommendations from the KC Report.

The Convener advised, due to imminent travel commitments, in a change to the agenda order R Sandison, U Kahn and I McInnes will provide their Equality Champion updates next.

3. Equality Champions Updates – Part 1

3.1 Sanctuary Update

R Sandison reported the University has now been formally recognised as a University of Sanctuary and thanked all colleagues involved. A new working group will be formed, including Students’ Representative Council (SRC) and Student Action for Refugees (STAR) representatives, to oversee the implementation of the related action plan, ensuring the University meets its responsibilities and targets for the required annual assessments.

Members noted the update on the Ukrainian universities twinning programme and welcomed the plans to develop longer term ties. Members also welcomed the University’s swift response in addressing a recent hate crime incident. The University’s approach had drawn supportive messages from the Ukrainian community.

3.2 Religion and Belief Update

I McInnes reported on recent Chaplaincy activities, noting a recent a tree planting ceremony as part of Interfaith meeting with all the Honorary Chaplains. He also advised on collaborative work with the Church of Scotland in Malawi, integrating ongoing research work by the Blantyre-Blantyre Research Facility with some of their missionary work.

Members noted discussions with the Glasgow University Muslim Students Association (GUMSA) around suitable accommodation for Friday prayers, in particular during Ramadan, remain ongoing and positive. Members also noted the University hosted the new Archbishop of Glasgow to celebrate a Mass, which was well attended.

M Taylor advised she and the University Chaplain had met with members of the All-Party Parliamentary Group (APPG) on Antisemitism as part of a wider report expected next year.

3.3 Race Equality Update

U Khan provided an update on the recent launch of the University’s [‘Together Against Racism’](#) campaign which consists of digital and physical resources, along with supporting guidance housed in a dedicated webpage. She confirmed the campaign has been positively received, both internally and externally.

Members noted, though not solely related to racism, there has been an increase in harassment and discrimination reports. M Taylor confirmed this reflected a similar increase following the University’s 2016

'Full Stop' campaign. U Khan also suggested expectations have been raised for positive outcomes for every report. The Convener emphasised that while all reported incidents will be dealt with properly, there can be no automatic assumption of the outcome.

Members noted reports continue to be received from the Chinese student community, and although these mainly involve external parties, the University would continue to monitor the situation.

K Fraser endorsed the need to visibly support and reassure Chinese students, due to their feelings of isolating from the wider campus and student community. R Vare advised, in recognition of this, the SRC have organised outreach sessions, hosted in the private accommodation blocks where the majority of Chinese students stay.

M Taylor confirmed the Race Equality Group are already looking to include representation from the Chinese student community, with the SRC's current International Officer joining the next meeting.

4. Student Experience Strategy – Presentation

J Jones confirmed College Management Groups (CMGs) and the Professional Services Group (PSG) have already had sight of the presentation. Student organisations will also see it next week. Engagement with these and other groups will continue throughout the next 12-18 months, as project plans are rolled out.

J Jones detailed the reasons behind the development of the strategy, the other linking University strategies, and the overall Student Experience Strategy objectives. Members noted the key themes of Improving Opportunity, Prioritising Wellbeing, and Ensuring inclusion and belonging would be underpinned by improving students' digital and on-campus experiences. J Jones also detailed the portfolio of planned projects and the expected outcomes. Within each thematic area, he highlighted equality and inclusion related aims and related projects. The programme of work is expected to begin from January 2023.

Members noted the Student Experience Strategy will be a long running framework based on a partnership with the four student bodies. D Duncan confirmed refurbishment of existing learning and teaching spaces and social spaces, such as the Queen Margaret Union (QMU) and Glasgow University Union (GUU) facilities, together with facilities on the outlying campuses, are included in the planned projects.

J Jones confirmed the presentation will be made available to members via EDU. C Chapman-Smith confirmed the Strategy team are already looking at how best to communicate the plans and expected outcomes for the student audience. C Chapman-Smith agreed to provide J Milligan with the draft slide already prepared for this purpose and confirmed the business case includes costings for the delivery of effective student communications relating to the Strategy. **ACTION: J Jones/C Chapman-Smith/EDU**

K Fraser highlighted, as the staff experience directly impacts the student experience, adequate resourcing for, and good communication with, staff will also be vital.

5. EDSC Terms of Reference – Paper 2

Members approved the Remit and Membership, while noting the current gender balance does not meet the principle of 40% of either gender.

6. Staff Related Items

6.1 2022 Annual Staff Monitoring Report – Paper 3

M Taylor reminded members the majority of the data in the report is a snapshot as at 31 July 2022. She took members through the Executive Summary, highlighting the three diversity Key Performance Indicators (KPI) statistics. She noted, though the percentage of senior women had decreased slightly to 32.8%, the latest round of promotions which took effect on 1 August 2022 had brought the figure back up to 33.6%. The other two KPI targets, Declared Disability rates and UK Black, Asian and Minority Ethnic (BAME) representation, had both increased to 5.3% and 4.9% respectively.

M Taylor confirmed the continuing disproportionate difference in the percentage of applicants compared to success rates for Black Asian and Minority Ethnic (BAME) applicants is already subject to ongoing analysis by Planning, Insights & Analytics as part of the Understanding Racism, Transforming University Cultures (URTUC) action plan. C Barr advised People and Organisational Development are also in the process of recalibrating the current pay and grading structure, with expected implementation at the start of the next academic year. This will include a review of career pathways, job descriptions and essential criteria providing the opportunity to ensure any potential recruitment barriers are removed.

6.2 Colleague Engagement Survey - Presentation

In advance of discussing the latest results, M Taylor took members through the actions undertaken to address the prioritised equality related findings from the last survey. Members noted participation rates for all declared protected characteristics have increased in this latest survey, with the majority above the University population (based on the Annual Staff Monitoring Report statistics).

M Taylor highlighted the 'Dignity and Diversity' themed questions again received the highest positive response rate at 80%, however in comparison to the 2021 responses the percentage of positive responses to all three individual questions have dropped slightly.

Members noted colleagues who identified as being from 'mixed or multiple ethnic groups' and 'any other background' and those within College of Arts, College of Social Sciences and University Services are more negative than the average University responses across all survey questions.

When considering all disabled colleagues, the responses continue to be more negative than the average University responses across all survey questions, while within Colleges, the College of Science and Engineering had the most negative responses when compared with the average.

Members noted Lesbian, Gay, Bisexual + (LGB+) staff responses were variable, however staff identifying as 'Other sexual orientation' provided more negative responses.

Members noted references to bullying and harassment had increased in the survey's free-text comments. M Taylor noted as the University raises awareness of expected behaviours and the routes available to report bullying and harassment, such rises will be expected until the culture improves. C Barr highlighted there were improved areas for the University as a whole, such as colleagues feeling valued and seeing people living the University values, development opportunities and support from line managers. However, these improvements are not being reflected when looked at the protected characteristics level.

K Fraser noted increased workloads plays a huge part in the wellbeing of colleagues and their experiences are reflected in the survey responses. She also highlighted the need to ensure disabled staff are fully supported in the workplace.

M Taylor confirmed these results will be discussed with the relevant Heads of HR, looking for good practices in areas which can be replicated/utilised to address the issues seen in others. The Equality Groups, the new Global Majority Network and the LGBTQ+ Staff Network will also be consulted.

7. Student Related Items

R Vare expressed the SRC's support for the KC-led report and confirmed commitment to supporting all actions resulting from it. She highlighted the SRC hope to launch their own GBV campaign, which has been developed with input from Successful Women at Glasgow and other student bodies, soon.

8. Equality Champions Updates

8.1 Mental Health Champion

D Duncan agreed to circulate a written update for members, as he needed to leave the meeting to attend to another. (See Clerks Note below)

8.2 Age Equality Update

M Taylor reported a survey has been launched to investigate mature students' experiences and asked those with student links to encourage participation.

8.3 Disability Equality Champion

C Barr advised the last group meeting discussed the proposed 'Principles applying to the assessment of students' which Prof Martin Hendry, Clerk of Senate, presented. Other issues discussed included the poor accessibility of the main Estate and its huge impact on timetabling and study options for disabled students. She also highlighted the need for new build projects to fully implement the University's agreed Design Standards. She also commended the work of Disability Services and Counselling & Psychological Services, led by Clare Craig.

M Fischbacher-Smith advised the 'Principles applying to the assessment of students' is still being developed but will be presented at the next Senate Business Committee.

8.4 Gender (Sex) Equality Champion

S Carter advised the first meeting of the year has been postponed until 7 December, to allow for discussions on the KC-led report. Activities over the summer have included the launch of the Menopause and Hormonal Changes Policy with related specialist webinars and Menopause Cafes which have all been well attended and received very positive feedback. Work continues on four Athena Swan renewals due next year, with the outcome of the School of Interdisciplinary Studies' renewal submission awaited. Equality and Diversity Unit, Research & Innovation Services and Finance's Pay and Pensions team are looking at options for the University to be able to pay childcare costs where they are already included and approved in research grant funds.

8.5 LGBT+ Equality Champion

M Fischbacher-Smith highlighted new UofG rainbow lanyards and tote bags are available from the Gift

Shop. She reported issues have been raised with Information Services and the MyCampus team relating to system processes which particularly impact trans students. She advised the Gilbert Scott building will be lit up red on 1 December to mark World AIDS day. It is also hoped to light the South Front in rainbow colours to mark the start of LGBT+ History Month on 1 February 2023.

M Fischbacher-Smith also reported a recent post on the University's Yammer site resulted in complaints from staff. However, the use of Yammer is not currently covered by any existing University policy. The absence of any framework to address the complaints meant the issue could not be dealt with fairly for all parties. The team developing the new Social Media Policy have been made aware of the importance that Yammer is covered within that.

CLERK'S NOTE:

8.6 Mental Health Update provided by email following the meeting

- Despite increased numbers of students coming forward with mental health issues the crisis team, led by Jane Weir, is doing an excellent job responding to cases quickly and professionally.
- The revision of counselling, led by Clare Craig, has been very effective, with better triage and more resource, including specialist GBV resource. The most urgent cases are seen more or less immediately, and average waiting times are down from 25 days to 14 days.
- We are working hard to make sure that everyone is aware of escalation routes for student-facing mental health provision. Important roles, in addition to CaPS, include Student Support Officers in the four Colleges, Living Support Assistants in the residences, Security across the campuses (Security staff deal on a daily basis with reports and often act as first responders), the SRC Advice Centre and academic advisers. The Student Wellbeing Strategy has been in place for some months resulting in several improvements in provision however a review of the strategy and related actions will also happen this year.
- Following publication of the staff Wellbeing Strategy, developed by Elise Gallagher and colleagues, we have re-tendered for an externally provided employee assistance programme and will be rolling out a new service in the new year. This will provide for face-to-face support and online support where needed and can also be accessed by students. This will represent a significant enhancement of our mental health provision.
- Staff Engagement Survey results will be reviewed from a mental health perspective with P&OD colleagues to consider what further interventions can be made in response to the growing incidence of mental ill health in the staff population. There is an ongoing dialogue on this with the campus trade unions in the Joint Union Liaison Committee (JULC) and at the Health, Safety & Welfare Committee.

9. Any Other Business

M Taylor noted the next EDSC meeting will receive the University's updated Equality Outcomes and Mainstreaming Report, required by the Public Sector Equality Duties. She noted, following the Scottish Funding Council's (SFC) Memorandum of Understanding with the Equalities and Human Rights Commission (EHRC), guidance is still awaited from either body regarding any requirements relating to the 'persistent inequalities'. She confirmed if this is received in advance of the next meeting it would be circulated to members.

ACTION: EDU

Date of Scheduled Next Meeting: 13 March 2023 at 10:00

Court Context Card - REPORT FROM Health Safety & Wellbeing Committee 7th of March 2023

Speaker	Dr David Duncan
Speaker role	Chief Operating Officer and University Secretary
Paper Description	For information only
<i>Topic last discussed at Court</i>	Last report to Court was 7th of December 2022
<i>Topic discussed at Committee</i>	N/A
<i>Court members present</i>	Dr David Duncan
<i>Cost of proposed plan</i>	N/A
<i>Major benefit of proposed plan</i>	N/A
<i>Revenue from proposed plan</i>	N/A
<i>Urgency</i>	N/A
<i>Timing</i>	N/A
<i>Red-Amber-Green Rating</i>	N/A
Paper Type	For information only
Paper Summary	Agenda Draft Minute Action Log HSW Annual Report
<i>Topics to be discussed</i>	None Court is asked to note the report
<i>Action from Court</i>	to note the Annual Report
<i>Recommendation to Court</i>	
Relevant Strategic Plan workstream	N/A
Most relevant Primary KPI it will help the university to achieve	N/A
Most relevant Secondary KPI it will help the university to achieve	N/A
Risk register - university level	
Demographics <i>% of University</i>	All staff, students and visitors
Operating stats <i>% of</i>	
Campus	All locations
External bodies	
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	
Suggested next steps	
Any other observations	

University of Glasgow

Health Safety and Wellbeing Committee

Minute of Meeting held on Tuesday 7 March at 10:00 AM in Melville Room

Present: Hazel Bookham, David Duncan, Elise Gallagher, Peter Haggarty, David Harty, Paul Fairie, William Howie, Christopher Kennedy, Paula McKerrow, Jenna Millar, Cyril Pacot, Gary Stephen, Louise Stergar, Mark Wildman, Selina Woolcott

In Attendance: Karen Biggins, Alice Gallagher

Apologies: Debbie Beales, Sharon Burns, Ian Campbell, James Gray, Gillian Shaw, David McLean, Hailie Pentleton

HSWC/2023/1 Minutes of the Meeting held on Wednesday 7 December 2022

The Minute of the meeting held on Wednesday 7 December 2022 was approved.

HSWC/2023/2 Matters arising

HSWC/2023/2.1 Estates Safety Report (Paper 1)

The Committee noted the paper had been shared - highlights from this are:

- There is an ongoing focus on scaffolding around campus and a continuing dialogue with relevant contractors. Mobile elevated platforms also form part of these conversations. Issues have arisen with perpetrators using these for graffiti vandalism. Also reinforcing with contractors their obligations to ensure rubbish is removed from sites.
- There is an ongoing engagement with CBRE to ensure a smooth handover to the new hard FM contractor.
- Fire door maintenance is being undertaken in James Watt South and GUU.
- A new compliance advisor has been engaged.
- An authorised engineer is identifying gaps in gas safety with work to update drawings and identify redundant lines and corrosion.
- With regard to failed PAT equipment being left in circulation, processes are now in place to ensure these are removed from circulation.
- It was noted at the recent safety forum that the appropriate level of management was not in attendance and Peter Haggarty is personally contacting relevant senior managers to ensure they sign up to the Estates safety charter.
- David Harty will follow up detail in relation to asbestos removal methodology and terminology.

HSWC/2023/2.2 HSE biological safety report (Paper 2)

The Committee noted the paper that had been shared – highlights from this are:

HSE visited the University in December 2022 to review some of our higher-risk CL3 activities. Their focus was on higher containment facilities. HSE are changing their inspection approach due to our high-risk profile and the visit was part of a pilot of a new model of inspection involving the UofG and one other UK higher-risk facility. AG, the University Biological Safety Adviser (BSA) explained that HSE issued a letter of requirements and served an enforcement (improvement) notice in relation to the management of biosafety, reflecting a need to have defined biosafety management structures, systems and arrangements in place. CMVLS have recognised that this

will require additional biosafety manager resource and have developed a job description for the recruitment of a post at Gilmorehill which will incorporate both general biosafety and GM. This role will complement the existing Biosafety Manager role already in place at Garscube. PF, College Head of Facilities, confirmed this and thanked AG for all her efforts in both preparing for and responding to the audit by HSE.

AG explained that, of the other written requirements stipulated in HSE's letter, those actions required to be completed by 31st March had already been so and she had notified HSE accordingly.

