



COURT

A meeting of Court will be held on **Tuesday 20 June 2023 at 2pm** in the Senate Room, Main Campus

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

AGENDA

Item	Title	Lead	Paper No.	Page nos.	Action
1.	Welcome, Apologies, Introductions/Announcements, Declarations of Interest	Convener	Oral		
2.	Minutes of meeting held on Wednesday 19 April 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.	*Annual Report on Research <i>Professor Chris Pearce, Vice-Principal (Research and Knowledge Exchange) will provide the annual update to Court.</i>	Chris Pearce	4.	13-24	
5.	*Budget 23/24 and Financial Forecasts; Capital Plan minor projects <i>Papers withheld due to FOI exempt/Commercial sensitivity</i>	Frank Coton/ Gavin Stewart/ Gregor Caldwell	5. and annexes	25-79	For approval
6.	*University Strategy – KPI update <i>Papers withheld due to FOI exempt/Commercial sensitivity</i>	Frank Coton	6.	80-116	
7.	Report from the Principal <i>* Higher Education Developments *SFC Grants *Adam Smith Tercentenary Week *University Rankings</i>	Principal	7.	117-129	For information /discussion
8.	Report from the University Secretary <i>*Convener appraisal *Court Strategy Day 2023 *Court Review * USS Pay and Strike Action *Organisational Change Governance Committee</i>	David Duncan	8. and annexes	130-143	Items for approval/ otherwise for discussion/ information

	<i>*Named Chair Resolution</i> <i>*Heads of School</i>				
9.	*Student Matters, including: Rectors Report; SEC Report; SRC President update <i>* SRC Annual Report</i>	Rector/ Rinna Väre	9. and SRC Annual Report	144-209	For information /discussion
10.	Reports of Court Committees				
10.1	Finance Committee	Gavin Stewart	10.1 and annex	210-231	For information /discussion/ approval
10.2	Estates Committee	Ronnie Mercer	10.2	232-236	For information /discussion
10.3	Information Policy & Strategy Committee	Frank Coton	10.3	237-243	For information /discussion
10.4	Audit & Risk Committee	Elspeth Orcharton	10.4	244-250	For information /discussion
10.5	Health, Safety and Wellbeing Committee	David Duncan	10.5	251-254	For information /discussion
10.6	Nominations Committee	Ronnie Mercer	10.6	255	For information /discussion/ approval
10.7	Remuneration Committee	June Milligan	10.7	256-261	For information /discussion
11.	Senate Business	Martin Hendry	11	262-287	For information
12.	Any Other Business Court members are asked to inform the Secretary of Court 2 days in advance of the meeting, if they have items of Other Business for discussion	Convener	Oral		
13.	Date of Next Meeting Wednesday 27 September 2023 at 1400 – TBC				



Court – Overview

Wednesday 19 April 2023

CRT/2022/44. Student Experience Strategy and Action Plan

Court received an update from the University Secretary, SRC President and Jonathan Jones (Change Director, International Student Experience) on the Student Experience Strategy and Action Plan. The presentation highlighted efforts to provide students with an exceptional array of opportunities to pursue their social, volunteering, and international interests, enabling them to connect, develop new skills, enhance their prospects and wellbeing.

CRT/2022/45. Report from the Principal

CRT/2022/45.1 Higher Education Developments & Scottish Government Budget

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

- Innovation: GRID Discovery & GE HealthCare Memorandum of Understanding – As part of the University's commitment to developing the Glasgow Riverside Innovation District (GRID), the University had been working with the Scottish Government to create the 'GRID Discovery' initiative. This would see GRID designated as Scotland's first whole-system demonstrator, committed to supporting the establishment of a series of real-world innovation testbeds. This coincided with the University signing a Memorandum of Understanding (MoU) with the major health and medtech innovator, GE HealthCare.
- Senior Management Group – Professor Moira Fischbacher-Smith's has been reappointed as Vice-Principal Learning and Teaching for a second 4-year term from 1 July 2023.

CRT/2022/46. Report from the University Secretary

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

CRT 2022.46.2 Court External Review

Following discussion Court agreed members would be sent further information about Dr O'Halloran and if members approved her appointment she would be approached to undertake the Court External Review in Autumn 2023.

Court members were invited to serve on the sub-group and any interested members was asked to email the Clerk.

CRT 2022.46.6 Chair of the Hunterian Strategic Development Board

Court agreed that further information on Lady McConnell would be circulated and approval would be sought for her appointment as the Chair of the Hunterian Strategic Development Board via email.

CRT/2022/48. Reports of Court Committees

CRT/2022/48.4 Audit and Risk Committee

Court noted that at present there was no central point for co-ordinating compliance with various legislative and regulatory requirements set out by UK and Scottish Governments and professional bodies. It was agreed that the Deputy Secretary would take this forward.

CRT/2022/48.7 Nominations Committee

Court approved the updated Nominations Committee Remit.

Court approved the Convener of Court/Senior Lay Member policy and appointment process.

Court approved the single candidate interview.

The Committee recommended to Court that Chris Kennedy, Elected Professional Support staff member of Court be reappointed for a further term to June 2027.

Court approved the reappointment of Chris Kennedy.

CRT/2022/50 Other Business

CRT/2022/50.1 Governance Matters

Court noted that in future a list of individuals with political exposure would be taken to P&OD Committee on an annual basis. It was also reported that should a lay member of Court or sub-committees become a paid member of University staff, this would be reported to Court.

It was also noted that Court would be presented, on an annual basis, a list of the Chairs and Vice-Chairs of the sub-committees of Court, this report to be given each year at the September meeting.



Draft Court

Minute of Meeting held on Wednesday 19 April 2023

Present:

Ms Elizabeth Passey Co-opted Member (Convener of Court), Cllr Susan Aitken (Glasgow City Council Assessor), Professor Craig Daly (Trade Union Nominee), Professor Nicola Dandridge (Co-opted Member), Mr David Finlayson (Co-opted Member), Theo Frater (SRC Assessor), Professor Dan Haydon (Elected Academic Staff Member), Professor Nick Hill (Elected Academic Staff Member), Stuart Hoggan (General Council Assessor), Professor Simon Kennedy (Elected Academic Staff Member), Mr Laic Khalique (Co-opted Member), Jonathan Loukes (Co-opted Member), Professor Kirsteen McCue (Elected Academic Staff Member), Paula McKerrow (Trade Union Nominee), Mr Ronnie Mercer (Co-opted Member), 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), Alistair Wilson (Deputy Secretary and Head of Legal) and Jonathan Jones (Change Director, International Student Experience) for item CRT/2022/44 only.

Apologies:

Mr Christopher Kennedy (Elected Professional Services Representative), Dr Christine Middlemiss (General Council Assessor)

CRT/2022/41. Announcements

The Convener welcomed Alistair Wilson (Deputy Secretary and Head of Legal) and Jonathan Jones, (Change Director, International Student Experience) to the meeting.

There was the following declaration of interest in relation to business to be conducted at the meeting: Professor Sir Anton Muscatelli as a member of the USS Trustee Company, as an ongoing declaration, given the updates on the scheme.