SW noted that during the visit she met with HSE, and part of their discussion covered the central biosafety advice provision within SEPS. HSE had some concern over the level of resource and SW had advised them that a bid had been submitted for budgetary provision for an assistant biosafety assistant post to enable a greater focus on the substantial number of CL2 facilities as well as a degree of succession planning for the BSA post, a key post and single point of failure for the University. SW went on to explain to the Committee that the bid was not successful and HSW and the wider Estates management team are now considering alternative options. The high- risk profile of the pathogens held in our CL3 facilities, increasing levels of activity and associated interest from HSE generates an enormous volume of work for one advisory/ governance post and leave the University vulnerable should the current BSA not be available. Preparation for the next HSE audit later in March began in January. This audit will consider maintenance management systems and will require involvement of both CMVLS and Estates. A further inspection by HSE is planned for the autumn/winter. This is expected to focus on CL2 labs, human factors and local inspections.

BH noted there is no visibility of risk assessments on a shared platform and suggested this might help better support audits. AG advised that risk assessments for some areas are biosecurity sensitive and that a full- time post would be required to maintain such a platform. A review of risk assessment policy would be required and the new biosafety manager position, once filled, would review the current documents. SW is looking at software for travel risk assessment and pointed out that even for this single activity this had been challenging. DD noted that we should consider the options, given the new level of scrutiny being applied by HSE.

HSWC/2023/3 OH Report (Paper 3)

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

- Occupational Health and Wellbeing have now appointed two new clinicians, an OH Adviser and a part-time screening nurse who both started in January.
- HB, Head of OH and Wellbeing, explained that a drop in numbers requiring bloods taking was largely due to a dip in research activity during the pandemic and that these appointments and those related to research passports are once again increasing.
- HB believed the increase in DNA (patients who did not attend appointments) was due to an increased visibility with improved recording of these events.
- OH had successfully completed undergraduate MVLS Student screening programmes for cohorts 2020 & 2021; this included a mop up of students who required vaccines that were not available until Dec 2022.
- Initial research has commenced into clinical software availability to support the transition from paper record management to electronic.
- Staff have been identified to undertake T4 training to support the enhancement of the OH intranet/ website.
- OH&W commenced engagement with external and internal partners to ensure alignment and best practice for the provision of professional OH services.
- OH had commenced the programme of review and enhancement of support systems.
- Discussions with Blood Transfusion Scotland had resulted in agreement of dates for coming year.

HSWC/2023/4 SEPS Report (Paper 4)

The Committee noted the Paper that was circulated for information only. Highlights from the paper include:

Increases in RIDDOR reporting were expected due to increased activity, both work and study, on campus. Second and third year students coming into lab sessions are less experienced than they would usually be. Schools had been pre-warned of this likelihood and additional student lab inductions had been recommended. However, there has still been an increase in numbers of incidents. One notable incident was an item of equipment that had failed a routine PAT – it had not been removed from use and this had resulted in an electric shock to a student. A report was submitted to the school in question and Estates to make recommendations to avoid a recurrence. There were also two cases of minor allergic reactions at work reported. Members were encouraged to email any specific enquiries to David McLean, Head of SEPS.

HSWC/2023/5 Audit update (Paper 5)

The Committee noted the Paper that was circulated for information only. SW spoke briefly to this paper to highlight the generally good progress with the audit programme. Since the paper's submission, the audit report for the School of Social and Political Studies had been finalised and issued and that for the Hunterian Museum was on the point of issue.

HSWC/2023/6 Sickness absence stats (Paper 6)

The Committee noted the Paper that was circulated for information only. The statistics remained fairly consistent and similar trends were in evidence to previous report. Longer term absences that had previously not been addressed were now coming to light and HR colleagues were supporting managers to manage this.

HSWC/2023/7 HSW Annual Report (Paper 7)

The Committee noted the Paper that was circulated for information only. SW covered highlights from the executive summary but recommended the detail of the contents to committee members.

The early part of the year was complex with lingering Covid guidance to update, covid-related anxieties and concerns about returning to campus.

The Chemical Safety Adviser (CSA) Phil Rodger provided support for activities relocating into the newly handed-over ARC building, The BSA provided similar support for biosafety activities. SW pointed out that both the CSA and BSA also have generalist roles, contributing substantially to training, accident investigation and the audit programme.

Key policy updates included a review of the Fire Safety Management Policy to reflect changes in the provision of those duties previously delivered by local Area Fire Officers (AFO). A new role of Fire Safety Coordinator has been created, with many of the original AFO duties now being carried out by local Zone staff within the Estates structure in order to address the shortage of AFOs arising from new hybrid working patterns.

The Radiation Protection Service (RPS) workload expanded quite rapidly as research activities increased, although key elements of the service, such as dose badge circulations and isotope delivery management continued throughout the pandemic.

Total training volumes increased, year on year, even allowing for the high numbers completing the return to campus induction the previous year. SEPS were supported by the Digital Learning Team to develop an in-house digital learning resource for DSE safety and SW extended warm thanks to Neeraj Bhardwaj for his help. SW finished by thanking the HSW professional and

administrative staff for all their hard work over the year, as well as all those colleagues who provided much appreciated support and collaboration.

MW asked what circumstances might render Mental Health First Aider (MHFA) training mandatory and whether a payment for MHFAs should be considered. SW indicated that whilst MHFA training is increasingly being included as desired training for certain roles with personal support aspects, in most cases it was considered a more general personal development for attendees.

Courses are currently over-subscribed with a 40-strong waiting list and no more available spaces until courses, which take up to 15 attendees, begin again in the Autumn. SW would be concerned at incentivising when there is already a backlog requesting training and no shortage of volunteers. HB also stressed that the focus should be on ensuring the best people for the MHFA role are identified and that a payment could be an obstacle to this. SW also explained that efforts are taken to keep the list of registered MHFAs up to date, but this is challenging with increasing staff movement and turnover.

On the subject of general first aid, GS noted that the soon to be implemented Martyn's Law – a response to the Manchester Arena Bombing – will require some first aiders to be trained in trauma first aid and for trauma first aid kits to be made available and that his team is considering best way of achieving this.

HSWC/2023/8 E Scooters fire risk

SW noted that there is increasing concern on HE safety networks related to potential risk of serious fires involving e-bike lithium-ion batteries. Increasing purchase and use of e-bikes is a contributory factor but the main issue is the difficulties associated with extinguishing lithium-ion battery fires because they generate oxygen, making them extremely challenging to put out with conventional extinguishers. New extinguisher materials are under development to try to address this but not yet widely available. A growing number of HEIs have banned e-scooters, and in some cases e-bikes, from campus, or from being taken into campus buildings in response to this concern.

E-bikes are a more established product, but e-scooters still have low consistency of manufacturing quality leading to lower confidence in their safety. As e-scooters are designed to be portable, generally being supplied with a carrying case to facilitate this, owners are inclined to bring them into accommodation and other buildings for security, as they are difficult to make secure outside, and for charging purposes. It is fair to point out that in general the public will be routinely taking this equipment indoors for the same reasons. UofG currently does not have external charging points suitable for e-scooters, which are designed to be chargeable from a standard domestic power socket.

Whilst the University is keen to promote lower-carbon means of travel, it is important to recognise that, currently, only e-scooters that are provided through a government scheme are legal to be used on a public or private road, and no e-scooter is permitted to be ridden on a pavement. It is understood that there is currently no government scheme in place in Glasgow. It is understood that this situation may change in the course of 2023 with new legislation permitting use of a wider range of e-scooters on the road under development.

The Committee agreed that for now a holding statement should be issued and the issue kept under review. Managers of certain UofG buildings have already issued bans on e-scooters indoors, such as the Library, over concerns in relation to fire safety and obstruction of escape routes. SW suggested any approach should be risk-based.

It was agreed that GS would issue a statement regarding legality of e-scooters and take forward the issue in the existing Logistics Hub working group, consulting with colleagues in relevant units

including SEPS, town planning, transport and accommodation services. DD offered to raise the matter with peers in other institutions.

HSWC/2023/9 Covid (verbal update)

There were no updates to advise currently at this time. This issue will remain on the agenda in the meantime.

HSWC/2023/10 Any Other Business

CK noted that there are issues with external gas lines corroding, and pipes in basements where leaks and/or environmental conditions may be causing corrosion. CK enquired about the University policy on monitoring and examining such facilities and ensuring suitable facilities are provided in new builds. DD suggested this should be considered by relevant parties, including SEPS, and a paper submitted to the next meeting.

PM noted there is an escalating problem with more children coming onto campus and being left to their own devices. A family study room is available in the Library and signage has been updated to ensure it is correctly used. GS noted that abandoned children should be reported to security who will involve external agencies as appropriate. DD observed that international students may not always be aware of UK/Scottish legislation regarding children being left unattended.

Paul Fairie advised that he is moving on from the University in May. Jenna Millar will attend the Committee in his place. The Committee thanked PF for his contribution.

HSWC/2023/10 Date of Next Meeting

The next meeting of the HSWC will take place on Friday 10 June 2023 at 10am in the Melville Room.

Created by: Karen Biggins/Selina Woolcott

Health Safety & Wellbeing Annual Report 1st January to 31st December 2022.

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1. Executive summary

Covid-19 continued to have a significant impact on our activities at the start of 2022, with a return to full teaching capacity requiring considerable attention from ourselves and other Estates colleagues to ventilation effectiveness across the campuses. As work from home dictates were relaxed and administrative activities returned to campus, enquiries, concerns and anxieties about returning to the workplace required a lot of sensitive and attentive interactions to reassure colleagues. In practical terms, there was also still a need to keep a lot of active documentation up to date and to review and update the return to campus video one more time. The removal of remaining restrictions and requirements enabled cessation of most of our remaining Covid-specific processes, including the Covid report form, by the end of May. A short-life Covid Resilience Group operated until the Autumn, when it was subsumed into the Health Safety & Wellbeing Committee.

The restrictions over the previous 2 years had some impact on experience, with increased laboratory incidents as a result of 2nd/3rd year students having less experience than would be normal for their level of progression. This had been anticipated and additional refresher training in labs advised for students.

With residual Covid-19 restrictions still in place for the first part of the year and the return to normal activities accelerating through the year, the resultant work demands were exceptionally challenging at times for the HSW teams.

One of the priority areas of focus was biological safety. HSE now classifies UofG as one of the higher risk facilities in the country, due to the types of organisms our researchers work with. As a result, HSE are adopting a new model of inspection, with multiple visits planned to review different aspects they consider key to good biosafety management. The Biological Safety Adviser (BSA) was exceptionally busy, firstly supporting the successful Specified Animal Pathogens Order (SAPO) licence (SAPO) renewal in January. The BSA then had to submit a profile of all our higher risk activities to HSE to inform their trial of the new model of inspection. These include our work with GM organisms and the BSA dedicated considerable time to supporting the GM committees to review their remit and identify ways to improve their coordination and effectiveness. Once HSE had reviewed the submitted profile material, they then shared their plans for subsequent visits, starting with a review of CL3 facilities and their management in December. Once again, a huge amount of work coordinating specific submissions to inform this visit was required from the BSA. The 2-day visit was busy and

complex and before the year ended plans for the next visit in March 2023 were announced by HSE.

The Chemical Safety Adviser (CSA) also had a remarkably busy year. He was heavily involved in advising and supporting the handover and subsequent safe occupation of the new ARC building, helping resolve several issues involved in equipment transfers/ installation and establishing safe systems of work. He also responded to incidents requiring specialist investigation and/or support to resolve, some of a chemical nature but many more general incidents bringing his tally of investigations to 96 for the year.

The Safety and Environmental Adviser had a diverse year working across a range of environmental and safety issues. He provided specialist advice on a variety of hazardous substances, supported and contributed to several statutory licence applications and ensured continuity of specialist waste contracts as well as delivering general safety advice on subjects including Display Screen Equipment training course content, water ingress to an office building and noise arising from dental equipment.

The Fire Safety Advisers had a busy year, with a small number of fires to investigate and establish lessons learned and comprehensive reviews of both our arrangements for Personal Evacuation Escape Plans (PEEPS) and the fire safety policy and arrangements to reflect changes necessary due to the impact of hybrid working on availability of employees to perform statutory roles concerning alarm testing, drills and emergency evacuations.

Other general safety developments included review and redrafting of the lone working procedures, with supporting generic assessment templates and review and update of travel risk assessment documentation to support the new TRICAP travel portal launched early in the year.

Business Continuity was boosted by the arrival of newly appointed Stella Matimba, BC Adviser, in May. As well as taking over the response to the internal audit of the previous year Stella also took a lead role in the University's review of its resilience to threats to power supplies and disruption to clinical waste uplift provision.

The Radiation Protection Safety team has also seen increasing levels of demand for advice as activities employing radioisotopes, lasers and other radiation sources increase once more on campus. This has been accompanied by increased training activity, largely through the online courses developed during the pandemic, which have proved popular, particularly for those schools taking on more than one intake of students a year.

Total number of employees completing safety-related training in 2022 was 8,839. This compares with 10,546 during 2021 but that figure included 1910 completing the Return to Campus induction. Without that additional training the 2021 figure would have been 8,636 so the 2022 figure reflects a real increase in numbers trained of 203.

Demand for training continues to be high and the teams have worked hard to accommodate in-person training, as well as developing and collaborating to improve the online training offering, including the newly developed in-house course for Display Screen Equipment –our thanks go to Neeraj Bhardwaj in Digital Learning for all his support in its development. The move to hybrid working and changes in fire management arrangement have increased the demand for certain courses, such as Fire Warden and Fire Safety Coordinator (previously Area Fire Officer) due to reduced staff presence on campus.

Once again, my thanks go to all the members of the Health, Safety and Wellbeing service, our colleagues in Occupational Health and Estates, as well as those in other specialist areas such

as Digital Learning, Learning Materials Development and IT for all their hard work and support in assisting the University back to safe normal operations.

2. Key developments and activities

Administrative changes

Despite the limitations of Covid-19 the majority of the SEPS team have continued with full time on site working, sometime combined with limited homeworking working for most of 2022. Whilst homeworking is effective for administrative tasks, our role in inspection and investigatory work can only be conducted effectively on site.

Stella Matimba joined the HSW team as Business Continuity Adviser and successfully completed her probationary period. Our (general) Safety and Environmental Adviser successfully completed his probationary period, becoming a permanent member of the SEPS team. As well as these additions, HSW also note the retiral, in August 2022, of Aileen Stewart, an ex-colleague who led the Occupational Health team, now within P&OD but previously part of the HSW department. The Head of SEPS assisted the Estates Compliance Team with interviews for recruitment to their team.

There were a few minor changes involving IT and data management during the year. These included the majority of the SEPS team moving from use of desktop PC to laptops allowing more effective agile working and update of the SEPS record retention schedule in line with GDPR requirements.

SEPS contributed to a series of Estates-led workshops working towards development of a SharePoint records system for the Estates function. This appears to be an ambitious project and, on our part, included data mapping of the extensive records held by SEPS and RPS.

As the year progressed the HSW team were pleased to see a return to team face-to-face meetings. These included a team Strategy and Planning meeting involving the full HSW team.

Three senior members of the HSW team participated in a mentoring scheme established by P&OD and aimed at providing support to staff within the Facilities Services team who may be new to the University or have changed jobs as part of the zonal modal restructure.

Occupational Health saw a lot of change, with the departure of Aileen Stewart, OH Manager, and Val Wright, OH Adviser. Hazel Bookham was appointed to a new role as Head of Occupational Health and Wellbeing in September. Margaret Thomson joined the team in another new (part-time) role as Health and Wellbeing (employees) Advisor in November. Other appointees included Charlotte Convery as OH Specialist Advisor and Nicola Stewart as OH Screening Nurse for posts commencing in 2023.

General safety

Covid activities

Yet again, the early part of the year was affected by Covid restrictions imposed in December in response to a peak of infections in the early winter period. This occurred just as the University was transitioning in the second semester from the 1m distanced teaching delivered in late 2021 to a return to full capacity. To address this HSW and SEPS were involved in updating risk assessments covering general Covid risk and more specific assessments covering teaching activity and practical work. Great attention was needed to ventilation levels

in teaching spaces, including regular measurement of CO₂ levels by Estates to ensure ventilation systems were functioning correctly.

National 'work from home' guidance was relaxed from 31st January 2022 prompting a return to campus of those involved in administrative work and an accompanying spate of requests for advice and guidance. One new area of guidance needed was around campus social events which had largely ceased until this point. Travel also began to increase, accompanied by requests for guidance on that too. This included advice regarding a tour by the Chapel Choir, an indication of the diversity of work that the safety team encounters.