It was recorded that Professor Jo Gill, Vice Principal and Head of College of Arts had provided a presentation on the opportunities and challenges faced by the College of Arts. 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 to afford Court Members greater awareness of some of the less visible assets of the University. The items were Shakespeare's First Folio, a very rare copy demonstrating the depth of the University's literary assets, and the University Mace, usually viewed from a distance, and carried by the Bedellus at all ceremonial occasions, to signify that

the proceedings have official sanction.

Court was reminded that papers and business were confidential.

CRT/2022/42. Minutes of the meetings held on Wednesday 15 February 2022

The minutes were approved.

CRT/2022/43. Matters Arising

No matters were raised.

CRT/2022/44. Student Experience Strategy and Action Plan

Court received an update from the University Secretary, SRC President and Jonathan Jones (Change Director, International Student Experience) on the Student Experience Strategy and Action Plan. The presentation highlighted efforts to provide students with an exceptional array of opportunities to pursue their social, volunteering, and international interests, enabling them to connect, develop new skills, enhance their prospects and wellbeing.

Since the last update to Court in June 2022, and following the 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, with business cases for investment coming forward to the Investment Committee.

Court noted that the strategy continued to focus on three pillars: opportunity, wellbeing, and inclusion and belonging. It was reported that by the end of April, a consolidated project portfolio would be presented to the Delivery Board and SEC for approval; this would detail each project's aims, investment band, business case and benefit realisation timings.

During the discussion it was noted that the strategy overlapped with a number of strategies and required careful co-ordination along with close monitoring of the capacity for change. It was reported that it would be beneficial to have case studies from different groups of students on how the changes will benefit their experience at the University.

Court thanked the University Secretary, SRC President and Jonathan Jones for the update.

CRT/2022/45. Report from the Principal

CRT/2022/45.1 Higher Education Developments & Scottish Government Budget

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

- Innovation: GRID Discovery & GE HealthCare Memorandum of Understanding – As part of the University's commitment to developing the Glasgow Riverside Innovation District (GRID), the University had been working with the Scottish Government to create the 'GRID Discovery' initiative. This would see GRID designated as Scotland's first whole-system demonstrator, committed to supporting the establishment of a series of real-world innovation testbeds. This coincided with the University signing a Memorandum of Understanding (MoU) with the major health and medtech innovator, GE HealthCare.
- Government Ministers – Court noted the appointment of First Minister and Scottish Cabinet members.

- SFC Indicative Funding Allocations 2023/24 – given the change of First Minister and the appointment of Ministers, the Scottish Government had asked the SFC to pause publication until after the Easter break. An update would be provided to Court once more information became available.
- Senior Management Group – Professor Moira Fischbacher-Smith's has been reappointed as Vice-Principal Learning and Teaching for a second 4-year term from 1 July 2023.

The Principal updated Court on the implications of Trusted Research and export licences. Court noted that the University was taking a number of steps to support staff and research students affected by the new legislation.

The Convener thanked the Principal for the update.

CRT/2022/46. Report from the University Secretary

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

CRT 2022.46.1 Ross Report

Court noted that the University continued to implement the recommendations of the report by Morag Ross KC and was on track to complete the implementation process before the start of academic year 2023/24.

CRT 2022.46.2 Court External Review

Court noted that the Scottish Code of HE Governance (2023) stated that university governing bodies were expected to undertake an effectiveness review every five years and that the last such review at the University of Glasgow took place in 2018.

During discussion it was agreed that the review would cover all aspects of the Court's work. A sub-group comprising two lay members, an academic staff member, a member of the professional services staff, a student and the University Secretary would be established to support the review.

The University Secretary suggested that Dr Veena O'Halloran be approached to undertake the review. Veena was the principal author of the 2023 version of the Scottish code and therefore had a clear understanding of the Scottish context. Veena was a current board member of the Scottish Funding Council and was due to step down in October.

Following discussion Court agreed members would be sent further information about Dr O'Halloran and if members approved her appointment she would be approached to undertake the Court External Review in Autumn 2023.

Court members were invited to serve on the sub-group and any interested members was asked to email the Clerk.

CRT 2022.46.3 SFC Outcome Agreement

Court noted the changes in the SFC Outcome Agreement and also noted that the final Outcome and Impact Framework projections for 22/23 would be published alongside the Outcome Agreement.

It was agreed that it would be beneficial for Court members to be provided with a presentation on the Outcome agreement.

CRT 2022.46.4 Pay and Pension

Court received an update on the national pay negotiations and noted that in relation to pensions the employees and the UCU had agreed a statement on USS contributions and benefits which anticipated a positive outcome to the 31 March 2023 scheme valuation (the results of which would not be available until 2024).

Court noted that the UCU had recommended to its members that they reject the terms of reference in a national ballot. If this was the outcome, the UCU had a mandate to resume industrial action, with a Marking and Assessment Boycott commencing 20 April.

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

CRT 2022.46.5 Head of School Appointments

College of Science and Engineering

School of Mathematics and Statistics – Professor Nigel Mottram had been appointed as Head of the School for four years until 31 July 2027.

CRT 2022.46.6 Chair of the Hunterian Strategic Development Board

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

Following discussion Court agreed that further information on Lady McConnell would be circulated and approval would be sought for her appointment as the Chair of the Hunterian Strategic Development Board via email.

CRT 2022.46.7 Court Strategy Day 2023

The Strategy Day is scheduled for Tuesday 21 November and the programme for the day was currently being drafted. Court members were invited to contribute to the planning of the agenda, any interested members was asked to email the Clerk.

CRT 2022.46.8 Student Petition

Court noted that the University Secretary had met with a group of students on 27 March regarding a petition they wished to present to Court related to the University's engagement with certain industrial sectors. It was reported that Court had discussed disinvestment in June 2020 following a petition submitted by the Glasgow University Arms Divestment Coalition (GUADC) in December 2019. Court noted that the University had taken a number of steps over the last 3 years and that there were wider implications that needed to be considered in terms of research, dual use of technology and student choice.

Court agreed that the University Secretary would write to the students thanking them for their note, and outlining the positive steps that the University had taken towards disinvesting from fossil fuels and steps being taken towards implementing the Glasgow Green action plan.

The Convener thanked the University Secretary for the update.

CRT/2022/47. Student Matters, including: Rector's Report; SEC Report; SRC President update

CRT 2022.47.1 Rector's Report

The Rector outlined her report which detailed the issues with which she had been dealing since the last Court meeting.

Key issues that had been raised with the Rector were:

- Marking and assessment boycott – students are concerned about the lack of information and the impact on progression and graduations;
- Students' awareness of the role of Rector – improving engagement with students;

It was also reported that the Rector had recently visit the Dumfries Campus, along with the SRC President. The visit had been very informative, and issues had been raised in relation to lack of facilities for sport, clubs and societies. Issues in relation to IT and the Glasgow student life app had also been raised.

CRT 2022.47.2 SEC Report

Court noted the SEC report which included updates on accommodation, cost of living action group, student facing professional services review and approaches to gender-based violence.

CRT 2022.47.3 SRC President's Report

The SRC President reported that the Sabbatical officers elections had taken place recently and that the SRC Council had agreed to changes to its constitution to increase PG representation on the Council. It was also noted that students were still concerned about the cost of living and finding suitable accommodation for the start of the next academic session.

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

CRT/2022/48. Reports of Court Committees

CRT/2022/48.1 Finance Committee

Gavin Stewart, chair of the Committee outlined the report from the Committee. Court noted that 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 set out a clear vision, priorities and the actions required to deliver on our ambitions by 2025.

Court also noted that the Committee had approved an investment request of £5.7m for the Innovation Strategy and complimented the presenters on the clear strategy and the stretching and measurable targets; an 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; an investment request for £3.23m for the High-resolution Mass Spectrometers and estates work; and an investment request for £4.3m for Accommodation Life Cycle Maintenance.

During discussion Court noted that in advance of the Keystone building business case, members would benefit from more detailed information on the size and shape of the University, future efficiency planning, and financial projections.

Court agreed that a workshop would be organised to provide further detail on these matters.

The report was noted.

CRT/2022/48.2 Estates Committee

Ronnie Mercer, chair of the Committee, outlined the report, noting that the Estates Risk Register continued to record a lack of space as the top risk for the University. Court noted that a strategy paper on the Cochno Estate was presented and discussed, and that Senior Management would consider the paper further and report back.

Court noted that the Committee had agreed to proceed with ground clearance for the possible construction of the Keystone building. It noted that this work would be required on the Western Site whether or not Keystone was eventually approved.

The report was noted.

CRT/2022/48.3 IPSC

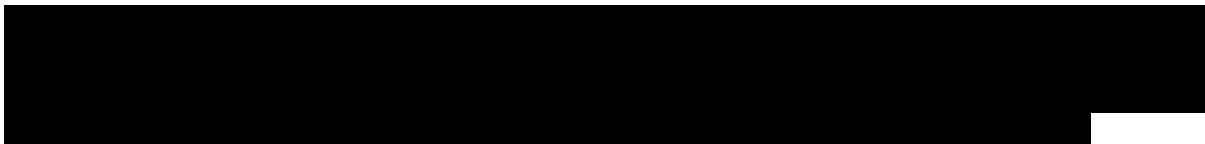
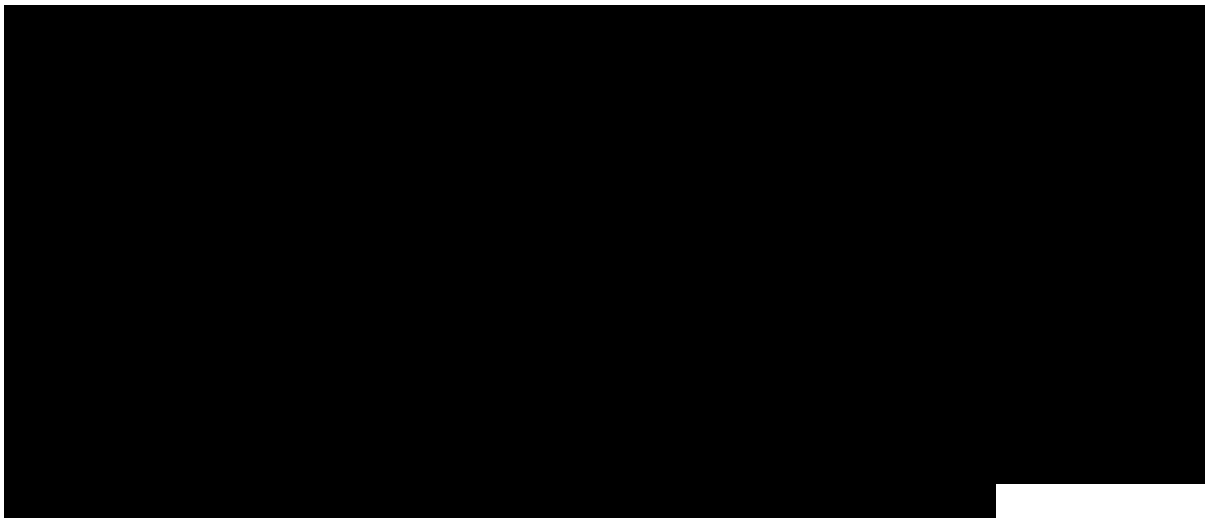
Frank Coton, chair of the Committee, outlined the report from the Committee. It was noted that the meeting had covered several topics including cyber security with an update on the University's progress towards enrolment of staff and student in Multi-Factor Authentication, an overview of the approach 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.

It was reported that access to core operational systems in the University such as CoreHR, Moodle, and MyGlasgow now required Multi-Factor Authentication.

The report was noted.

CRT/2022/48.4 Audit and Risk Committee

Elsbeth Orcharton, chair of the Committee, outlined the report from the Committee. It was noted that the meeting had covered a deep dive in to the Estates risks which had covered the governance process in relation to the Keystone Building.



Court noted that at present there was no central point for co-ordinating compliance with various legislative and regulatory requirements set out by UK and Scottish Governments and professional bodies. It was agreed that the Deputy Secretary would take this forward.

The report was noted

CRT/2022/48.5 People and Organisational Development Committee

June Milligan, chair of the Committee, outlined the report from the Committee. It was noted that the meeting had covered 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 and the Head of Equality & Diversity updated the Committee on the KC led investigation into gender-based violence (GBV) and progress against the recommendations as part of the GBV Action Plan. It was also noted that the Vice Principal and 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 report was noted

CRT/2022/48.6 Health Safety and Wellbeing Committee

Court noted the report.

CRT/2022/48.7 Nominations Committee

Ronnie Mercer, chair of the Committee, outlined the report from the Committee. It was noted that the meeting had agreed to recommend the updated Nominations Committee remit for approval.

Court approved the updated Nominations Committee Remit.

It was also 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.

Court approved the Convener of Court/Senior Lay Member policy and appointment process.

Court noted that June Milligan was due to step down from Court in October 2023 and that the Committee was recommending a candidate for a single candidate interview. The Committee was satisfied that the candidate being put forward had the required knowledge and expertise. Concerns were raised about the use of single candidate interviews for Court members, and it was agreed that an open call for applications would be issued before any further appointment of lay members.

Following discussion, it was noted that a policy for recruiting co-opted lay members of Court would be discussed and drafted by the Nominations Committee which would take into account the different routes to becoming a co-opted lay member of Court.

Court approved the single candidate interview.

The Committee recommended to Court that Chris Kennedy, Elected Professional Support staff member of Court be reappointed for a further term to June 2027.

Court approved the reappointment of Chris Kennedy.

The report was noted.

CRT/2022/49. Senate Matters

Court noted the report from the Senate meetings held on the 6 April 2023. The Clerk of Senate reported that Senate had received an update on the transformation project, Trusted Research, Student Experience Strategy, and Honorary Degrees.

The Clerk of Senate also noted the recent innovations in AI technology, in particular the launch of ChatGPT. It was noted that 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 and further updates would be provided to Court.