The legal requirement to wear face coverings ceased from the 18th of April, becoming guidance instead. Government provision of LFD kits and recommendations to test also ended on this date. The University responded to this by ceasing recording and analysis of weekly Covid data from 31st May 2022. University Covid Planning group meetings continued through to March 2022 with Scottish Government Covid Leads meetings continuing until July.

The full return to campus seen at the beginning of the semester was most welcome but did come with an associated increase in accidents and incidents. It is noted that some of these involved student lab work in practical subjects and showed a lack of lab experience due to the Covid-driven restriction of activities in the previous 2 years.

Other general safety work

The CSA undertook an exercise to update our list of current safety contacts. Suitable contacts were identified in each School and a new contacts list produced. Members of the SEPS team attended safety committees and groups across the University both as members, and by invitation typically to provide specialist safety advice or information. These included the HSWC and various School safety committees.

SEPS contributed to completion of various applications, questionnaires and surveys associated with bids for research funding and duty of care activities on the part of funding providers. These included contribution to the JOSCAR submission, to facilitate access by the University to research contracts within the aerospace, security and defence sectors.

Collaboration with other Scottish Universities included work with the University of St. Andrews on our respective safety management systems and training processes. This involved the Director of HSW and Head of SEPS and included a short presentation and Q&A session with the St Andrews senior safety group and members of their senior management team and reciprocal visits between the two institutions to meet team members and discuss our respective approaches.

Migration of the University incident reporting system to the Ivanti platform was completed and the system became live on the main Helpdesk from mid-June 2022. Report submission and data extraction both appear to be functioning satisfactorily with various data dashboards available to provide better visual representation of incident patterns. SEPS continue to provide monthly incident data to Estates and periodic summary data to other Colleges and units. Options to make the data directly available to Schools and Services are being explored but opening the database or making reports visible is severely constrained by GDPR requirements and the fact that incident reports contain personal and sometimes medical data about individuals.

All of the SEPS team continued to investigate incidents as they were reported, offering advice or preparing more substantial reports and requirements in proportion to both the nature of the incident and any perceived managerial improvements needed.

SEPS responded to a number of Subject Access Requests and FOI requests during the year. Although numbers remain low, these are increasingly being used by claimants and their legal representatives to obtain information as part of the civil claims process following accidents. FOI requests have also been received seeking more general information on accident and incident rates and numbers.

SEPS assisted Estates with retendering of the statutory examination contract in late 2021 and during 2022 our Safety and Environmental Adviser has monitored reports issued by the contractor, following up with Schools and Services where necessary to ensure that appropriate action is taken, especially on any more serious defects that may be identified.

As new buildings near completion on the Western campus redevelopment, SEPS staff have been involved in a series of operational readiness meetings in preparation for handover of buildings and infrastructure to the University. This has particularly involved the fire team and Head of SEPS and has involved planning for the handover of the ARC, Infrastructure works and, currently, the Clarice Pears Building. This process is separate from specialist advice and support provided during the design and construction phases which typically involves the wider SEPS team and may include review of design material held within the Multiplex Zutec data system. Post-handover we have supported the local management teams with guidance on lab moves, initial set up and with the development of new safety systems and arrangements.

The SEPS team have worked with Security and the UofG Life app team to devise a way to present emergency information gathered through our hazardous areas survey in a form that would be accessible to Security in an emergency. SEPS acknowledge the work of our Security colleague, Archie Macgilvary, in initiating this project and supporting the Security element. Discussions identified the benefit of including defibrillator locations within the 'Near Me' menu within the app and a list of locations was provided to allow the app team to include this.

In conjunction with Estates, SEPS reviewed options for improvement of original fire and security separating doors fitted within the Hunterian Museum. These are extremely heavy metal doors and are inherently difficult to open and close. This has resulted in periodic injuries. Options for modification were explored and considered in consultation with a Glasgow City Council planning officer. However, no practical change appears technically or aesthetically possible given the historic and listed status of the doors and building. The only viable alternative is therefore suitable working systems and operator training. Safety improvements in two other heritage locations were also consulted on with GCC.

Work on development and maintenance of safety policy, arrangements and guidance is a constant task for the team. During 2022 key work in this area included a revision of lone working risk assessment and update of the University guidance on assisted evacuation for disabled campus users, the latter being conducted in consultation with the Disability Service. In relation to asbestos, it was agreed that the Estates compliance team who have an asbestos specialist within their staff, would take the lead role in preparing and hosting University policies and information on this topic, consulting with HSW and SEPS on any matters affecting the wider University.

Practical support was provided to resolve an invoicing issue with threatened elements of the contract for supply of specialist lab gases.

SEPS general safety advisory role is wide-ranging and extended to the typical myriad of issues including portable and fixed electrical testing, glove resistance with relation to chemical handling, breast feeding during University field trip, noise arising from dental equipment, use of gym equipment and many more.

Travel procedures

The University travel portal remained in operation in 2022 with travel increasing to more normal pre-Covid levels. In the latter part of the year HSW began a review of commercial travel risk assessment systems with a view to replacing the current form-based system with an online system if a suitable system can be found to do this. The advantage of an electronic system may be that assessment components can be tailored to the individual trip based on the questions answered, allowing simple low risk travel to be assessed with a relatively small question set, but more complex travel being subject to a more extensive and rigorous set of questions. Investigation of the available options is at an early stage and will continue in 2023.

Biological safety

The BSA provided professional biological safety advice across the Colleges, Schools and Services as work progressed or was planned. The Colleges of Medical Veterinary and Life Science (CMVLS) & Science and Engineering (CSE) are a major focus for the BSA, however biological related activities extend across the University as a whole. General safety and specialist support was given to management units involved in teaching, research and support activities throughout the year.

Existing work with pathogens and animal models across the organisation 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. The increasing biological risk profile (both safety and security) of the University has required the BSA to support front-line academics and area managers as higher risk work increased.

Renewal of the University Specified Animal Pathogens Order (SAPO) licence was successful at the start of the year for SAPO 3 agent work following the 4-day HSE inspection at the end of the previous year at Garscube Campus. The University response was facilitated by the BSA prior to the issue of the licence by HSE. A meeting of the CL3/SAPO agents' group (comprised of key personnel at Gilmorehill and Garscube) was held by the BSA to discuss previous and future HSE inspections, ongoing work and risk assessment processes. The BSA continued to update the University Pathogens and Toxins register as new pathogen work commenced.

HSE instructed the BSA to provide a 'portfolio of higher risk activities' across the University to be submitted at the start of the year, including associated requested paperwork. The University was allocated a dedicated HSE inspector from the Microbiology and Biotechnology Unit and the inspector informed the BSA there will be a new trial approach to CL3 inspection here at UofG, proportionate to the higher biological risk profile. HSE indicated this will involve more frequent targeted inspections than previously.

The BSA continued to visit and support the Glasgow Lighthouse COVID-19 Testing Laboratories at QEUH. They have gradually but substantially reduced their testing capacity over the year with a reduction in personnel.

The BSA also attended and gave input to the School of Infection and Immunity's Health and Safety Committee meetings throughout the year. 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 throughout the year to the four CMVLS Genetic Modification Safety Committees (GMSCs) to ensure appropriate approvals, or consent, were in place for the diverse range of work with genetically modified organisms, animals and plants. The BSA met with the GMBSOs to discuss business continuity of the GMSCs as some of the GMBSOs wish to step down from their positions because of other commitments. New GMBSOs require to be identified by CMVLS to fill these academic roles and ensure continuity of appropriate GM permission processes. Throughout the year the BSA has also stressed again to CMVLS that administrative support is required for the GM committees to function effectively and improve consolidation and appropriate regular review of all existing approved GM risk assessments.

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

General safety duties included general accident investigations and statutory reporting to the enforcing authorities where appropriate. The BSA followed up appropriately on many accidents across the organisation. Whilst most those dealt with by the BSA were biologically-related (including spills and sharps injuries), the BSA also conducted various general incident investigations.

The SEPS Team met 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

2022 represented something of a return to normality and with most of our colleagues in researching, teaching and support services returning to campus (at least on a part-time basis) the CSA was called upon to provide advice and support on a range of topics to colleagues across the organisation as well as responding to *ad hoc* requests for assistance. The following are some examples of significant projects with which the CSA has been involved.

The CSA was heavily involved in the planning and delivery of the transfer of research groups and their equipment, chemical stocks and other resources from various disciplines into the newly completed ARC building. This involved working with internal stakeholders and external companies undertaking the work to ensure that the process was completed safely and efficiently. Ongoing support and advice were provided to the ARC technical team and management, research groups and spin-out companies throughout the process to help ensure minimal disruption to their activities and that their new workspaces were safe to use. Throughout 2022 the CSA continued to support the staff and students working in the ARC, as issues were identified.

Working with the Estates team and colleagues in the ARC, the CSA developed a robust risk assessment and safe system of work to allow safe access to the ARC roof for staff involved in ongoing maintenance of equipment and services. The procedure was focused on the temporary suspension of high-risk laboratory activities which could cause harmful vapours to be discharged at roof level for the duration of works and agreeing that proposed maintenance activities should be notified to building users in advance to allow researchers to plan effectively.

Towards the end of 2022, the CSA was asked to assist the Estates Project Team in ensuring that the recently vacated research laboratories in the Anderson College Building were clean and safe to hand over to Kaplan international College for use as teaching space. Some residual hazards were identified during this process and advice given on how to make the areas safe for repurposing.

The CSA continued to attend the School of Chemistry Safety Committee in an advisory capacity providing guidance and support to the head of School, Safety Coordinator, and other committee members. The committee discusses accidents, training requirements and other matters of safety relevant to the School and is a useful, constructive forum for improving health and safety.

The annual survey required under the International Chemical Weapons Convention was successfully completed and submitted to BEIS to ensure that the University remained compliant with its legal responsibilities.

The ongoing annual programme of formaldehyde vapour- monitoring in the anatomy teaching facility was undertaken to ensure that staff and students were not exposed to hazardous levels of this toxic substance. With formaldehyde having been reclassified as a presumed human carcinogen and a forthcoming reduction in the occupational exposure limit it was reassuring to note that the current level of exposure was well within the reduced exposure limit.

Following an incident where a research laboratory was flooded due to the actions of a contractor the CSA participated in a working group intended to facilitate the safe recovery of laboratory materials to minimise disruption and return the laboratory to service. This project was successfully completed, and the laboratory is now operating normally.

During 2022 the CSA was responsible for investigating 96 incidents, accidents and dangerous occurrences involving staff, students and visitors to the University, representing a significant increase on previous years. These included many general safety incidents as well as those involving chemicals.

Following the return to campus of most staff and students to campus after the disruption of the previous two years, there was a notable increase in the number of (mostly minor) accidents. This was a predicted outcome given the limited practical experience able to be gained by students during the Covid-19 pandemic and it was evident early in the academic session that students were less familiar than usual with the laboratory environment and the practical techniques required. This was discussed with the academic and technical staff in charge of the laboratories who agreed to make some improvements in the safety information made available to students.

Some of the more notable incidents included:

- A release of the hazardous inhalation anaesthetic isoflurane within a Biological Services unit.
- Injury to a disabled student when her wheelchair tipped over on a loading ramp at the tower entrance to the Gilbert Scott Building.
- A compressed gas cylinder trolley failed during use when one of the wheels detached, almost causing the trolley to overturn. Whilst investigating, the CSA identified a design flaw in the trolley supplied by BOC and, following discussion, the manufacturer agreed to make a change to the trolley design to eliminate the risk of similar failures occurring in the future.
- A potentially serious incident occurred when a large quantity of obsolete chemicals was inappropriately transferred from the Bower Building to the Sir James Black Building. The potential for a serious incident in this case was high due to the transportation of incompatible materials in plastic bags and the substances were made safe by the CSA and those involved reminded of the correct procedures to be followed for transportation and disposal of hazardous chemicals.
- Two incidents occurred where inappropriate materials were accidentally included in material destined for autoclaving. In one case a small flammable gas cannister was found in a bag of waste and in the other hazardous chemicals were discovered. Both incidents resulted from poor practice and a safety alert was issued to all autoclave users.

Environmental issues

Liaison with SEPA forms a key aspect of SEPS environmental role and, this year, involved a significant body of work related to a new discharge consent for the Scottish Centre for Ecology and the Natural Environment. This consent was successfully approved in November.

Other enforcing authority related activities included composting licensing and initial liaison regarding planned cleaning of the mill pond at Cochno Farm and disposal of the extracted silt.

The advisory aspect of the Environmental Adviser role provides an opportunity to visit various Schools and Units to observe their processes and provide specialist advice on both environmental matters and associated safety matters. Examples of specialist advice given include:

- Advice on disposal considerations for a multitude of hazardous materials, ranging from common materials such as lab chemicals, drug contaminated animal bedding and mixed biological/chemical wastes, to more unusual materials such as nitrate film negatives, an XRF system, a scintillation crystal and various unidentifiable waste chemicals.
- Advice on processing lab plastics enabling the materials to be diverted from landfill.
- Communication of procedures and best practices with stakeholders outwith the University including the Beatson and Chemistry
- A review of relevant legislation related to environmental matters.

The past year brought an increased collaboration with colleagues in Estates, including the provision of hazardous waste data for submissions required by various bodies, provision of samples of non-hazardous wastes for the waste contractors and the planning and coordination for future recycling of polystyrene.

The Safety and Environmental Adviser's experience as a Dangerous Goods Safety Adviser has been relevant with advice on packing and documentation requested from the School of Chemistry, the School of Infection and Immunity and the James Watt Nanofabrication Centre. The University's Transport Security Plan was also redrafted with the BSA in preparation for a visit from the Department for Transport, though this visit was postponed.

As part of the sustainability aims of the University, heated air extraction by fume cupboards running when not required or at higher extraction rates was identified as a potential area for improvement by Estates. Discussions took place between SEPS and the sustainability team to highlight the importance of local exhaust ventilation (LEV) as a safety control measure and to make it clear that safety cannot be compromised by reducing the availability, or effectiveness, of LEV systems.

Invoicing issues occurred in October in relation to the biological waste contract due to annual purchase orders not being correctly renewed/updated by Schools. This led to a significant number of unpaid invoices and a possibility of service suspension. Liaison with Stericycle and a quick response in identifying the units with issues and encouraging prompt payment averted this. Issues also arose in relation to access to the waste stores at the School of Chemistry due to building works in the Joseph Black Building. Substantial coordination between the chemical waste contractor and the works contractor was required to arrange waste pickups. Across the campus, coordination between service users and the waste contractors remains a constant task in relation to both invoicing and uplift planning.

Fire Safety

There was a significant increase in demand for face-to-face training, in particular the Fire Warden course. We suspect that this is due to increased hybrid working and the appointment

of additional staff by Schools and Services to cover the working week. We have also seen increased demand for our more specialist fire safety courses aimed at those with specific fire safety roles such as Fire Safety Coordinator. Overall, 46 face-to-face courses were delivered to meet this demand.

Following internal changes within the Estates Department and their commitment to take on the regular weekly testing of the fire alarm systems, it was necessary to undertake a review of our fire safety arrangements and policy. This was updated to clarify the new roles and to introduce the change of name from Area Fire Officer to Fire Safety Coordinator.

A review of assisted evacuation and Personnel Evacuation Escape Plan (PEEP) policy and procedures was carried out in conjunction with Disability Services. This included preparation of guidance to students and staff and changes to the standard form.

The fire safety team continued to provide support to all building users regardless of location including visits to our sites at Cochno Farm and Dumfries.

Fire incidents

One serious fire occurred involving the electrical supply within a teaching laboratory washroom in the Joseph Black Building. Fortunately, this did not result in significant damage beyond the room of origin and was detected early via the automatic smoke detection system. This incident occurred early in the morning with no one present in the area. The severity of this fire was minimalised through prompt action by Security who investigated and correctly assessed the situation, called the Scottish Fire and Rescue Service (SFRS) and quickly directed them to the location. A subsequent insurance-led forensic investigation attributed the cause to a possible electrical fault within a steam generator, although this was not conclusive. All relevant electric checks had been correctly carried out by the equipment owners.