The Clerk of Senate noted that the list of graduations would be amended to include the graduation at Dumfries Campus.

The Convener thanked the Clerk of Senate for the report.

CRT/2022/50 Other Business

CRT/2022/50.1 Governance Matters

Court noted that in future a list of individuals with political exposure would be taken to P&OD Committee on an annual basis. It was also reported that should a lay member of Court or sub-committees become a paid member of University staff, this would be reported to Court.

It was also noted that Court would be presented, on an annual basis, a list of the Chairs and Vice-Chairs of the sub-committees of Court, this report to be given each year at the September meeting.

CRT/2022/51. Date of Next Meeting

The next meeting of Court will be held on Tuesday 20 June 2023 at 2pm in the Senate Room. A Pre-Court briefing will take place at 12pm. The Court meeting will be followed by the Annual Court Dinner.

University Court
Research Update – June 2023
Professor Chris Pearce, Vice Principal (Research & Knowledge Exchange)

Background

The University’s Research Strategy was published in 2020. It acknowledges that the Research, Development and Innovation landscape has changed, and the University must evolve in order to thrive.

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

To fulfil this vision, the strategy focuses on three priorities.

- *Collaboration*: working together to tackle bigger challenges
- *Creativity*: reaffirming the centrality of ideas
- *Careers*: making Glasgow the best place to develop a career

These priorities have been shaped by developments in the sector, our consultations with schools and research institutes in 2019, and the feedback obtained from the 2019 survey on research culture.

The Research Strategy also recognises that our core principles for research should stay the same:

1. We value the quality of our research over its quantity.
2. The University succeeds when our individual researchers succeed.
3. How research is done is as important as what is done.

These values have helped us through the pandemic and served us well with respect to the Research Excellence Framework.

In the last few months, Chris Pearce (VP Research & Knowledge Exchange) and Bryony Wakefield (Executive Director of Research Services) visited every academic school in the University, as well as the Professional Services Group, to describe progress with the Research Strategy. Schools were updated on delivery of the four strategy workstreams and given the opportunity to provide feedback. Plenty of time was also given to for Schools to comment more generally on the barriers they perceive to undertaking research.

The following is a link to a video that was circulated to every school in advance of the meeting (a transcript is provided in Appendix A in case this is preferred):

[Strategy Update video link](#)

Research Performance

The KPI receiving most focus at the moment is *research income per academic FTE* (note: the term “income” could be read as “spend”). Our target is 5th in the Russell Group. It is a convenient measure because all other universities report on income and academic FTEs:

2017/18	2018/19	2019/20	2020/21	2021/22
£156.7k	£160.8k	£136.7k	£133.3k	£140.6k
5 th	6 th	7 th	7 th	9 th

As can be seen from the table above, in the last few years our relative position has dropped from 5th (2017/18) to 9th (2021/22).

Despite this drop in our rank position, UofG recorded a jump in research income compared to 2020/21, from £173.3m to £196.1m (13.2% increase and back to pre-pandemic levels). A 25% increase in income would have been required to be 5th in the Russell Group.

Our drop in rank position reflects several issues:

1. The 13.2% increase in income compared to last year, although good, was only the 8th highest in the Russell Group.
2. This increase followed a very small increase the previous year (0.5%) and a 14% drop the year before. This drop in income looks to be a pandemic impact, with a drop observed across the Russell Group. However, lockdown arguably impacted UofG more than most due to stricter lockdown protocols in Glasgow and our significant use of the Coronavirus Job Retention Scheme which led to many projects (and spend) being paused.
3. Over the REF period 2014-2021, our academic numbers did not increase at the same rate as our Russell Group peers, increasing only 5% compared to an average Russell Group increase of 15%. Our previous 5th rank position was perhaps artificially high, as other institutions made significant increases in academic staff numbers (and experienced an associated lag in income as new staff became established).
4. MVLS attracts >50% of UofG research awards by value but has not grown, and even declined, in academic staff numbers during the last REF period.
5. In the last year, we have seen a sudden increase in academic staff (7%), which is the second highest in the Russell Group. This sudden increase negatively impacts this particular KPI, despite the increase in income. The recent and ongoing increase in academic staff will take time to flow through to an increase in research income.

In contrast to this KPI, Research Awards provides a *leading* indicator and gives some additional context. In calendar year 2022, our total Research Awards were the highest they have ever been at £230M, 44% higher than 2021:

2018	2019	2020	2021	2022	2023 (to April)
£173M	£172M	£228M	£160M	£230M	£69M

So far this year our Research Awards for Jan - April 2023 are very slightly ahead of the same period last year (£69M vs £65M) but with 10% less awards by volume (i.e. slightly greater average value). Applications (value and volume) are also tracking last year. This is all encouraging and showing a post-pandemic recovery, but it should be noted that following the Spending Review in 2020, there is more funding available. We expect to see an increase in research awards lead to an increase in research income in the coming few years but it is too early to predict if our relative position will improve.

Changing research policy and funding landscape

While acknowledging that we must continue to ensure we have strong foundations for our research and strong academic disciplines undertaking world-leading fundamental research, we must also recognise that the research policy landscape is undergoing a significant shift in focus to challenges and missions. This, in turn, is leading to more interdisciplinary and challenge led funding schemes, and longer and larger grants.

While continuing to invest in our people, building a positive research culture and ensuring world-class infrastructure, and continuing to ensure strong academic disciplines that are advancing the frontiers of knowledge, discovery and impact, we must also adapt and respond to this changing landscape. Therefore, we must ensure our academics are ideally positioned and well supported to develop a pipeline of competitive funding proposals. These bids are complex and multifaceted, requiring a multi-institutional, inter-disciplinary and cross-sectoral response. The effective coordination and development of these bids, often over a short timeframe, requires a combination of academic leadership and the specialised expertise of research professional staff.

In response, we have formed a new **Strategic Research Initiatives** portfolio within Research Services to work in partnership with academic and research professional staff across the Colleges and in University Services to integrate the research support ecosystem and strengthen the provision of dedicated research support available to our academics. This will allow us to diversify

our funding portfolio by supporting our academics to respond to available opportunities with coherent and compelling value propositions for all major, cross-disciplinary bids. Competing for and winning strategic funding will enable UofG to enhance its competitive position, as well as shape, influence and contribute to the broader research agenda.

Perhaps the most significant response to this changing landscape is a major new initiative called **Glasgow Changing Futures** that is currently under development. This will be an institutional commitment and programme of activity to tackling major societal challenges, and a proactive approach to our contribution to the UN Sustainable Development Goals. GCF is a key component of our strategy and represents an institutional response to the changing landscape and expectations on universities that builds on our strengths and expertise. GCF is also a response to the inherent motivation of our staff to produce knowledge useful to humanity, and to the civic and societal responsibility of the University.

GCF will be a long-term programme that will seek solutions to major societal challenges enabled by our distinctive research strengths, as well as through innovation, education, partnership and influence, bringing coherence to numerous ongoing related activities, driving new initiatives and by working closely with our partners.