Two smaller fire incidents occurred within the lift room of the James Watt South Building caused by an electrical short within the lift machinery apparatus, and within the Sir James Black Building caused by contractors working on a skylight. Both incidents were confined to the area of origin although smoke did permeate through other parts of the building, but with no permanent damage. Both buildings were successfully evacuated and the incidents dealt with by the SFRS. In the case of the Sir James Black Building, prompt action was taken by our facilities staff to tackle the fire and prevent further spread.

One further significant fire occurred at Garscube involving an external Scottish Power owned 11kV electrical transformer which caught fire and set alight an adjoining gas main. The scale of the fire was such that the incident became a national news item. Although external, the incident caused the evacuation of two campus buildings and disruption to the power and gas supply for around a week until repairs were carried out by the utility companies.

All other fire incidents were minor and were dealt with promptly by staff on site. These incidents included lab experiments with flammable materials and (mostly unavoidable) overheating of electrical equipment. Other incidents involved cooking and these are clearly avoidable by improved operator attention. SFRS carried out post fire audits in relation to three of these incidents, but in all cases offered advice only.

We received three regulatory inspections in relation to student accommodation (HMO) licences, but these also resulted in advice only. The fire safety team supported various SFRS familiarisation visits to our existing buildings and to new buildings as they were added to the University estate.

Fire alarm activations

The Fire Safety Advisers continue to put considerable effort into monitoring unwanted fire alarm activations. The internal response process includes support by Security 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 call-outs.

The total number of alarm activations increased considerably from last year, up from 237 (2021) to 311, 289 of these being unwanted alarms. (See Table 4 for a breakdown of causes) The first half of the year with reduced student attendance) recorded a third of the overall incidents with the second half of the year (full student return) responsible for two thirds of the totals. Incidents in student accommodation account for 28% of the overall totals. 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, contractor activity, cooking and 'occupier activity' events. The high number of activations where Security or occupiers have been unable to determine an obvious cause is also of a target area.

Although the number of unwanted alarm activations has increased, attendance by the Scottish Fire and Rescue Service (SFRS) has reduced from 2021. This is a result of changes in call out practice over the past few years, driven largely by SFRS and 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 an automatic attendance to 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. As a result, 85% of our SFRS attendances were to residences and only 15% to our non-residential buildings.

Campus development

The extensive campus development programme continues to require significant input from the Fire Safety Advisers, along with input by other specialist advisers, at the design stage to minimise the need for potentially costly and time-consuming alterations once the buildings are commissioned. This is particularly so where designs include fire-engineered solutions, and the fire team has been involved in a significant number of "soft-landings" meetings to support and agree the designs developed for new buildings on the existing campus and on the Western Infirmary site. This professional input is crucially important to ensure that these designs are suitable and that any change, or the conduct of building operations, does not compromise fire safety. Following this process, the Mazumdar Shaw Advanced Research Centre was handed over in 2022 with the Fire Risk Assessment in an advanced stage of completion. The Clarice Pears Building (School of Health & Wellbeing) will be delivered in early 2023 with significant work and effort put in during 2022 to allow for this. Looking ahead, the next building to be delivered will be the Adam Smith Business School in the late summer, early autumn of 2023.

Major refurbishment activity elsewhere in the estate demands similar levels of advice and support. Work within existing occupied buildings continues, including significant fire improvements within the Boyd Orr Building (Continuing) and the internal completion of a major project for the School of Engineering within the James Watt North Building. On such refurbishment projects within existing and operational buildings ensuring that work does not compromise escape routes or create risk to the occupants is always a primary objective of the fire safety team and is one of our safety-critical tasks.

Fire risk assessment

Some additional contracted support with fire risk assessment reviews was required by SEPS in 2022, and our thanks goes to Murray Consulting for assisting us at short notice in this.

Sustaining this rate of assessment review is challenging alongside the demands of reactive work associated with new build and refurbishment activity. However, the fire safety team seek to maintain the target pace of assessment, whilst prioritising our sleeping House of Multiple Occupancy (HMO) risks. It is expected that at least two, possibly three depending on progress, significant new properties will be added to the building list during 2023, which will include the Mazumdar Shaw Research Centre and the Clarice Pears Building (School of Health and Wellbeing). All of this will or has already involved significant input from the fire safety team.

A breakdown of the fire risk assessments carried out in 2022 is shown below. These include 104 scheduled assessment reviews, and three new building assessments, including the Kelvin Hall, which we occupy in partnership with Glasgow City Council. The overall number of assessments this year includes a larger than expected number of category 3 & 4 buildings due to the inclusion of Cochno farm. As the buildings vary in size and to try to reflect the scale of work involved the square meterage of the buildings has also been included. The range of buildings included varies from Victorian terrace to 1960's large teaching/research buildings including the new Mazumdar Shaw Building which although not included in this year's work totals has absorbed many hours in its development before opening and in the preparation of staff occupancy and fire risk assessment process.

Premise Type	Number
Cat 1 - High Risk	12 (17212.15m ²)
Cat 2 - Med Risk	52 (46569.77m ²)
Cat 3 - Low Risk	22 (5723.12m ²)
Cat 4 – Very low risk	21 (3899.99m ²)
Total assessments	107(73405.03m²)

Inspection and Audit

Internal auditing

The University health and safety auditing system was reviewed compared with the ISO45001 safety management standard. While there were some differences between the two systems due to the way in which we audit individual management units rather than the University as a whole, the standards used were found to be broadly similar in most important respects. The extent to which individual units meet these does vary between units, in part due to size, scale and complexity.

SEPS Audit programme was back in full operation throughout 2022 and commenced with some increased encouragement and support to those units who had been audited immediately prior to Covid lockdown in March 2020 and had some actions outstanding from that period. Understandably, their priorities and on-site activities had changed for a time but as work returned to normal the audit actions once again became relevant. The units involved recognised this and were quickly able to address their remaining actions.

A total of 5 units were audited in the January to June period, 3 of these occurring between 31st January and 15th February resulting in a very heavy workload in that short period. This occurred as a result of deferment one audit coinciding with an additional and unplanned audit of another unit that was expected to receive an enforcing authority visit. A further 4 audits were completed in the July to December period. SEPS aim to make the audit process a positive and constructive support and training exercise for the units involved and our feeling is that audit visits are surprisingly well received by Schools and Services who recognise that it is part of a process of incremental improvement rather than simply a fault-finding exercise.

Alex Shearer participated in audits in late 2021 and early 2022 as Support Auditor and, after this training period, undertook the Lead Auditor role for an audit of the Hunterian Museum. With this experience Alex is now able to participate fully in the audit process with the SEPS team. Other members of the SEPS safety team all undertake Lead and Support Auditor roles on a programmed basis.

Reports on audit activities and on completion of actions continue to be supplied to the quarterly meetings of HSWC. This management oversight provides a useful motivator which SEPS actively use to encourage continual progress and completion of actions by Schools and Services.

Units audited during 2022 were: Physics, Biological Services, Nanotechnology, Infection and Immunity, Chemistry, Psychology and Neuroscience, Hunterian Museum, Education and Social and Political Sciences. Each audit visit typically takes at least one week of Lead Auditor time between preparation, auditing sampling visits and report preparation and so is a significant workload. The Support Auditor may spend about half of that time on each audit.

External audits

There were no external safety-related audits conducted during 2022 although we did receive enforcing authority inspection visits from HSE's biological safety group and post fire audit visits from the Scottish Fire and Rescue Service. Details of the latter are provided within Section 7. Our liability insurers visited the Weipers Equine Unit and Small Animal Clinic as part of their risk profiling of the University and SEPS participated in this visit.

Inspections

With the return to campus having been essentially completed following the relaxation of Covid-19 restrictions and a largely normal service resumed in terms of research and teaching, the CSA undertook a full programme of health and safety inspections across the organisation focusing on laboratories, storage facilities and other technical facilities, working with local Safety Coordinators and laboratory users to examine health and safety practices in the areas visited and discuss both good practice and areas for improvement with those with health and safety responsibilities for the area in question. The areas inspected in 2022 included:

- Bower Building research laboratories x 4
- Joseph Black Building Research laboratories x 15
- Centre for Virus Research (all laboratory and support areas)
- Wolfson Wohl Cancer Research centre (all laboratory and support areas)
- Mazumdar Shaw Advanced Research Centre (all laboratory areas)

The BSA accompanied the CSA on several inspections in the School of Molecular Biosciences CL2 areas.

In addition to the more traditional laboratory inspections, the CSA also carried out two further series of targeted inspections. The first covered the health and safety signage installed in the ARC to ensure that it accurately reflected the hazards and PPE (Personal Protective Equipment) requirements for each laboratory area in the building, comparing the installed signage with the original specification. The inspection identified several areas where signage needed to be improved either due to inaccurate installation or, in some cases, change of the expected use of the space. Secondly, after a spate of needlestick injuries in the School of Chemistry, the CSA and local Safety Coordinator visited all the wet chemistry laboratories where needles were in regular use to inspect handling and disposal practices.

The biological Containment Level 3 (CL3) lab inspection programme continued across relevant laboratories at Gilmorehill and Garscube campuses with 5 inspections undertaken by the BSA during the year and two scheduled early next year. The pre-COVID formalised tracking system of Actions raised and verifications with management requires to be fully reinstated and it was agreed that future Actions raised at CL3 will be highlighted to CMVLS to allow oversight at a higher management level as well as locally and at the relevant School level.

Radiation Protection Safety

The RPS team continued to operate throughout the pandemic, although at a reduced level of activity compared to normal. 2022 saw a return to a more normal and varied level activity. We were delighted to be able to replace some of the now very dated equipment to better support the team's surveillance activities, including a replacement scintillation counter and wipe test counter and new equipment to measure electromagnetic fields. This leaves us in a better position to deliver the quality of service commensurate with the research and teaching profile of the institution.

Contamination Surveys

19 Radiation labs contamination surveys were conducted during 2022, This was up from 13 surveys during 2021 but still short of our normal 30+ per year. Contamination surveys are part of our licence conditions.

Source Audits

There were 31 source audits conducted during 2022, up from 18 the previous year. Source audits are part of our licence conditions.

Decommissioning

One laboratory was decommissioned during 2022, Jarrett 327d, Garscube Estate. The necessary paperwork was submitted to SEPA as part of our licence conditions.

Incidents

There were 4 incidents that required investigation during 2022.

- Garscube campus, Nov 2021, small fire during a diagnostic procedure utilising a laser system.
- Gilmorehill campus April 2022, UV overexposure.
- East Kilbride, June 2022, radiation shield missing from equipment.
- Garscube, June 2022, overexposure of dosimeter.

Training Courses

See table in Section 4 for details.

Registered Radiation Workers

There were 69 new registrations in 2022 for 512 currently registered radiation workers.

Dosimeters

512 whole body dosimeters are issued bi-monthly.

44 eye dosimeters are issued bi-monthly.
78 extremity dosimeters are issued bi-monthly.

Sealed Sources

Most of the sealed sources are held in the Kelvin Building. As part of our licence conditions these must be swab tested annually for leakage.
176 sealed sources were swab tested in 2022, none failed.

Contamination Monitor Testing

The University has around 300 contamination monitors available for staff, these must be tested annually for compliance with Ionising Radiations Regulations 2017. Of these 187 were tested (up from 150 in 2021), 4 monitors needed repaired (4 in 2021) and 110 needed replacement batteries.

Isotope Deliveries

There were 90 radioactive packages monitored, logged and delivered to users during 2022, down from 130 in 2021. This breaks down to:
Gilmorehill Campus - 1986 MBq down from 3453 MBq in 2021.
Garscube Campus - 59,229.5 MBq down from 131,376 MBq in 2021.
Reduction in Garscube Campus mainly due to global shortage of Tc^{99m} during 2022.

Radioactive Waste Disposal

There was 1 solid waste disposal to contractor (Grundon) during 2022, consisting of 1 m³ of contaminated laboratory waste with a total activity of 70.5 MBq.
There were no sealed source disposals during 2021
'Dustbin' solid waste disposals are no longer undertaken at Gilmorehill Campus, these continue at the Garscube Campus for radioactive cat litter and horse bedding, and these records are kept on-site, and can be available on request.

Liquid radioactive disposals for Gilmorehill during 2022 were 1945.25 MBq.
Liquid radioactive disposals for Garscube during 2022 were 145.3 MBq.

Occupational Health and Wellbeing

2022 Saw considerable change within Occupational Health, with 2 clinicians and the OH manager all retiring within a short span of time. Unfortunately, the recruitment market for specialists OH advisors remained challenging.

Despite this we have been successful, and Hazel Bookham commenced in September 2022 in a new broader role as the new Head of OH & Wellbeing. Margaret Thomson started in another new (part-time) role of Health and Wellbeing Advisor (employees) in November 2022 and OH Specialist Advisor (Charlotte Convery) and OH Screening Nurse (Nicola Stewart) will come into post in early 2023.

Safe Effective Quality Occupational Health Services (SEQOHS)

SEQOHS accreditation was successfully obtained for a fourth year, with positive feedback received from the auditors.

Health Surveillance

Health surveillance continued to be conducted in line with the Control of Substances Hazardous to Health Regulations and HSE guidance. The respiratory surveillance programme did not include spirometry assessments this year, reflecting precautionary measures adopted during the COVID pandemic, and was instead questionnaire-based with peak flow reviews as applicable. It is anticipated that in-person spirometry assessments will resume in 2023. Skin surveillance and hearing conservation resumed in person during 2022.

Student Electives

Occupational health support for student electives, which were suspended during the pandemic, is due to resume in 2023.

Student Health

Student health screening continued to be supported and remained a pivotal area to which OH provided support and expertise. Student screening clinics returned to campus, with mass clinics being scheduled within the OH department, Dental School and Wolfson Medical Building.

There was a noted increase in the number of student referrals to OH.

Business Continuity

Business Continuity Adviser

Since the departure of the previous Business Continuity Officer (BCO), a new Business Continuity Adviser (BCA) is now in place to review, update and improve the existing Business Continuity Management System (BCMS).

Key Achievements

In the last half of 2022, the BCA has:

- Written and published a Business Continuity Management (BCM) Strategy and Resilience Framework
- Written and published a new BCM Policy
- Enhanced governance of BCM across the University by:
 - o Establishing a BCM Forum and
 - o Short-Life Working Group
 - o Expanding the remit of the current business continuity (BC) board to cover essential areas

Exercising

Clinical waste exercise -

A clinical waste exercise, involving the Safety and Environmental Protection Services (SEPS) team and individuals from various departments which handle clinical waste across the University estate, was carried out in December 2022. The aim of the exercise was to test and validate the effectiveness of Contractor arrangements for clinical waste disposal in the University.

A report detailing findings from the exercise was produced and shared with SEPS. Actions in the report will be tracked and progressed.

Power outage exercise –

The BCA facilitated a UofG team taking part in a Higher Education Business Continuity Network (HEBCoN) – led exercise examining the likely impacts of planned outages, should they arise as part of a potential government initiative to reduce demands on resources stretched as a result of the war in Ukraine. The event was well attended and fostered support for a larger UofG exercise to take part in 2023.

Exercise Programme

Part of the work to enhance the Business Continuity Management System (BCMS), is the establishment of a BC Exercise Programme which sets out the timelines for generic and specific BC exercises to be carried out by colleagues across the University. A draft version of the programme is in place and will be finalised and implemented in 2023.

Audit Review

The PWC BC audit carried out in 2021 includes recommendations for improvement and the activities mentioned above are a response to these. Progress will continue to be made into 2023 to address all the recommendations by the set deadline.

3. Collaboration and co-operation with external bodies

External Representation

The BSA, as part of the Northern Biosafety organising group, helped facilitate the Northern Biosafety Officers meeting in Spring this year which was hosted by colleagues at the University of Edinburgh. This was well attended, being the first face-to-face resumption of this meeting since before the pandemic. HSE attended this meeting to give a regulatory update.

The BSA remained Chair of the Institute of Safety in Technology and Research (ISTR) Biosafety Steering Group which represents the interests of UK biosafety nationally and internationally on behalf of ISTR. She facilitated a UK ALL Biosafety Officers meeting in summer 2022 where over 100 attendees joined this half day virtual meeting to discuss proposed changes to determining competencies for Biosafety Professionals within the UK sector. To support higher risk work activities in the sector the BSA also facilitated the formation of an ISTR CL3 Network.