GCF will establish the essential environment and enablers for supporting challenge-led activities as well as focus, in the first instance, on two themes: *sustainability* and *health inequalities* - challenges that are felt locally, nationally, and internationally. We will differentiate ourselves through our approach, not least the nature of our collaborations and partnerships, and the model of support. GCF builds on the University's investment in the Advanced Research Centre (ARC), which play a critical part in the programme's delivery.

GCF will seed long term impact through a portfolio effect that will raise the capability and capacity of the University to contribute to societal challenges and create significant "social return on investment". GCF will invest in leadership, including the release of a group of academic staff to provide dedicated leadership and new non-academic programme director. There will be an enabling grants scheme to disperse funds to a wide range of individuals and groups that will in turn attract additional funding and investment. GCF will support an evidence and solutions centre recognising the need to ensure that impact is derived from GCF's activities. This will be an institutionally funded approach to impact acceleration to ensure GCF projects and initiatives result in positive and tangible social/economic/policy change and will include a focus on evaluation. There will also be leadership development for academic staff reflecting the distinctive and complex challenge of interdisciplinary activity.

The following is a link to an introductory video for Glasgow Changing Futures (a transcript is provided in Appendix B in case this is preferred):

[Glasgow Changing Futures video link](#)

Finally, we have formally approved a new University-wide **Centre for Data Science & AI** as the epicentre of research into fundamental data science, artificial intelligence, and their applications. The role of data science and AI in society, including how it will either positively or negatively impact our lives, has become more and more important in recent years, with widespread recent media attention. We have world-leading expertise in these fields, working across the breadth of the four Colleges on world-leading challenges to enable a better society. The Centre will enable world-changing, impactful, creative, collaborative, and ethical research in data science and AI to tackle grand challenges and build a better future for all. Data Science is both a critically important discipline and an increasingly significant enabler for doing good research: it underpins our ambition to address important challenges as collaborative efforts; it enables us to be more creative in our research; it represents an increasingly important skillset required for research and to fulfil career ambitions. Therefore, the Centre is strongly aligned to our Research Strategy and with the UK and Scottish Government's AI strategies. The Centre is also aligned with several initiatives, including the University's recently established a Research Computing as a Service (RCaaS) and the University having joined the new Turing University Network.

Research Environment

To continue to deliver high-quality, innovative research and impact, we must continue to evolve our research environment – to ensure that it is collaborative, creative and energetic. It needs to be an environment that values research outputs, as well as the early and wide sharing of our research; that encourages and enables innovation and the derivation of impact; and that recognises the role of research funding to accelerate knowledge creation and diffusion. This environment must also have people and a positive culture at its heart. It needs to be an environment that is stimulating, fair and inclusive, because the future will need all our skills: those of our research staff and students, of our technicians, and of our professional services staff.

A thriving research environment is not a luxury or an optional feature that we can overlook; it will not develop by chance. It is an essential feature of a well-functioning and world-leading research-intensive University that needs focused attention, time, resources and committed leadership. It is also important to note that research organisations are under growing pressure to demonstrate that they are promoting a supportive and inclusive research environment. This includes having systems in place to advance several distinct but overlapping priorities, such as open research (including open data), open access, responsible use of metrics in research assessment, research integrity, ensuring equality, diversity and inclusion (EDI), tackling bullying and harassment, and researcher development, including support for multiple career pathways. These requirements are not surprising given the aims are pressing and the potential threat to the reputation of the sector posed by cases of, for example, misconduct or bullying is serious.

Our compliance with these requirements is currently assessed by several separate reporting or audit processes, such as the annual SFC Outcome Agreement, funder reporting and assurance audits, response to sector Concordats, Athena SWAN, and REF environment statements.

While we welcome and support incentives to prioritise the various components of our research environment, there's a lack of HE sector coordination. Concordats are framed in aspirational terms and are therefore not specific in their compliance requirements. Policies often differ from funder to funder and typically do not refer to implementation mechanisms; where they do, they often rely on questionable proxies or conflate commitment and action. Moreover, policies continue to proliferate or evolve. On the one hand, these policies signal a lack of trust in HEIs' own processes; on the other, funders are clearly expecting the solutions to be identified by the HEIs themselves. The reporting burden is therefore substantial and falls on many different parts of the University.

Universities in England have received additional funding over the last two years for Research Culture from Research England. The lack of such dedicated funding in Scotland presents a very real risk.

Given the lack of implementation detail and lack of specific funding, it is critical that we continue to evolve **our own framework** to advance our research environment, continuing to bring coherence to our various activities and initiatives, and to amplify good practice. This ensures that we are aligned to both SFC's ambition to create a Scottish Research Culture Blueprint and the recommendations of the Review of Concordats and Agreements, as well as enhancing our ability to influence, participate and where applicable, lead in sector-wide discussions.

Therefore, the evolution of our research environment will build on our sector-leading activities in researcher development and research culture. There will be a major focus on: ensuring we have an inclusive research environment in which all researchers can thrive; promoting a culture where collaboration and interdisciplinary work are valued and celebrated; supporting and celebrating engagement beyond the University; enhancing all aspects of good research practice, such as openness, transparency, trusted collaborations and reproducibility.

Appendix A – Strategy update video transcript (for info)

At some point over the coming weeks I will be visiting each School in the University to discuss research. And I will be joined by our executive director of Research Services, Bryony Wakefield. In advance of that visit, we thought it would be helpful to create this short video to update you on some key research developments. This will hopefully provide context to the meeting, as well as allowing us to utilise the time during the visit to address your comments, queries or concerns and to discuss your School's own research plans.

In October 2020, we published the University's five-year research strategy. We are now halfway through that strategic cycle and so it seems like an appropriate time to update everyone on the progress made so far.

The research strategy was developed in the context of a fast-changing research, development and innovation landscape, bringing new opportunities and challenges, as well additional expectations of the University and our research. Both Government and funders have published strategies over the last few years and some common themes emerge. For example, research and innovation are clearly recognised to be essential ingredients of economic growth and future prosperity. Curiosity and discovery-driven research, as well as problem-inspired research, continue to be valued - alongside the impact that follows. And there's an increasing emphasis on end-to-end innovation, particularly in key areas of technology considered to be of national importance. These themes have been reinforced by government's regular commitment to increase public investment in R&D

So these are indeed positive messages but there's also a growing expectation for Universities to be engines of change, not least to support the rebalancing of regional inequalities, and to contribute to tackling the big societal issues. Research culture is also an areas receiving increasing attention... recognised as being critical to both good research practice and the health and attractiveness of the UK research ecosystem. And then, of course, the international context is also changing very fast. On the one hand, there are opportunities and encouragement to collaborate internationally. On the other, the cuts to Overseas Development Assistance funding, uncertainty over Horizon Europe and security concerns regarding international collaborations in certain areas of research makes this a very complicated space.

So this is a fast changing landscape that has both influenced and, I believe, affirmed the strategy we developed in 2020.

Before I update you on progress, let me briefly acknowledge that, in the intervening period, we've also experienced a global pandemic that challenged all of us to varying degrees. Institutionally, we recognise that the impact of the pandemic on our research will be long-term and has been differential in nature - and clearly an area requiring ongoing monitoring and attention.

Also, in May last year, the results of the Research Excellence framework (or REF) were published. The University was very successful and although it's not possible to make a direct comparison of these latest results with previous assessment exercises ... in terms of research quality our UK ranking has consistently improved over the last few exercises and we were given the highest research quality metric in Scotland in this latest exercise.

The research strategy itself guides our Research & Knowledge Exchange plans, projects, decisions, and investments. It does not reiterate those aspects of our research that we already do well and it doesn't mandate what research we do. Instead, it focuses more on how we do our research and identifies some areas we can evolve and improve. To achieve our research ambitions we need to support our researchers to foster their ideas, to think ambitiously and work collaboratively, and to develop the skills to attract funding and turn that funding into strong outputs and impact. So the strategy has three priorities.

Priorities - The first is Collaboration – recognising that we will only address urgent problems in our society and the biggest gaps in our knowledge by working together – whether that be within or across academic disciplines, with other universities or with other sectors beyond academia

The second priority is Creativity – recognising that great research starts with great ideas, but we also know that this creativity takes time and requires the right conditions.

And the third priority is Careers – recognising that for the university to succeed we need to create an environment in which colleagues are supported to fulfil their ambition - and so we are striving to make Glasgow the best place to develop a career.

Underlying principles - The strategy also builds on some underlying principles that emerged during the previous strategic cycle and which continue to be important to us. These are:

- We value the quality of our research over its quantity – and this served us well in the last REF.
- The University succeeds when our individual researchers succeed
- And how we do our research is as important as what we do

To deliver the strategy, we have four workstreams (Talent, Collaboration, Creativity and Investing in our strengths) – and these are designed to strengthen our culture of creativity and collaboration, support careers, enhance the professional support to go after grants and derive impact, increase research leadership skills and capacity, and find ways of giving people time and space to think creatively.

We also need to make sure that the University, the Colleges and the Schools are all fully aligned in their priorities. Naturally, the strategy requires investment, and that will, inevitably, require prioritisation and difficult decisions. So it's important to be transparent about our plans and priorities and clear about how they link to our strategic aims.

In the remainder of this presentation, I thought it would be useful to give some examples of the projects that we are developing under each workstream and the progress we have made so far.

Talent - The first workstream is Talent and this is focused on attracting and developing researchers. The Talent Lab is a new concept that currently houses five diverse development programmes that all focus on developing leadership in research, and researchers as leaders, and which are tailored to different career stages. For example, we are just starting to pilot the new Flourish programme, focussed on career management and development for our research staff and part of our commitment to the Researcher Careers Concordat. The Glasgow Crucible will be familiar to many. It's a long-standing leadership development programme for early career researchers that continues to evolve and continues to get really positive feedback. And last year we ran the new Research Leaders programme for the first time, which is designed to equip researchers with the leadership skills, knowledge and behaviours required to be more ambitious and to attract large-scale strategic funding. Again, the feedback from the participants, and those that attended the Ideas Summit last October, was extremely positive and so we will definitely continue this programme.

On the PGR front, with the help of the University's Transformation Team, we have established the PGR Project to improve the overall PGR experience. This is really just getting started but a key motivation is to make sure that we recognise the centrality of our PGRs to our research environment.

Across the sector the University is recognised for our work in creating a positive Research Culture but there's still a lot to do here within the context of our current culture action plan that focuses on research integrity, collegiality, career development, research recognition and open research.

Among the many ongoing activities, we've just completed a review of research integrity, we are starting a new careers project called "Pathfinder" for our research staff, we had a very successful People Make Research campaign last year, and plan to run it again this year, and we are establishing a Research Professional Staff Network;

In terms of Strategic Recruitment, We've extended the Lord Kelvin Adam Smith Leadership Fellowship scheme, including enhancements related to career continuity. We are also just about to pilot some new fellowship initiatives to support diversity, collaboration and non-academic partnerships. And finally we've launched the new James McCune Smith PhD Scholarship and Development scheme for UK domiciled black scholars, with 17 new scholars joining us in 2022.

Collaboration - Moving on now to the collaboration workstream, to fulfil our ambitions here we need to ensure that we have the right support in place. So we have been taking a fresh look at the

University's research support ecosystem and established a new Strategic Research Initiatives Unit to not only improve our support for strategic bid development but also improve our preparedness for future funding opportunities.

To further support Collaboration, our formal research structures – such as our Research Centres and Networks – will continue to be important. But looking ahead, the new Advanced Research Centre and its activities will also play a key role here - and I'll come back to that in a moment

And central to our institutional response to major societal challenges, we need to support the development of both cross-disciplinary and cross-sectoral collaboration and I will also come back to that shortly.

In this workstream, I particularly want to recognise the very strong track record we have in the area of international development. The ODA funding cuts were particularly tough to take. Institutionally, we invested around £700k to mitigate the immediate impact of those cuts. But since then we have invested a further £600k in a small grants fund to support new research collaboration with partners in Lower and middle income countries. In addition, following some of the suggestions we got through the pandemic recovery survey and building on the experience of some of our colleagues, we will be developing support and guidance for conducting research at a distance. And, of course, all of this aligns with the University's international strategy, Global Glasgow, that is led by Rachel Sandison.

Creativity - The third workstream is Creativity and the new Advanced Research Centre – or ARC – will also play a crucial role here. The ARC is our single largest investment in research infrastructure and is designed to support the whole university research community.

The ARC was formally opened in June last year and thanks to the excellent work of the ARC team and the leadership of its Director, Andrew Tobin, it is now not only home to some 500 researchers but is also developing into an essential resource for the whole University. The ARC team are now developing a host of activities in support of the strategy, but I particularly want to mention ARCADIA – the ARC's very successful Festival of Ideas - which welcomed nearly seven thousand visitors last September and showcased a vast range of our research activities to the public.

Recognising the increasing importance of data, data science and AI to so much of our research, we are establishing a new Centre for Data Science and AI under the leadership of Ana Basiri in order to build capacity and support in this area. Ana will be delighted to hear from anyone who wants to get involved or would just like to find out more.

During this year, we plan to take a fresh look at our key Research facilities and Technology Platforms. We want to review how we support and maintain them, improve the access models where possible and put the University in a strong position to bid for, and house, new equipment.

But let me once again come back to the pandemic, because managing its impact on our research was a major focus of this workstream. To try and ensure the sustainability of our research base, the University disbursed around £15M to mitigate the impact of lockdown. That funding was used to support projects and careers, including stipend extensions for PGRs, bridging funds for externally-funded staff, preserving the full salary for furloughed research staff, and financially supporting fellowship applications. As well as addressing some of the differential impact of the pandemic and encouraging ambitious grant applications, we also supported maintenance costs of research facilities where funding had stalled and stepped in where some charity funding was cut.

Nevertheless, and despite these actions, I'm aware that the impact will be felt for some time to come and so we will continue to monitor the situation and take action where necessary.

Invest in our Strengths - Moving on to the final workstream, as I have already said, we had a very good REF2021 outcome and we should rightly celebrate that. But our submission was already more than two years ago and we need to look ahead.