The BSA is a member of the ISTR Executive Committee and attended general ISTR meetings throughout the year. As part of the Events Steering Group, she secured several excellent speakers to present at this year's highly successful ISTR 2-day Autumn Symposium held in York, including a regulator for the Department for Transport.

The BSA represented the sector at the Biorisk Professional Registration Scheme workshops throughout the year. Outcomes feed back to the UK Biosafety Strategic Leadership Group within the UK and inform required competencies within the sector and specifically, for work on higher risk materials.

The CSA continued to represent the University of Glasgow on the management group of the University Chemical Safety Forum (UCSF), an organisation dedicated to improving chemical health and safety in the Higher Education (HE) sector. Over 2022, he has organised and

presented at two online conferences run by the group attended by chemical safety advisers and other chemical safety professionals from across the UK.

In 2022, the CSA was also asked to join the UK Nano Safety Group as an HE sector representative. The group is preparing an updated version of the UK Nano safety Guidance document due to be published in 2023.

The CSA was also invited to speak at the annual ISTR symposium where he and a representative of the University chemical waste contractor discussed the recent transportation of hazardous substances to the ARC with delegates from across the UK.

All of the safety team remain active participants in the Universities Health and Safety Association and in regional groups - the Scottish Universities Safety Advisers and Fire Safety Advisers groups.

4. Training provision and staff development

Training provision

2022 proved to be a busy year for training and with most people having returned to campus on at least a part-time basis, demand for training was higher than normal. Courses were mostly able to be delivered face-to-face rather than online and the return to face-to-face training was welcomed by staff and students. Use of face coverings and distancing continued to be required and limited course numbers limited to 6 for much of the year, until we were eventually able to return to full courses of 12 by late summer. Central room booking arrangements were altered and meant that our full year's training programme had to be set in advance, limiting our flexibility to provide training based on demand.

IOSH Managing Safely courses were able to resume and continue to be in demand. Provision of the Managing Safely refresher course will be explored in early 2023 although SEPS resource capacity to deliver this is challenging. These courses are delivered by SEPS Biological and Chemical Safety Advisers who are both registered IOSH trainers.

SEPS received a prohibitively expensive quote in March 2022 for continued licensing of our online computer training and risk assessment package - a proposed increase to more than £13k per annum. We declined this and commissioned an alternative in-house course via the University's Digital Media Unit. We record our thanks to Neeraj Bhardwaj and Gareth Peevers who supported us in this and delivered a good quality course within a tight three-month timescale to have this available before licence expiry of the previous course. The new course can be found within Moodle. Moodle's inability to effectively record refresher training after the initial completion of a course remains a major deficiency in the University's staff training provision. This stems from its design as a teaching platform rather than a staff training system. It is becoming a growing priority for the University, impacting beyond HSW, that a staff training/learning system should be implemented that can record refresher training and interface with the HR system.

We also updated our general safety induction, following the video format used on the Covid – Return to Campus training package. This was scripted in the early part of the year and recorded with the aid of the media team in August, finally reaching Moodle in December. This has a total run time of 24 minutes and will replace the current e-induction quiz.

Mental health first aid training continues to be in demand with courses run monthly (except in holiday periods in July/Aug and December.) Recent news indicates that a Parliamentary draft bill has been laid that seeks to make provision of such mental health first aiders a mandatory requirement in the workplace and, with the level of training already provided, the University should be well placed to achieve compliance if this requirement is enacted.

Over recent years, safety training delivered by SEPS has been recorded within the HR system and the longer-term aim has been to make this data directly available to Schools and Services. An element of the HR system known as 'Insight' has made this possible and, with the aid of Lucy McCormack in the HR team, SEPS training data is now available to view by Heads of Professional Services (HoPS) in all academic schools. We envisage that HoPS will act as gatekeepers for their unit and will pass on relevant extracts of the data, or may, via HR, request access for other local staff who have a legitimate management need to access this information. A further exercise will be required to identify individuals within Service units who can be provided with access to the training information.

Over 2022, the CSA developed and delivered two new training courses focusing on improving the health and safety knowledge of University staff. The Advanced Chemical Emergencies course was delivered to technical staff members to help improve their understanding of how to respond to incidents involving hazardous materials to improve their emergency response capabilities. The Safety Management in Research Groups course was aimed at Principal Investigators and Early Career Researchers to improve their understanding of their legal responsibilities and duties with regards to health and safety and how to build an effective safety culture in their research groups. Both courses were well received and have been added to our stable of health and safety training.

The CSA also provided input to new MSc and PhD students as part of the annual safety inductions on behalf of the Schools of Chemistry and Cardiovascular and Metabolic Health. In both cases this represented a good opportunity to provide chemical safety training to new students at the start of their research projects.

The Biosafety & Genetic Modification training delivered by the BSA continued remotely at the start of the year and in person training resumed in autumn. There was high attendance at training and demand remained high throughout the year. Eight courses were delivered throughout the year and the return to in-person training enabled better interaction/exchange with attendees and useful insight into the biological activities and processes taking place across the areas.

Cross-service support was also provided by the BSA who delivered a Health Safety and Security module, on three of the Biological Services led ScotPIL courses by Zoom.

Our specialist waste management courses covering chemical, biological and electrical wastes were rewritten and refreshed in the beginning of the year and were delivered from April onwards. 11 training sessions were administered, and 131 individuals trained. Feedback on the training sessions has been excellent and the attendees have engaged well with the conversational style of the training sessions.

Demand for SEPS courses has been high through the latter part of 2022 and this level of engagement is positive and encouraging. However, SEPS capacity to deliver these is at its limit and has been stretched both in relation to training space, availability of SEPS staff and in administrative capacity to arrange each event. We anticipate that this may be a backlog of training demand accumulated during Covid.

The fire safety team continues to provide a variety of fire safety courses to support both staff and students in fire safety awareness and to support our commitment to fire safety with increased demand for courses during 2022. Extraction of Moodle data relating to our online fire safety course continues to be challenging due to the technical limitations of Moodle as a staff training platform. In particular, the system is unable to record refresher training without first "expiring" any previous course completion and so only first completion of training is

currently being recorded by the system. This is beyond SEPS control as it is a technical feature of the Moodle system borne of its function as a teaching platform.

Participation in the “*Homeworking Essentials*” Moodle course has remained strong with only slightly lower levels of engagement than in 2021. Figures for 2021 showed 1213 participants over the calendar year, with 1192 completing the full course and assessment quiz. In 2022 the comparable figures showed 1536 participants and 1182 people fully completing the module. Most people will, by now, have experience of working from home and so some reduction in demand is expected. Due to limitations within Moodle, data is available for first completion of training only. (Figures presented last year include some participation from late December 2021 and so differ slightly from the 2021 calendar year.)

The table below shows the delivery of formal courses and training that was achieved during 2022.

Courses and training delivered 2022.

Subject	Courses instances	No. Attendees
Induction		
“e-Induction” online training for new employees	online	2306
IOSH Accredited courses		
IOSH Working Safely Course (1 day)	1	8
IOSH Managing Safely Course (4 day)	3	34
General and specialist safety courses		
Biological Safety and GM (1/2 day)	7	159
Biological Module within PIL (45 minutes via Zoom)	3	90
School of Chemistry PGR Induction (1.5 hours)	1	48
Infection and Immunity PGR Induction (1.5 hours)	1	60
COSHH and Chemical Safety (3.5 hours)	9	94
Chemical Emergencies (2 hours)	4	57
Advanced Chemical Emergencies (1 day)	1	8
Compressed Gas Safety (1 day)	2	35
Cryogenic Refresher (2 hours)	7	92
Safety in Research Groups (1 day)	1	12
Safe Work at Height (1 hour)	1	12
Chemical Waste (1 hour)	5	51
Chemical & Biological Waste (2 hours)	5	67
Special Waste Course (2 hours)	1	13
Manual Handling (1/2 day – external trainer)	15	100
Display Screen Equipment (to June 2023)		
Training and workstation assessment completed.	online	70
<i>Training element partially completed</i>		33
Overall participation		103
Working Safety with Computers (from July 2023)		
<i>(Moodle completion data not currently available)</i>	online	n/a
Homeworking		
Participation in training element	online	1536
Completion of training and assessment element		1182

First Aid Courses		
First aid 3-day certificated course	11	95
First aid external 3-day certificated course	24	32
First-aid 2-day refresher course	14	108
First-aid external refresher course	9	13
Mental Health First-aid 2-day course	9	79
Fire Safety Courses		
Area Fire Officer/Fire Safety Coordinator (1/2 day)	13	113
Fire Warden (2 hours)	24	241
Fire panel testing demonstrations (1 hour)	7	19
Fire safety Nursing students years 2 and 3 (1 hour)	2	82
Staff fire safety awareness training (online Moodle) (first completions only – refreshers not included)	online	1689
Business continuity		
Clinical Waste exercise	1	24
Power outage exercise	1	18
Radiation Safety		
Radiation Protection (online) (Attended)	online	75
Radiation Protection Examination (Passed Examination)		53 (52)
X-Ray Safety Course (online)	online	87
Laser Safety Awareness (online)	online	97
Totals	182	8839

HSW staff development

In the latter part of the year, staff were once again able to attend face-to-face events and participated in Universities Safety and Health Association (USHA and Institute of Safety in Technology and Research (ISTR) events both as delegates and as speakers. Members of the team were also able to physically attend the Scottish Universities Safety Advisers' group meetings. Although held as an online meeting during Covid restrictions, personal attendance was felt by all participants to be more suitable for effective for discussion and networking.

Being relatively new in the role, and with the limitations previously brought by Covid, a first opportunity to attend the SUSAG meeting in June and the USHA conference in October was particularly welcomed by our Safety and Environmental Adviser as the first chance to widen his network of contacts. This has already been fruitful with best practices and advice being shared both ways on several topics.

Team members attended the Estate run asbestos 'expo' held within Bute Hall. This was an excellent event and allowed attendees to view, via CCTV, the asbestos clean-up works being carried out in the roof void and examine items of equipment used in such work. As an asbestos refresher training, this practical experience was useful and complementary to the more usual classroom training.

The CSA attended several online chemical safety seminars over the course of the year covering a range of topics with relevance to his role at the University. To improve his management skills, he also attended the Management Fundamentals training session provided by the University. This was a very valuable session delivered by the Organisational Development team which helped build a detailed understanding of management skills and of building an effective, positive team dynamic.

The safety adviser team continues to follow a professional body CPD programme under the auspices of the Institution of Occupational Safety and Health (IOSH).

James Gray, RPA, undertook 3 webinar training courses on radiation protection subjects during 2022.

Janice Thompson, RPO, undertook the 'Veterinary Compliance Issues with IRR and EPR' one-day webinar in November 2021, and 'Introduction to Radiation Shielding' webinar in September 2022. She also attended two one-day conferences, 'Radioactive Source Security' and 'Out with the Old in with the New' in December 2022.

Brian McLaughlin, Radiation Technician, undertook a one-day laser safety management course in December 2021, delivered by Public Health England.

Erin McAllister, Administrator, completed online courses in 'Understanding Unconscious Bias' in August 2022 and 'Digital Tools for Collaboration & Sharing' in September 2022.

5. Other Operational Activities

Activity	Description	Number in 2022 (2021)
Occupational Health		
Bloods	All bloods in OHU diary plus additional numbers from September screening and May titre clinic	1963 (1718)
DNA	Staff/students who did not attend appointment	325 (99)
Management Referral	New referrals	448 (253)
Review Appts	Management referral review appointments	204 (158)
Health Surveillance	All HS appointments at OH and paper screening. This figure also includes medicals for CERN, ionising radiation medicals and any HAVS appointments for the OH Physician.	372 (204)
Elective Work for students	Comprising: Elective consultations, elective paperwork completion and pre-employment FY1 paperwork completion	0 (0)
Fitness to Practice	UG students from MVLS referred to OH.	225 (73)
Research Passports	Research passport paperwork processed at OHU	38 (22)
Vaccinations	All staff and student attendances for vaccinations	1753 (1306)
Radiation Protection		
Ionising Radiation	Registration of new workers	69 (416) out of 512 registered workers
	Registration of classified radiation workers	0 (0)
	Issue of personnel dosimeters	634 (514) (512 body, 44 eye, 78 extremity)
	Radiation monitors testing (4 required repairs, 110 batteries replaced)	187 (150)
	Swab tests of sealed sources (all passed)	176 (176)
	X-ray surveys (include electron microscopes and dedicated X-ray units)	0 (0)
Radioactive Substances	Contamination Surveys	19 (13)
	Source audits	31 (18)

	De-commissions (laboratory at Garscube)	1 (2)
	Isotope Order Management	90 (130)
	Contractor disposals of solid waste (MBq)	1(0) 70.5
	Liquid waste disposal – Gilmorehill (MBq)	1945.25 (2802.2)
	Liquid waste disposal – Garscube (MBq)	145.3 (256)
Non-Ionising Radiation	Laser surveys	0 (0)

6. University Performance Indicators

Table 1 Summary of incidents reported in 2022.

2022	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	21			14	7			4	29		3		19		21	16			2				136
UG Students	8			2				2	28		1		9	1	2	3		1	2				59
PG Students	3				1				8		1		5			1							19
Visitors/other																1							1
Total minor and over 3-day	32			16	8			6	65		5		33		23	21		1	4				215
RIDDOR reportable incidents	1			3	3			1	1							2							11
TOTAL work-related injuries	33			19	11			7	66		5		33		23	23		1	4				226
Work related injuries by year																							
2021	26			20	7	1		5	46		5	1	42		19	20			-	4			196
2020	20	1		18	3			8	52		5		27	2	8	13	2	1	-	3	1		164
2019	38			36	14	1		11	62		9	1	36	2	19	25	3		-	3	1		261
2018	35	3		37	16			12	92		9	1	35	1	17	19	1	1	-	6	2		266
2017	30	2		34	18	1	1	10	79		9	1	40		21	27	1	4	-	2	1		281

Other incidents - 2021																							
DO / Near Miss		7	1		1		8	5	6				48			12	1	2					91
Not work-related				8	1				1					18	1			5	10				44
Contractors													2		1	2							5

*Fire category covers incidents involving injury from fire only.

STAFF all work injuries frequency rate	14.8 per 1000	Comparator: SUSAG 2019 16.7 per 1000 SUSAG 2020 12.8 per 1000	Based on 136 minor incidents plus 6 RIDDOR (Total 142) and staff headcount of 9595 at July 2022 (Source UofG FOI webpage)
STUDENT all work injuries frequency rate	2.1 per 1000	Comparator: SUSAG 2019 2.0 per 1000 SUSAG 2020 1.6 per 1000	Based on 78 minor incidents plus 3 RIDDOR (Total 81) and assumed student headcount of 38k (Source UofG FOI webpage)

Table 2: RIDDOR incidents reported to enforcing authority in 2022 by reporting criteria.

Description of incident	Category	Totals
“Major” Injuries (RIDDOR defined)		
Slipped on stone steps sustaining a fractured rib.	Staff	1
Over 7-day incidents (RIDDOR defined)		
Injured back while handling tables by rolling them.	Staff	5
Overloaded trolley toppled over while moving animal feed, resulting in a cut to a wrist and muscle strains to operator.	Staff	
On entering a room without switching on the available lights, a Facilities Assistant tripped on an unexpected step resulting in bruising/strains to hands and knee.	Staff	
While helping with delivery of a fridge, the item slipped, and the sudden weight caused a muscle injury to the staff member. (Task was not within scope of employment.)	Staff	
Fell on pavement at John McIntyre building which was slippery with algal growth in localized areas. (Agency employee)	Staff	
Student/public to hospital for treatment		
Vet student trapped and injured arm while working with cattle in a cattle crush.	Student	5
Wheelchair overturned while using an excessively steep ramp at Tower door in Gilbert Scott Building resulting in injury to the user.	Student	
Student sustained a cut while inappropriately using a scalpel to separate an epoxy item from the mould resulting in a cut requiring hospital treatment.	Student	
Visitor fell on external steps sustaining head injury.	Visitor	
Celebrant fell on steps within University Chapel sustaining injury to arm.	Visitor	
Reportable dangerous occurrence		
No reportable dangerous occurrences recorded.	n/a	0
Reportable occupational disease		
TOTAL RIDDOR REPORTABLE INCIDENTS		11

Table 3: Fire incidents 2022

Building	Probable Cause
Major fires (significant damage beyond part of building immediately affected)	<ul style="list-style-type: none"> • Fire causing significant damage to washroom. Insurance-led forensic investigation carried out. Likely to have been caused by an unidentifiable electrical fault in water heater but unable to be fully determined. (Joseph Black)
Minor fires (localised fire or minor incident only)	<ul style="list-style-type: none"> • Hunterian Art Gallery Electrical contractors overheating within fuse box in switch room. • James Watt South Battery overheating following spot welding. • James Watt South- lift motor room Electrical short with the AC side of the lift windings, with some evidence electrical overloading on the lift motor which could have led the short circuit. • 12/10 Cardiovascular Building Small fire incident in room C341 due to small motor burn out • 18/11 Sir James Black Building Small fire incident at Skylight due to contractors
Other (Near Miss)	<ul style="list-style-type: none"> • Biomedical Building Overheating hotplate (near miss) • Lister House Occupier had left hob on with combustible material close by (drying towel and food packaging), AFA activated alerting occupier who extinguished flames. • Bower Building Compressor overheating with laboratory - isolated. • 4A South Park Terrace Occupier had left food packaging on top of hob – activating AFA, F&RS attended
External	<ul style="list-style-type: none"> • 12 external fires were recorded throughout the year consisting of small street furniture items (bins etc.) and grass and vegetation fires within or adjacent to the Garscube Estate

Table 4: Fire alarm incidents and activations 2018 – 2022

	2018	2019	2020	2021	2022
Genuine incidents					
Major fire	0	0	0	1	1
Intermediate fire (category discontinued)	5	-	-	-	-
Minor fire	4	10	3	9	5
External fire	1	3	0	5	12
Near miss	1	3	0	1	4
TOTAL GENUINE	11	16	3	16	22
Unwanted activations					
Accidental activation (good intent)	6	1	3	6	1
Alarm faults	13	15	8	32	22
Contractor activity/building work	20	33	18	23	41
Cooking	26	22	7	33	35
Deliberate/malicious	3	2	2	2	9
Occupant activity (other than cooking)	29	30	14	34	37
Water ingress/damp/steam	10	13	12	11	21
Unknown cause (unable to be determined)	32	41	26	77	97
Dust	5	4	10	3	7
					19
TOTAL UNWANTED	144	161	100	221	289
TOTAL ALL INCIDENTS	155	177	104	237	311
Of which activations in residential properties: -					
	28	31	14	79	76

Table 5: Detail of Unwanted Activations for 2018 - 2022

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)
2018	155	56	36%	10	46	28
2019	176	48	27%	8	40	23
2020	104	26	24%	1	17	8
2021	237	98	41%	8	11	78
2022	311	89	29%	6	11	76

7. Enforcing authority contact, visits and interventions.

Home Office

Our routine annual chemical weapons declaration was requested by the Home Office in December 2021 and a request issued to relevant unit to provide the required data. The legally required return was submitted, on time, by SEPS in January 2022.

Health and Safety Executive (HSE)

HSE MBU granted renewal of the University Specified Animal Pathogens Licence in January 2022 following their inspection in late 2021. The University was also able to confirm completion of actions on advice issued during the 2021 visit.

HSE's Microbiology and Biotechnology Unit (HSE MBU) visited the University on the 13th and 14th December 2022 to inspect biosafety management and Containment Level 3 work at two locations on the Gilmorehill Campus. Following post-inspection discussion, an Improvement Notice and enforcement letter were issued to the University on the 20th of December 2022 with responses required by March and October 2023. The BSA played a pivotal role both prior/during the inspection and will facilitate the collective actions and response from the University to the points raised by the HSE inspector. At the same time, a parallel inspection of large genetically modified organism (LGMO) facilities at both Garscube and Gilmorehill Campuses was undertaken, which resulted in no required actions.

HSE wrote to the School of Engineering seeking confirmation of action on two items of pressure plant located at their Acre Road site which had been notified to HSE as having defects by the statutory examination engineering surveyor. HSE notification is standard practice for certain classes of defect.

Department for Transport (DfT)

The Department for Transport was due to undertake a planned security inspection of University arrangements for transport of materials in March. However, this was postponed by DfT. No new date has been advised.

Scottish Fire and Rescue Service (SFRS)

Routine contact has continued over 2022, with several post-fire audits carried out, the most significant being that following the fire within the Joseph Black Building. Two other post-fire audits were conducted following incidents involving failure and overheating of electrical equipment. Neither incident was due to any maintenance deficiencies and no enforcement action was taken on any of the incidents.

Three regulatory inspections were also undertaken involving our student accommodation (HMO) licences and again offered advice only. The fire safety team also supported various SFRS familiarisation visits to our existing buildings and to new buildings as they were added to the University estate.

Police Scotland Counter Terrorism Security Adviser (CTSA)

Police Scotland Counter Terrorist Security Advisers (CTSAs) visited both Gilmorehill and Garscube with the BSA for our annual security inspections in the associated key areas for Home Office specified security regulated materials. No concerns were noted. CTSA also made

visits to inspect and to facilitate new proposed work at additional locations across the University requiring substantial input.

Scottish Environmental Protection Agency (SEPA)

There were no site visits or contact by SEPA in 2022 involving SEPS. However, SEPS began consultations with SEPA in December 2022, regarding removal of silt from the Mill Pond at Cochno. Routine renewal of our annual licence to permit composting operations at Garscube, carried out by the Estates Grounds team is currently in progress.

8. Major activities and key objectives for 2023

The following represent some examples of new activity or projects planned for 2023. These are mainly one-off actions or projects and do not include routine activities such as inspection and audit, investigatory or advisory work and training.

- Re tender Fire Safety Awareness and Homeworking courses.
- Retender First Aid training in preparation for contract renewal in Spring of 2024.
- Liaise with SEPA regarding authorisation and cleaning of Cochno Farm, Mill Pond.
- Introduce and deliver IOSH Managing Safely Refresher as a new course option.
- Update hazardous areas survey and work with IT team to make survey information within the UofG Life app and accessible to authorised users.
- Work with Security to introduce SafeZone-based first aider paging system to strengthen central first aid provision.
- Work with CMVLS to achieve compliance with HSE recommendations and Improvement Notice legal obligations by prescribed dates of 31st March and 31st October 2023 respectively. Actions are directed to management system improvements and not achievable by SEPS alone but will require significant College activity.
- Prepare for March 2023 HSE specialist biosafety inspection and manage outcomes.
- Support construction and handover of new buildings within Western Infirmary development – Clarice Pears, Adam Smith Business School and infrastructure.
- Deliver fire risk assessments for the three new buildings on the Western Campus Development site.
- Conduct review of the Gilbert Scott fire risk assessment
- Review and update chemical safety section and training sections of SEPS website.
- Complete and publish guidance on safety management roles and duties aimed at academic members of staff managing research groups.
- It is increasingly likely there will be a legislative requirement for a Laser Safety Adviser following recommendations to the Government by HSE. We propose to train Brian McLaughlin for this position, and he has completed a Laser Safety Management course run by Public Health England.
- Continue to evaluate the effectiveness of existing admin systems and looking to improve, streamline & reduce paper usage and carbon footprint.
- Disposal of 'legacy' uranium salts during 2023.
- Undertake workshops to develop strategic and activity business impact analyses, as well as business continuity plans for critical services
- Finalise and implement a BC training programme
- Finalise and implement a suite of BC documentation and templates
- Progress and complete audit recommendations by set deadline

Court Context Card 19 April 2023 - REPORT FROM Nominations Committee	
Speaker	Ronnie Mercer
Speaker role	Nominations Committee Convenor
Paper Description	Nominations Committee Report to Court
<i>Topic last discussed at Court</i>	Apr-22
<i>Topic discussed at Committee</i>	Mar-23
<i>Court members present</i>	Court members present at last meeting: E Passey, N Dandridge, P McKerrow, R Vare, A Muscatelli, J Loukes, N Hill, R Mercer
<i>Cost of proposed plan</i>	
<i>Major benefit of proposed plan</i>	
<i>Revenue from proposed plan</i>	
<i>Urgency</i>	Low
<i>Timing</i>	Immediate
<i>Red-Amber-Green Rating</i>	Green
<i>Paper Type</i>	For approval, information and discussion
Paper Summary	
The Nominations Committee has met on the 22 February and 27 March 2023 to discuss the following items:	
The Committee noted the updated Nominations Committee remit and agreed to add in further details about the Committees role in the appointment of the Convenor of Court and providing oversight on the planning, policy and process for the appointment of the Convenor of Court, and co-opted lay members, including succession planning for key roles on Court. Court is asked to approve the Nominations Committee Remit attached as Annex 1	
The Chair reported in accordance with the requirements of the Higher Education Governance (Scotland) Act 2016 (the Act) a Senior Lay Member Election and Appointment policy had been drafted. The policy outlined the rules and process for the appointment of the Convenor of Court. The Committee noted the policy, which had been updated since the last meeting and noted minor modifications.	
It was agreed that the Committee would recommend to Court the approval of the policy and timeline. Court is asked to approve the Convenor of Cour/Senior Lay Member appointment process attached as Annex 2	
The Committee agreed that the selection panel for the Convenor of Court would be:	
Elspeth Orcharton – Vice Chair of Court and Lay member of Court	
Nick Hill – Elected Academic Member of Court	
Ronnie Mercer – Chair of the Nominations Committee and Lay member of Court	
Jonathan Loukes – Lay member of Court	
Rinna Väre – SRC President	
David Duncan – University Secretary and COO	
The Committee noted an update on the Court Membership and dates that members would be demitting office. The Committee noted that the Chancellor’s Assessor was due to step down in June 2023 and it was reported that discussions were ongoing with regards to a replacement.	
The Committee noted that June Milligan was due to step down from Court in October 2023 and it was being recommended that Kerry Christie should be invited for a single candidate interview to replace June on Court. The Committee noted that Kerry had extensive P&OD experience having been the Chief People Officer at William Grant and Sons and also the Global Head of Human Resources at Aberdeen Asset Management PLC for over 17 years.	
The Committee agreed to recommend to Court that a single candidate interview takes place with Kerry Christie. Court is aksed to approve the single candidate interview.	
The Nominations Committee agreed to recommend to Court that Chris Kennedy, Elected Professional Support staff member of Court be reappointed for a further term to June 2027. Court is asked to approve the reappointment of Chris Kennedy.	
<i>Topics to be discussed</i>	the appointment process for the Convenor of Court
<i>Action from Court</i>	To approve the remit of the Nominations Committee To approve the Convenor of Court appointment process To note the appointment process of the Co-opted member of Court To approve the reappointment of Chris Kennedy other items for noting
<i>Recommendation to Court</i>	Nominations Committee RECOMMENDS the approval of the Nominations Committee Remit Nominations Committee RECOMMENDS the single candidate interview for the co-opted member of Court Nominations Committee RECOMMENDS the approval of the appointment process for the Convenor of Court Nominations Committee RECOMMENDS the approval of the reappointment of Chris Kennedy
Relevant Strategic Plan workstream	
Most relevant Primary KPI it will help the university to achieve	
Most relevant Secondary KPI it will help the university to achieve	
Risk register - university level	
Demographics	
<i>% of University</i>	100% students 100% staff
Operating stats	
<i>% of</i>	
Campus	All
External bodies	
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	
Suggested next steps	
Any other observations	

University of Glasgow
Nominations Committee
Notes of Meeting held on Wednesday 22 February 2023
via Zoom

Present: Professor Nicola Dandridge, Professor Nick Hill (NH), Jonathan Loukes (JL), Ronnie Mercer (RM) (Chair), Elizabeth Passey (EP), Rinna Väre (RV).

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

Apologies: Paula McKerrow (PM)

1. Declarations of Interest

No declarations of interest were noted.

2. Notes of the last meeting

The notes from the meeting on 21 March 2022 were approved.

3. Chair of the Nominations Committee

The Committee agreed that Ronnie Mercer, Chancellors Assessor would take on the role of Chair of the Nominations Committee as he was previously the Vice-Chair.

4. Matters arising

4.1 Court website

It was noted that the Court website pages linked to Court meetings was being updated and the revised site would launch shortly.

5. Nominations Committee Remit

The Committee noted the updated Nominations Committee remit and agreed to add in further details about the Committees role in the appointment of the Convener of Court and providing oversight on the planning, policy and process for the appointment of the Convener of Court, and co-opted lay members, including succession planning for key roles on Court.

The Committee also agreed that the Remit would be reviewed once the Scottish Code of Good Higher Education Governance was finalised to ensure that the Committee was following the latest guidance.

6. Court appointment – Convener of court

The Chair reported in accordance with the requirements of the Higher Education Governance (Scotland) Act 2016 (the Act) a Senior Lay Member Election and Appointment policy had been drafted. The policy outlined the rules and process for the appointment of the Convener of Court.

The Committee noted that the policy outlined the process and that supplementary information would be available which detailed the specific job role and experience required for the Convener of Court.

The noted minor amendments and it was agreed that the Committee would meet prior to the next Court meeting to finalise the policy/timeline and agree the Selection panel to take forward the process.

7. Recruitment Cycle 2023 onwards

AH outlined paper 7 which provided an update to the Committee the Court Membership and dates that members would be demitting office.

The Committee also noted that it would be beneficial to have complete oversight of the terms of office for all Court and Committee members.

8. AOB

No substantive items were raised.

9. Table of Actions

Action	Date Due	Notes
Court Website to be updated	March 2023	Clerk
Court Video to be updated	April 2023	Clerk
Nominations Committee Remit to be updated and reviewed in Sept 2023	March 2023/Sept 2023	Clerk
Updated the draft policy and process for the recruitment and election of the Senior Lay Member (Convener of Court) and confirm timeline for the appointment	March 2023	Clerk
Draft a list of all Court and Committee members timings	March 2023	Clerk

10. Date of Next Meeting

It was agreed that a meeting would take place in Match 2023.

Notes of Meeting held on Monday 27 March 2023

via Zoom

Present: Professor Nick Hill (NH), Jonathan Loukes (JL), Ronnie Mercer (RM) (Chair), Elizabeth Passey (EP), Rinna Väre (RV).

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

Apologies: Professor Nicola Dandridge, Paula McKerrow (PM)

1. Declarations of Interest

No declarations of interest were noted.

2. Notes of the last meeting

The notes from the meeting on 22 February 2023 were approved following minor amendments.

3. Matters arising

The Committee noted that a video and photographs would be taken at the next Court meeting for use on the Court website.

4. Court appointment – Convener of court

The Committee noted the policy, which had been updated since the last meeting and noted minor modifications.

It was agreed that the Committee would recommend to Court the approval of the policy and timeline.

The Committee agreed that the selection panel for the Convener of Court would be:

Elsbeth Orcharton – Vice Chair of Court and Lay member of Court
Nick Hill – Elected Academic Member of Court
Ronnie Mercer – Chair of the Nominations Committee and Lay member of Court
Jonathan Loukes – Lay member of Court
Rinna Väre – SRC President
David Duncan – University Secretary and COO

During the discussion it was agreed that the advert for the role would include information about the support from the sub-committee Chairs and of the Vice-Convener of Court. It would also include a link to the appointment policy and timeline.

5. Recruitment Cycle 2023 onwards

AH outlined paper 6 which provided an update to the Committee the Court Membership and dates that members would be demitting office. The Committee noted that the Chancellor's Assessor was due to step down in June 2023 and it was reported that discussions were ongoing with regards to a replacement.

The Committee noted that June Milligan was due to step down from Court in October 2023 and it was being recommended that Kerry Christie should be invited for a single candidate interview to replace June on Court. The Committee noted that Kerry had extensive P&OD experience having been the Chief People Officer at William Grant and Sons and also the Global Head of Human Resources at Aberdeen Asset Management PLC for over 17 years.

The Committee agreed to recommend to Court that a single candidate interview takes place with Kerry Christie.

During the discussion it was noted that future appointments to Court for co-opted lay members would be through an open recruitment process.

The Committee also noted that Linda Hanna had recently been appointed as a Strategic Adviser, Economic Development and Innovation and would work with Uzma Khan 1-2 days a week. The Committee was asked to approve the appointment of Linda Hanna as an additional co-opted member of the Estates Committee given her expertise.