A key area of feedback from those involved in REF is the quality of the research data we use to inform our decisions. So research services are working closely with our Planning unit to improve this.

Last year, we asked all units to undertake a reflective analysis of their REF results. From my perspective, this was a really helpful exercise that has now fed into an institutional REF action plan. One action in that plan, is to now ask each School to undertake an analysis of their research strengths and weaknesses and to consider the threats and opportunities facing them. And then, following College level sharing and discussion, each School will produce a research plan with a 5-year horizon.

Although Impact was the least strong aspect of our REF submission, over the last few years we have developed a strong impact support structure, that is College-led and centrally coordinated.

I'm particularly pleased to say that we are one of only a few institutions in the UK to be awarded a clean sweep of research council impact acceleration accounts last year. I believe that was, in part, due to the more joined-up approach to supporting Impact that we now have in the University.

Let me finish the strategy update by very briefly updating you on some of our initial plans to meet those expectations to contribute to tackling the big societal issues.

Glasgow Changing Futures - First it's important to say that I believe that we can only do that by continuing to invest in strong foundations - investing in our people, a positive research culture and fit-for-purpose infrastructure and continuing to invest in strong academic disciplines that are advancing the frontiers of knowledge, discovery and impact. But beyond that there's an opportunity to look at cross-disciplinary approaches, at an institutional level, to find solutions to major societal challenges. For the moment, we are calling this Glasgow Changing Futures and we will focus our attention in the first instance on two key areas: health inequalities and sustainability. We hope other priority areas will emerge in due course. It is early days but I'll be able to tell you more about it and how to get involved in the not-too-distant future.

Appendix B – Glasgow Changing Futures video transcript (for info)

The University's strategy, *World Changers Together*, sets out our purpose: **To transform lives through ideas and action**, with a mission **to bring a community of world changers together**

It focuses on three themes: community, connectivity and challenges and this means being people centred - globally engaged, collaboratively minded and solution focused and impact oriented.

These themes emerged from a lengthy consultation across the institution, back in 2020, about the type of institution we wanted to be.

To deliver this mission, we have developed a number of underpinning strategies. We have an innovation strategy, an international strategy, an environmental sustainability strategy (Glasgow Green), a learning & teaching strategy, and a People and an Organisational Development Strategy and, of course, a research strategy.

The research strategy, more specifically, was developed in the context of a fast-changing research, development and innovation landscape, bringing new opportunities and challenges, as well additional expectations of the University and our research.

Both Government and funders have published strategies over the last few years that recognise that research and innovation are essential ingredients of economic growth and future prosperity. Curiosity and discovery-driven research, as well as problem-inspired research, continue to be valued - alongside the impact that follows. And there's an increasing emphasis on end-to-end innovation, particularly in key areas of technology considered to be of national importance. These themes have been reinforced by government's regular commitment to increase public investment in R&D

Alongside these positive messages there's also a growing expectation for Universities to be engines of change, not least to support the rebalancing of regional inequalities, and to contribute to tackling the big societal issues.

So the Research Strategy reflects the context in which we're operating – it doesn't describe what research we do but, instead focuses on how we do our research. To achieve our research ambitions, we need to continue to invest in strong foundations – investing in our people, building a positive research culture and ensuring we have fit-for-purpose infrastructure. And we must keep investing in strong academic disciplines that are advancing the frontiers of knowledge, discovery and impact, so that a major strength of our university continues to be both its disciplinary depth and institutional breadth.

Of course, while recognising the centrality of fundamental research to future breakthroughs, we must, in addition, recognise the essential role of interdisciplinary and collaborative research in addressing complex problems posed by global social, economic, ecological and political challenges.

So with these foundations in place, we can also take advantage of increasing opportunities for strategic research and innovation programmes that are often linked to key govt and funder strategies and priorities, including everything from health and net zero to AI and Quantum Technologies. These opportunities are increasingly large and collaborative in nature, and need to be impact generating.

So that leads us on to **Glasgow Changing Futures**. This initiative is an institutional response to the changing landscape and expectations on universities, which builds on our research strengths and expertise, and is a definitive action to deliver the ambitions of the institutional strategy and its themes of community, connectivity and challenges.

The focus of Glasgow Changing Futures is *solutions to major societal challenges enabled by research ... but also innovation, education, partnership and influence*.

This photograph is borrowed from the Gallant project. For those of you don't recognise it, it's the Govan dockyards in Glasgow - but actually it's a photograph that could have been taken in many different parts of the world.

And this illustrates that Glasgow Changing Futures will seek to find or contribute solutions to societal challenges through both a local and a global lens.

The term “Glasgow Changing Futures” started as a working title - but it has now got some traction – and may not need to change.

Glasgow Changing Futures -

- Is an opportunity for the university to respond to our civic and societal responsibilities.
- It's about co-creating answers to profound questions and the wicked problems in society.
- It's also about bringing coherence to a broad range of related activities across the institution. A current lack of coherence hinders visibility at a time when we need to be amplifying what we do.
- It's an opportunity to develop creative and synergistic solutions through collaboration – and it's important to emphasise the word collaboration
- It is also a mechanism to strengthen channels of communication and debate - both within the university and - probably even more importantly - beyond the university.
- The other key opportunity here is to harness the innate motivation of many of our staff – and not just academic staff - to tackle bigger problems and to take their skills, expertise and research and apply them to bigger, more profound problems.
- It's also an opportunity to develop, retain and attract talented people who are excited by this vision.

Of course, these are just some of the opportunities that we've identified but I'm sure there are many more that will bubble to the surface.

Having considered the opportunities, I'll briefly summarise the purpose, approach and scope of Glasgow Changing Futures, before getting into the details of the support and investment required to make this a reality.

But it's important to reiterate that this is all still a work in progress, with many opportunities for you to shape and influence it.

So, Glasgow Changing Futures is an institutional commitment to tackling major societal challenges and taking a proactive approach to our contribution to the UN Sustainable Development Goals. We're not going to pretend we can solve everything or that we can do this alone – and I want to stress that we are already doing lots of great things in this area but the aim here is to bring some structure, depth and coherence to those existing activities, as well as drive new activities.

We will seek solutions, or contribute to solutions, that effect systemic and transformational change. And we will create the platform and support that I believe we need to put in place to harness that innate motivation of many of our staff that I spoke about earlier.

We will take a systems approach to systemic problems. Develop and contribute to sustainable and equitable solutions. Take a pan-institutional response to tackling those pressing problems and building capacity. Our approach needs to be grounded in our distinctive strengths and expertise, taking care not to claim we can do things that we can't – but also building capacity, and new strengths and expertise in the longer term.

And delivered through a collaborative and partnership driven approach - recognising that we can't work in disciplinary silos to tackle societal challenges - and we need to work beyond academia, across multiple sectors.

Before getting into more details about how we are going to take this initiative forward, let me briefly identify some of the key ingredients required for Glasgow Changing Futures to have real impact in terms of mindset, the platform we need to build and the support required. Once again, this is not exhaustive and there is plenty of scope to influence this thinking.