The Committee agreed to Linda Hanna's continued appointment on the Estates Committee.

During the discussion it was noted that one external lay member appointment had been extended to nine years and it was agreed that a recruitment process would take place for new external lay members of the Estates Committee.

6. AOB

No substantive items were raised.

7. Table of Actions

Action	Date Due	Notes
Court Video to be updated	April 2023	Clerk
Nominations Committee Remit to be updated and reviewed in Sept 2023	March 2023/Sept 2023	Clerk
Updated policy and process for the recruitment and election of the Senior Lay Member (Convener of Court) and confirm timeline for the appointment to be recommended to Court for approval	April 2023	Clerk
Liaise with HR colleagues to update the online advert for the role	April 2023	Clerk
Approval of the continued appointment of Linda Hanna to the Estates Committee as an external co-opted member.	March 2023	Clerk

8. Date of Next Meeting

It was agreed that a meeting would take place in May 2023.

Nominations Committee Terms of Reference



1. Introduction

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

2. Committee remit

The Committee shall:

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

3. Scheme of Delegation

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

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

4. Committee Membership

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

- Lay member of Court (Chair)
- 3 other lay members of including one of whom will be the Convener of Court
- Senior Elected Academic Staff Member
- 1 Staff Representative on Court
- Student Representative Council President

Nominations Committee Terms of Reference



In attendance:

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

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

5. Substitutions and Quorum

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

6. Committee Member Responsibilities

Each Committee member has a responsibility to:

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

7. Conflict of Interest

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

8. Format and cadence

The meeting schedule will be as required and normally last 1 hour.

INPUTS

- Previous minutes and actions
- Nominations to Court

OUTPUTS

- Revised papers and reports to Court
- Minutes



SENIOR LAY MEMBER ELECTION AND APPOINTMENT RULES

Policy name	Senior Lay Member/Convener of Court - Election and Appointment Rules
Approved by	Nominations Committee (27 March 2023) Court (TBC)
Implementation date	20 April 2023
Last reviewed	March 2023
Owner	Court Office
Date of next review	September 2027

SENIOR LAY MEMBER - ELECTION AND APPOINTMENT RULES

1. GENERAL INTRODUCTION

- 1.1. The following rules have been prepared in accordance with the requirements of the Higher Education Governance (Scotland) Act 2016 (the Act). The Act requires that the governing body of a higher education institution is to include the position of a Senior Lay Member. In the case of the University of Glasgow the governing body is known as the University Court or Court and the Senior Lay Member is known as the Convener of Court.
- 1.2. These Election Rules (the Rules) apply to all Convener of Court appointments conducted at the University of Glasgow.
- 1.3. The appointment of the Convener of Court is conducted through a number of stages:
 - (i) Advertisement, application, shortlisting and interview;
 - (ii) Election;
 - (iii) Appointment;
 - (iv) and Reappointment.
- 1.4. These Rules are in addition to and without prejudice to any other University Policy or Procedure. Where an existing policy exists, it shall take priority in resolving an issue during the course of an election.
- 1.5. All documentation and information relating specifically to the election will be made available on the Court Website (the Website) – with more information being available by emailing uofg-court@glasgow.ac.uk
- 1.6. Court is responsible for the appointment of the Convener of Court and will delegate to the Nominations Committee responsibility for ensuring that the process and rules outlined below are adhered to.

2. ELIGIBILITY AND PERIOD OF OFFICE OF THE CONVENER OF COURT

- 2.1. Students and members of staff of the University are not eligible to be appointed as the Convener of Court. In addition no former member of staff or student of the University is eligible to be appointed until at least four years have elapsed from the point at which they ceased to be a student or a member of staff at the University.
- 2.2. Those members of Court who are not members of staff or students are eligible to be appointed as the Convener of Court. Former members of Court are not eligible to be

appointed until at least four years have elapsed from the point at which their membership on Court ended.

- 2.3. The Convener of Court is a charity trustee. Accordingly, all candidates 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 Candidate confirming their eligibility in this regard is included with the application form and must be submitted with the application. Annex A outlines the Role of the Convener of Court.
- 2.4. As member of the University Court, the Convener of Court must agree 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.
- 2.5. All applicants are required to observe the University's policies and procedures. We also require applicants to uphold the University's values with respect to equality, diversity and inclusion.
- 2.6. The successful person will take office as Convener of Court on the 1 August 2024 and will hold office for four years from the date on which they take office. The position may be extended for a further and final period of four years by agreement of the Court on the recommendation of the Nominations Committee, without recourse to a further election.
- 2.7. Any recommendations to re-appoint the Convener of Court will be informed by the following considerations:
 - a) The length of time the Convener of Court has served on the Court in total, taking into account the relevant higher education governance guidance on the periods of office applicable at the time;
 - b) The extent to which the Convener of Court continues to meet the criteria for appointment as the Convener of Court;
 - c) Assessment of performance in the role to date;
 - d) Any other rules made by the Court from time to time.

3. APPOINTMENT AND SELECTION PROCESS

- 3.1. Where a vacancy for the position of Convener of Court arises, the Court will delegate to the Nominations Committee responsibility for:
 - a) Devising the relevant criteria for appointment to the role of Convener of Court. These should include: the availability, skills, knowledge and experience considered by the Appointment Committee to be necessary or desirable, to discharge the role and to command the trust of the Court, Senate, and the wider staff and students of the University.
 - b) Ensuring the efficiency and fairness of the process for filling the position;
 - c) Promotion and advertisement of the vacancy, in a manner suitable for bringing the vacancy to the attention of a broad range of persons; and

- d) The publication of anonymised data on the number of applicants, and, so far as consent to disclosure has been received from the applicants, the characteristics listed in S149(7) of the Equality Act 2010 in relation to applicants, those invited to attend interview, and the candidates considered entitled to stand in the election thereafter.
- 3.2. As required by the Act, any advert for the position must include:
- a) the functions exercisable by the Convener of Court,
 - b) a summary of the relevant criteria with respect to the position and states how more information about the relevant criteria can be obtained, and
 - c) an explanation of-
 - (i) the process for filling the position;
 - (ii) how the application form in relation to the position can be obtained;
 - (iii) that reimbursement is offered of expenses incurred in connection with attending an interview and campaigning in an election for the position;
 - (iv) that remuneration and allowances are available in connection with the holding of the position.
- 3.3. The Nominations Committee will appoint a Selection Panel, which shall include at least one person from (i) the staff and (ii) the students of the University and be convened by a lay member of Court. If there is an incumbent Convener of Court, they will not be a member of the Selection Panel or participate in the appointment process.
- 3.4. The Nominations Committee may decide to engage an external recruitment consultancy to assist it in discharging its responsibilities. The Nominations Committee must, however, take all decisions on whether an application received meets the relevant criteria and ensure any consultants engaged in the process operate within a clear remit.
- 3.5. The Nominations Committee will determine the format for the applications, including any accompanying documentation that applicants are required to submit.
- 3.6. The Selection Panel will consider the applications against the criteria for appointment, and will reach a decision on which of the applicants appear to meet those criteria. The Selection Panel will then arrange to interview such applicants.
- 3.7. As part of the interview process, the applicants may also be invited to meet with the Principal and members of the senior management, with a group of academic and professional services staff and a group of students. The Selection Panel may seek comments from each of these groups to inform its decision about which applicants have demonstrated that they have meet the relevant criteria.

4. ELECTION RULES

- 4.1. Where more than one applicant is deemed by the Nominations Committee (or Selection Panel if appointed) to meet the criteria to stand for election and has confirmed their intention to stand as a candidate, an election will be arranged. If only one candidate meets the criteria for election or the number of candidates in the election, either prior or during the process, subsequently falls to below two then in accordance with the Act the election will be postponed until the election can be held with more than one candidate standing (and the vacancy will be re-advertised). The remaining candidate will continue to be entitled to stand as a candidate in the subsequent rearranged election without further interview.
- 4.2. The University Secretary shall be the Returning Officer for the election. If for any reason the University Secretary is unavailable, the Court will appoint a Returning Officer. 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 candidates, and should candidates 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. An Open meeting(s) for candidates to address students and staff/members of Court will be organised by the University. See Section 8 – Campaigning for further details.
- 4.4. The Court Office has responsibility for managing the Election. The Executive Officer 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 candidates, the campaign teams and the University Secretary in managing the election.

5 VOTING

- 5.1 In accordance with the Act, the following persons are entitled to vote in an election
 - a) The members of the Court on the date the electoral roll closes
 - b) The students of the University, as defined as students fully registered on the date which the electoral roll closes
 - c) The staff of the University, defined as any individual who holds a contract of employment with the University of Glasgow
- 5.2 The date the electoral roll closes will be determined by the Returning Officer and will typically be no earlier than one month prior to the planned election.
- 5.3 No individual is entitled to cast more than one vote in the election. Each vote in the election carries equal weight.

- 5.4 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 Nominations Committee will determine the dates of the election period, which will be during either Semester 1 or Semester 2. 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 Nominations Committee may agree to extend the said voting periods as they consider necessary.
- 5.5 The election is won by the candidate who secures a simple majority of the total number of votes cast. In the event of a tie between two or more candidates, the winner shall be determined by drawing lots under the supervision of the Returning Officer.
- 5.6 Proxy voting is not permitted. Where a member of the electorate is unable to vote electronically, the University will, if requested, be required to 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.
- 5.7 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 at a venue and time designated by the Returning Officer as outlined on the Website and detailed in Annex B. Candidates will be invited to attend the declaration of the result or, in their absence, to send a person as their representative.

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 there being only one candidate or due to an election having to be re-run, and where this results in the period of office of the incumbent Convener of Court ceasing before a successor is appointed, the Vice Convener of Court (or if they are a candidate in the election another lay member appointed by Court) will undertake the role of Convener of Court until a successor is appointed.

7. REMUNERATION AND TERMS OF APPOINTMENT

- 7.1. In accordance with the Act, Section 9 – the governing body of a higher education institution is, on the request of a person appointed to the position of senior lay member of the governing body (Convener of Court), to pay such remuneration and allowances to the person as the governing body considers to be reasonable (which are to be commensurate with the nature and amount of work done by the person in the capacity as senior lay member (Convener of Court)).
- 7.2. The person elected shall be subject to the 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. Each candidate shall be entitled to provide a photograph and election communication of not more than 500 words which the University will be make available to the electorate.
- 8.3. Candidates in an election will be invited to attend an ‘Open Meeting’ before an audience of students and staff/Court members, at which candidates will have the opportunity to address the audience and take questions. These meetings may be combined or held separately for the respective audiences.
- 8.4. 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 of flyers and other forms of publicity and that they alone will be responsible for any legal penalties.
 - 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) Other than for Open Meeting(s) referred to above, use of University Buildings for campaign purposes is not permitted
 - e) All campaign materials (banners, posters, flyers, etc.) must be removed within 48 hours of the close of voting.
- 8.5. Travel expenses incurred by each candidate for attendance at interview or to attend the ‘Open Meetings’ will be reimbursed subject to being consistent with the University’s policy on expenses and will normally be limited to £500 per candidate.
- 8.6. Up to £350 may be expended on each election campaign. This includes all publicity expenses. Candidates must keep all receipts and a detailed record of expenses for submission to the Court Office to ensure that the election campaign allowance is not exceeded. Any candidate

that exceeds the limit (excluding the candidates' personal travel and subsistence costs) may be disqualified.

- 8.7. Use of pre-existing e-mail, phone or mailing group/ lists by candidates for the purpose of promoting their campaign is not permitted. Harvesting of data from any such lists for campaign purposes is also not permitted.
- 8.8. Candidates may canvass individuals known to them. Unsolicited canvassing of other 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.
- 8.9. No candidate is permitted to supply free or discounted alcoholic drinks or illegal substances for students or staff in the course of the campaign.
- 8.10. 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.
- 8.11. 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.
- 8.12. The Court Office will set the date for the Election Open meetings and the Court Office will make arrangements for and oversee the conduct of the Election Open Meetings. The Open Meetings will be chaired by a senior officer or lay member of Court who will ensure these are operated fairly.

9 COMPLAINTS AND APPEALS

- 9.1 Any questions regarding these Rules can be raised in the first instance with Court Office by emailing uofg-court@glasgow.ac.uk
- 9.2 Any concerns or allegations of infringement of election rules should be lodged by emailing the Returning Officer. Detailed information regarding the complaint (including which Rule(s) are alleged to have been broken and details of who is alleged to have broken the rules) must be submitted together with all supporting evidence at the outset.
- 9.3 Complaints relating to any alleged breaches of these Election Rules must be submitted within 24 hours of the issue occurring or the complainant becoming first aware of the issue.
- 9.4 In any event, all complaints must be received within 24 hours following the official outcome of the election being declared.
- 9.5 The Returning Officer will have discretion as to how best to resolve such allegations and infringements including but not limited to:
 - referring actual or alleged minor infringements;

- obtaining voluntary undertakings from infringing candidates about future conduct;
- securing the voluntary removal of infringing materials;
- securing voluntary apologies from candidates for campaign misconduct;
- imposing sanctions on candidates;

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

- 10.5 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.
- 10.6 Appeals against any decision of the Returning Officer will be considered by the Nominations Committee. 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 Nominations Committee by emailing uofg-court@glasgow.ac.uk within 24 hours of the decision being sent to the party appealing. All decisions of the Nominations Committee will be final and there is no further route of appeal.

Convener of Court

The Convener is responsible for the leadership and effectiveness of Court and for ensuring that the University is well connected with its stakeholders. The Convener should ensure that Court members work together effectively and efficiently, and that they observe the seven principles of public life: selflessness; integrity; accountability; objectivity; openness; honesty and leadership. The Convener of Court plays a key leadership role in University business, although is not responsible for day-to-day executive management of the institution, and must establish an effective working relationship with the Principal, by which they support each other but observe the balances imposed by their different roles within the University's governance framework.

There is also a close working relationship between the Convener of Court and the Secretary of Court, who has a reporting link to the Convener in relation to the conduct of Court business. The Secretary of Court provides guidance to the Court in terms of its responsibilities under the University's governing instruments.

The performance of the Convener is reviewed annually by the Court, in accordance with the Scottish Code for Good Higher Education Governance.

The legislation governing the ancient Universities in Scotland provide that the Rector - who at Glasgow is elected by the student body - is the ordinary President of Court. The Rector may therefore elect to preside at/chair Court meetings. The current Rector does not attend Court meetings, therefore at present the Convener chairs all meetings.

In practice, in recent years when Rectors have attended Court, there has been a convention that the Convener chairs those parts of the meeting that relate to the main committee business, as well as being the key liaison between Court and the University senior management, outside the meetings of Court. The Rector has chaired other parts of Court meetings and has acted as a spokesperson for students.

As a founding member of the Russell Group, Glasgow is one of the UK's leading research universities. It has a strong and growing international profile with over 9,000 employees and an annual turnover of £688M, having a powerful impact on the Scottish economy. The successful candidate will be contributing to the University's development at an exciting time following the publication of our new Strategic Plan and major redevelopment plans for the campus.

Further information on the role and candidate requirements can be obtained from the University Website [University of Glasgow - Explore - Jobs at Glasgow - Appointments - Appointments to Convener of Court](#) or by contacting Dr David Duncan, University Secretary and Chief Operating Officer - David.Duncan@glasgow.ac.uk

ELECTION TIMELINE

Call for Applications opens	21 April 2023
Call for Applications closes	15 May 2023
Nominations Committee Selection Panel	19 May 2023 (time to be confirmed)
Interviews	30 May 2023
Applications informed of Interview outcome	30 May 2023
Statements from Applicants Deadline	5 June 2023
Election Open Meetings	9 June 2023
Voting opens	9am 15 June 2023
Voting closes	4pm 16 June 2023
Results declared	5pm on day voting closes
New Convener of Court to take up office	1 August 2024
Convener of Court initial term of office concludes	31 July 2028

All times listed are GMT.

University of Glasgow

University Court – Wednesday 19 April 2023

Communications to Court from the meeting of Senate held on 6 April 2023

Ms Helen Butcher, Director of Academic Policy & Governance

(All matters are for noting)

1. Transformation Annual Report 2021-22 – Presentation by the Senior Vice-Principal/Deputy Vice-Chancellor (Academic), and the Deputy Vice-Chancellor (Operations) & Chief Operating Officer & University Secretary

Professor Frank Coton, Senior Vice-Principal & Deputy Vice-Chancellor, informed Senate that the University had first set out its Transformation strategy in 2018 with a view to realising its ambition for change and innovation. Since 2018, significant progress had been made towards improving the University's core systems and processes, and introducing innovative new services. The University's Transformation Team had also played an important role in supporting staff to adapt to online teaching during the COVID-19 Pandemic.

Professor Coton informed Senate that, following the departure of the University's Chief Transformation Officer, Mr Chris Green, in November 2022, the University had made the decision to focus its efforts on five high impact projects. These included:

- Assessment & Feedback
- Onboarding
- Purchase to Pay
- Automation service
- Timetabling

Regarding the next phase of the Assessment & Feedback Project, Professor Coton informed Senate that the focus would be on improving the student experience of assessment, implementing policy changes for staff to guide and support the introduction of practices and technologies, and on simplifying processes and systems across Schools and Colleges.

In relation to the Onboarding Project, Professor Coton informed Senate that the focus of this project was on improving the student and staff experience of enrolment and registration, and improving decision-making in relation to marketing, recruitment and admissions by providing more accurate student data to staff through a central system.

Regarding the Purchase to Pay Project, Professor Coton informed Senate that this project had been introduced with a view to improving the University's finance processes, including travel booking and procurement. The University had recently introduced a travel hub and had provided incident management and support for staff. The next step for this project would be the introduction of purchase and corporate cards and 'Straight Through Payment' systems.

Concerning the Automation Project, Professor Coton informed Senate that the focus was on automating and standardising larger transactional processes to free up time for staff. Since the project's introduction, the University had successfully automated six different processes across the Planning & Organisational Development, and Finance services. The next step for this project would be to automate the procurement process.

In relation to the Timetabling Project, Professor Coton informed Senate that this was the most challenging and complex of the Transformation projects. Describing the University's current timetabling process, Professor Coton informed Senate that the process was fragmented and inconsistently managed across the institution, resulting in a poor experience for staff and students. Regarding the 2023-24 timetable, Professor Coton informed Senate that the focus had been on reducing variation in local practice in order to improve estate utilisation and develop an effective methodology and modelling tool to reduce transactional activity, increase process agility, and provide an improved basis for future teaching space forecasting and strategic decision-making. Beyond the 2023-24 academic year, the focus of the project workstream would be on developing a new timetabling methodology and modelling tool. Outlining the potential benefits that improving the University's timetabling system could have, Professor Coton noted that a 10% improvement in estate utilisation would save the University approximately £75M, and that these additional funds could be invested in staff and improving the University's existing estate.

In order to maximise progress, Professor Coton informed Senate that the University would alter the way that it resourced each of the Transformation Projects by directly employing University staff to work on projects and then backfilling their positions.

The Principal and other members of Senate asked about the cultural changes that would be required of staff to gain a 10% improvement in space utilisation across the University's estate, particularly given historic preferences for classes to be scheduled between 10am and 4pm on Tuesdays to Thursdays. Professor Coton acknowledged that improvements in space utilisation would require a cultural change. He also acknowledged that teaching was not evenly spread throughout the week, and that there was particularly high demand for teaching space during the middle of the week, with relatively little demand for teaching space before 10am, and on Mondays and Fridays. There were a number of reasons for this, including staff concerns that students may not be willing to attend early-morning classes, and caring responsibilities for staff and students, which prevented them from attending early-morning and late-afternoon teaching sessions. However, the Timetabling Project workstreams would listen to staff concerns and would work in partnership with staff to support them to transition to a new timetabling system.

Members of Senate asked if the differential costs between Schools and Subjects of changing the University's timetabling system would be considered by the Timetabling Project workstreams, and if changes to timetabling would constrain the types of teaching that could be delivered. Professor Coton informed Senate that the current timetabling system was too inflexible to accommodate requests for particular kinds of teaching, and that utilising the estate more effectively would allow the University to accommodate more requests of this nature. Professor Coton also noted that the inflexibility of the current timetabling system made it extremely challenging to allocate appropriate teaching spaces for students with disabilities. Members of Senate also asked if the University was planning to replace the CMIS timetabling system. Professor Coton confirmed that the University had no plans to replace CMIS. Instead, the Timetabling Project workstreams would explore possibilities for utilising the system more fully.

Members of Senate asked if the aim of the Timetabling Project workstreams was to arrive at a more settled teaching schedule at the start of term, and to avoid last-minute room changes. Professor Coton informed Senate that the intention was to provide more consistency of teaching spaces for Schools and Subjects, and that there was evidence that consistency of teaching space was beneficial to both staff and students. Members of Senate also enquired about the timescales that the Timetabling Project workstreams were working to and the impact that future student growth might have on timetabling. Professor Coton informed Senate that the Timetabling Project consisted of two workstreams. The first workstream was focusing on timetabling for the 2023-24 academic session, and the second workstream was focusing on timetabling from 2024-25 onwards. A communication would be sent to staff

during the summer to provide clarity about future timetabling changes. Regarding plans for future growth, Professor Coton informed Senate that student numbers would remain static in 2023-24, and that student growth beyond that would be relatively modest.

Members of Senate highlighted that the new timetabling system needed to take into account the needs of commuting students and students with caring responsibilities, and the needs of staff to ensure that they had sufficient time to carry out their research. Professor Coton confirmed that these factors would be taken into account by the Timetabling Project workstreams. He also noted that the inflexibility of the current timetable made it impossible to accommodate the needs of staff and students, and that this could only occur if the University moved to a more agile timetable with greater utilisation of the University estate.

2. Trusted Research – Presentation by Vice-Principal for Research & Knowledge Exchange

Professor Chris Pearce, Vice-Principal for Research & Knowledge Exchange, informed Senate that 'Trusted Research' was a cross-government, cross-research and innovation sector campaign to protect the UK's intellectual property, sensitive research, people, and infrastructure from potential theft, misuse and exploitation from hostile action by state and other actors. In particular, Trusted Research was designed to:

- Help researchers, UK universities and industry partners to have confidence in international collaborations and to make informed decisions about potential risks.
- Explain how to protect research and staff from potential theft, misuse or exploitation.

Trusted Research involved greater collaboration and dialogue between the UK Government and UK Higher Education Institutions (HEIs) via the Academic Technology Approval Scheme (ATAS), the National Security and Investment Act (2021), and the Research Collaboration Advice Team (RCAT). Trusted Research also involved greater collaboration between UK HEIs through groups such as the Universities UK Security Group, the National Protective Security Authority (NPSA) STEM Universities Group, and the Higher Education Export Controls Association (HEECA).

Regarding export control, Professor Pearce informed Senate that the UK operated a system of controls on exports in areas of sensitivity. These included a set of legal restrictions on the transfer of certain goods, equipment, materials, software and technology (including research data, designs and know-how) from the UK to a destination or destinations outside the UK, with the aim of protecting national security and preventing conflict, human rights abuses, proliferation of Weapons of Mass Destruction (WMDs), and terrorism. This included items that were explicitly military in nature, and items that had both civil and military uses such as Artificial Intelligence (AI), telecommunications technologies, and Quantum Technologies (QT).

In response to Trusted Research, Professor Pearce informed Senate that the University had taken the following actions:

- Established a Research Governance and Integrity Team within Research Services to support compliance with, and understanding of, Trusted Research.
- Established a Trusted Research Advisory Group, chaired by Dr David Duncan, the University's Deputy Vice-Chancellor (Operations), Chief Operating Officer & University Secretary.
- Developed Export Control guidance, policy and procedures for staff.
- Implemented checks into the project approval process, particularly in the College of Science & Engineering.

- Explored the implications for the University's Transnational Education (TNE) activities.

The Principal enquired about the extent to which good practice regarding Trusted Research was being shared across Russell Group Universities. Professor Pearce informed Senate that good practice sharing was taking place through several groups, including the Russell Group Pro Vice-Chancellor Group, the Russell Group Research Directors Group, and the STEM Universities network. Professor Pearce also urged colleagues to contact the University's Research Services if they had any questions about Trusted Research.

3. ChatGPT

The Clerk of Senate informed Senate that, since autumn 2022, there had been considerable focus in the media, and across the academic community, on the use of Artificial Intelligence (AI) software such as ChatGPT in the context of university assessments. In response to this software, the University had already taken some actions and decisions, and had also begun to develop longer-term plans and policies. These included:

- On 7 February 2023, a communication was sent to all undergraduate and PGT students reminding them of the importance of good academic practice, and making it clear that the University's definition of plagiarism applied to inappropriate collaboration with any outside agency, website or software. This communication also made students aware of the various learning resources that were available to support good academic practice.
- On 13 February 2023, the University circulated a message to teaching staff acknowledging the high level of interest in Chat GPT-related issues and setting out proposed University actions. That message noted that:
 - Colleagues would not be expected to modify assessments for the April/May 2023 examination diet because this would represent a knee-jerk reaction requiring significant staff effort.
 - The University had begun to collate a SharePoint site with articles and links about ChatGPT and AI to provide staff with guidance and advice. Colleagues were also encouraged to share relevant articles and information (via a dedicated email address), which would be added to the SharePoint site;
 - A guidance memo would be circulated to staff before the start of the April/May 2023 examination diet to assist them with the marking of examinations.
 - During the spring and summer of 2023, the University would develop more detailed guidance for staff, and recommendations for appropriate policy changes for the 2023-24 academic session.
- On 10 March 2023, an online open University Learning & Teaching Committee meeting was held to give an overview of ChatGPT and AI-related issues, and to discuss the University's approach to these issues. The meeting was attended by more than 170 colleagues, and included a Q&A session where links to recent articles, presentations and resources were shared. The following key points were noted at the meeting:
 - Colleagues welcomed the fact that there had not been a knee-jerk reaction to ChatGPT, and that a more measured, cautious approach would be adopted by the University.
 - It was accepted that seeking to counter ChatGPT by simply adopting in-person, closed-book exams for all assessments was inappropriate.

- It was accepted that ChatGPT and AI were now firmly part of the learning and teaching landscape. Although it was recognised that the University must continue to hold a firm line against the misuse of ChatGPT by students in their assessments, it was also recognised that the University should explore creative and constructive ways in which such tools could be incorporated responsibly into learning and teaching.

Members of Senate enquired about how cases of students using ChatGPT to write their assessments could be detected, and how such cases should be referred to the Student Conduct Team. The Clerk of Senate acknowledged that cases could be hard to detect, and that plagiarism checking software such as Turnitin was only designed to check for similarity against existing published sources. However, he noted that students could be asked to attend a viva or interview with their School if there were significant changes to the style or quality of their work, and that the minutes of these meetings could be sent to the Student Conduct Team as evidence. The Clerk of Senate also noted that Turnitin had recently developed its software to detect work that had been written by ChatGPT or similar systems, although the University would not be using this functionality until it could be confident that the detection of AI-generated material was accurate. In addition to this, the University would be issuing guidance to staff over the summer to assist them with identifying ChatGPT-generated work.

Members of Senate asked about the University's direction of travel in relation to Good Cause and Fitness to Study. The Clerk of Senate informed Senate that no changes were planned to the University's Good Cause process in advance on the April/May 2023 examination diet. However, changes to Good Cause and Fitness to Study were planned for the 2023-24 academic session, and these changes would be submitted to Senate for approval during the next academic session. In the meantime, the Clerk of Senate informed Senate that a Moodle banner would be added on 13 April 2023 to remind students about the existing Good Cause process.

4. Student Experience Strategy – Presentation by Change Director, International Student Experience

Mr Jonathan Jones, Change Director, International Student Experience, informed Senate that there were 21 separate projects on the Student Experience Strategy delivery roadmap to 2025. These projects, which covered four main pillars (Opportunity, Wellbeing, Inclusion & Belonging, and Digital & Campus Foundations), included:

- Disabled Student Provision Project
- EcoHub Project
- Student Tech Bar Project
- Student Facilities Vision Scoping Project
- Careers & Global Opportunities Development Project
- Induction & Transition Project
- Clubs and Societies Improvements Project
- NHS Partnership Project
- EDI Resource & Events Project
- Student Wellbeing Enhancement Project
- Student Organisation/UofG Life Apps Project
- Student Safety Enhancement Review

- Mature Students' Needs Project
- International Student Project
- Student Volunteering Opportunities Project
- PGR Experience Review
- Commuting Student Project
- Student Conduct & Complaint Reporting Review
- Reach Out Phase 2 Project
- Residence Life Project
- Recognising & Rewarding Achievement Project

Implementation of each of the projects would take place over periods ranging from nine months to over two years, and the outcomes of each project would be evaluated before a decision was made about whether recurring investment would be allocated to the project beyond the 2024-25 academic session. Prioritisation of projects would be based on three ratings: practicality, student experience, and the MoSCoW (Must, Should, Could, Would) rating.

The Principal asked if Senate would receive an update on the Student Experience Strategy at a future meeting. Mr Jones confirmed that he would provide Senate with an update during the 2023-24 academic session.

5. Convener's Business

5.1 Horizon Europe

The Principal informed Senate that negotiations were ongoing between the UK Government and the European Union (EU) regarding the possibility of the UK gaining associate membership of Horizon Europe. The UK Government had also published details of a post-Brexit alternative to Horizon Europe, which would be introduced if negotiations with the EU failed. However, there was a firm belief within the UK Higher Education sector that associate membership of Horizon Europe would be preferable to any alternative scheme developed by the UK Government.

5.2 Industrial action

The Principal informed Senate that, following the closure of the 2023-24 pay negotiations between the Universities & College Employers Association (UCEA) and trade unions, an agreement had been reached on terms of reference for negotiations on non-pay items, including the UK Higher Education pay spine, workload, contract types, and pay gaps. However, the Universities and Colleges Union (UCU) had recently announced that a marking and assessment boycott would begin on 20 April 2023. In response to this, the University's Industrial Action Working Group would develop proposals to minimise the potential disruption caused to students.

The Clerk of Senate informed Senate that a communication would be sent to student shortly about the boycott, and that a series of FAQs would be added to the 'Industrial Action' section of the University's MyGlasgow Students webpage to reassure students and provide information about how the University would seek to minimise any disruption.

6. Clerk of Senate's Business

6.1 Honorary Degrees

The Clerk of Senate informed Senate that the following persons had accepted an invitation issued by the Principal, on behalf of Senate, to receive the award of an Honorary Degree in 2023:

DOCTOR OF LAWS (LLD)

The Rt Hon David LAMMY MP
Lawyer

DOCTOR OF LETTERS (DLitt)

Barbara BURMAN
Dress and Textiles Historian

Dr Gita GOPINATH
First Deputy Managing Director, International Monetary Fund

Professor Cecilia ROUSE
Chair, US Council of Economic Advisers

DOCTOR OF SCIENCE (DSc)

Professor Halina RUBENSZTEIN-DUNLOP
Professor of Physics, University of Queensland

Professor Stephen SIMPSON
Academic Director of the Charles Perkins Centre

Dr Ellen VOORHEES
National Institute of Standards and Technology, USA

Professor Chris WHITTY
Chief Medical Officer for England

DOCTOR OF THE UNIVERSITY (DUniv)

Gilbert HOUNGBO
Director General of the International Labour Organization

Josh LITTLEJOHN
Co-founder, Social Bite

Bill PATTERSON
Actor

Dr Mamphela RAMPHELE
Academic and activist, South Africa

Professor Dr Friederike WELTER
President and Managing Director, The Institut für Mittelstandsforschung (IfM), Germany

The Clerk of Senate confirmed that these names would be included in the Senate minute and were now, therefore, in the public domain.

6.2 Summer graduations

The Clerk of Senate informed Senate that the University's summer 2023 graduation ceremonies would take place on campus between **Wednesday 21 June and Friday 30 June**. Further details about the dates and times of individual graduation ceremonies could be found on the University's graduations webpage:
<https://www.gla.ac.uk/events/graduations/dates/summertimetable/>.

6.3 Commemoration Day

The Clerk of Senate invited members of Senate to attend the events on Commemoration Day, which would take place on **Wednesday 14 June 2023**. Further details about the event could be found on the University's Ceremonial Events webpage:
<https://www.gla.ac.uk/myglasgow/registry/ceremonialevents/#commemorationday>.