From a mindset perspective, I've already said that we need to be collaborative, both within and beyond the University, and working closely with partners and being synergistic in our approach. As a world-class university, we have enormous influence and convening power – so we should be orchestrating but taking care not to be seen as controlling.

We need to be humble and respectful in our approach but also prepared to take risks where necessary. An activity of the scale and complexity of Glasgow Changing Futures may be uncomfortable and difficult for the University and we need to be prepared for that.

We need to create the right platform for success. A platform that includes challenge-led programmes. A platform for policy development, for advisory activities, for new ventures, and for capability and capacity building. And then we need to put the right support in place. We need to put a focus on career development and leadership development for those colleagues that see this as an area they want to move into – and this strongly reflects a key discussion point in our consultations to date. We need to ensure that we've got the appropriate methods and tools, and associated skills, such as statistical methods or data analytics. We need to provide facilitation where appropriate and of course we need to put funding and investment behind this if we're going to make it happen.

Let me summarise the support that we need to put in place. The University is committed to substantial funding over a few years in order to kick-start Glasgow Changing Futures, although formal approval from the investment committee is still required. And this investment will include, amongst other things, enabling funds to initiate new activities. But we also need to attract alternative and ambitious funding and we will need to put the support in place for this.

Given what I've said on the centrality and importance of collaborations and partnerships, we will also need to support and facilitate their initiation and development. We also need to look at our own structures and mechanisms to ensure they can support Glasgow Changing Futures and perhaps change or enhance them if needed, and remove barriers where we need to.

And then going back to my previous point, this initiative requires leadership and commitment from across the institution but that also requires us to make sure the reward and recognition mechanisms and career support are in place. We also need to corral the huge expertise and skills we've already got and build capacity where required.

In terms of investments, the University will clearly need to make a cash investment if we're going to do something different. We won't drive meaningful change on good will alone.

So we need to build the capability and capacity and we need to fund the development of new ideas and proof of concept, and even provide gap funding where appropriate. The University's financial support for this demonstrates the strong appetite for this agenda but we also need to recognise that funding Glasgow Changing Futures means that something else is not being funded. So we have to use the funding wisely.

Perhaps more important than the financial investment, is the investment of social and reputational capital required. Without this, the initiative will flounder very quickly.

So it's about both institutional and individual leadership commitment, using our convening power, our relationships and our influence - essentially putting the combined weight of the university behind this.

Let me briefly set out some time scales. When we launch Glasgow Changing Futures, we need to be sure that there is real substance and planning behind it. Phase one, say the first 18 months, will prototype the support we need to put in place to find out what works and what doesn't. We need to build the awareness, engagement and commitment within and beyond the University. And we must secure that critical leadership we need to drive this initiative forward. And, because we will need some focus, launch two initial themes – and I'll come back to that shortly.

Phase 2 will take us into the next 18 months where those initial themes are now well established, an effective support model is in place, the University is recognised as a credible and trusted partner and new themes are emerging from within the institution.

In the longer term, Phase 3, we're gaining global recognition for our approach to tackling major societal challenges. And Glasgow Changing Futures is firmly established as an inclusive and pan-institutional activity. There will be no barriers to entry and participation. No performance thresholds to reach to be included. We want everybody to want to be part of it and contribute to it, if they want.

So let me conclude by giving a vision for the kind of activities that will define Glasgow Changing Futures

- Collaborative research will underpin a lot of the activities. This, in itself, will require a structured approach to how we bring people and ideas together, how we foster and support those collaborations and how we then build those into large-scale collaborative research projects.
- We need to think about people and their careers to enable them to thrive.
- We will be solution focussed, moving beyond understanding problems to finding or contributing to solutions.
- We will lead and facilitate research-informed dialogues - internally and externally.
- We will exploit the convening power of the University
- Our partnership development and partnership working will be a key characteristic of Glasgow Changing Futures
- And we will be recognised for our co-design expertise.
- We will utilise a new policy lab concept coming out of Social Sciences
- We will be seen as a skilled facilitator
- And we will explore how we can deliver both upskilling and re-skilling, and leadership development associated with global challenges, whether they be social, economic, ecological or political.

All of this indicates that Glasgow Changing Futures will be very broad in its ambitions and there needs to be some initial focus, and so we have decided, in the first instance, to focus on two themes: sustainability and health inequalities. These are, of course, two very major challenges, which resonate both locally and globally, and ones where we have a wealth of existing research, expertise and skills.

Court Context Card 20 June 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	Apr-23		
Topic discussed at Committee	May-23		
Court members present	Court members present at last meeting: J Loukes, E Passey, R Mercer, G Stewart, R Vare, D Haydon, S Kennedy, E Orcharton		
Cost of proposed plan			
Major benefit of proposed plan			
Revenue from proposed plan			
Urgency	High		
Timing	Immediate		
Red-Amber-Green Rating	Green		
Paper Type	For information and discussion		

Paper Summary

Court is asked to review and approve the final 2023-24 Budget and 3 year forecast and investment plan. The Finance Committee approved a change to the financial framework around capital commitments: Specifically: Capital commitments cannot exceed actual cash + borrowing and; Operating cash forecast must remain positive; and Applies for future commitments.

Court is requested to review and approve the final budget for 2023/24 and the forecast to 2026/27 and associated investment plan. The paper outlines SMG’s priorities for the budget period, main outcomes and the budget and investment plan that support this. This paper will focus on the operating budget and a summary only of the investment plan as well as modelling of downside scenarios and consideration of whether the revolving credit facility should be reduced, extended or maintained. The investment plan is covered in more detail in paper Annex 1. The University continues to perform well both academically and financially. With top 100 places in both the THE (82nd) and QS (81st), 19th in the THE Impact rankings and a strong REF performance coming 10th in the Russell Group and 1st in Scotland in quality. For the year ended 20/21 the University generated the 3rd highest operating cash in the Russell Group, the 8th highest income and was 15th in total borrowing. The University entered this planning round with this strong foundation and has built cash reserves in excess of £650m that it can now leverage alongside its academic strength to have a significant impact during and beyond the planning period, delivering improvements in research, teaching, innovation and our student and staff experience via investment in our thematic strategies and underpinning Estates and IT infrastructure. Since March Finance Committee the gap to target has been closed to enable the free cash low point to be held at zero by 2027, with actual cash of £258m. Operating cash generation has increased by £91m to £552m over the budget period. The proposed investment plan outlines an ambition to invest over £800m to drive the University forward. This involves significant commitments in Estates and IT projects, in particular the Keystone building at ~£260m. While this provides significant opportunity we also need to take care to continue to protect the University from downside risks, particularly as the investments will reduce free cash to zero, before returning to positive free cash post construction of Keystone. This protection includes maintaining cash balances set out in the financial framework but also providing access to additional liquidity through a revolving credit facility (“RCF”) which is outlined in further detail in the investment paper noted below. Banking covenants are forecast to remain within compliance throughout the long-term cash flow.

This paper should be read in conjunction with: **Annex 1 (5.1.1)** Keystone building and investment plan and **Annex 2 (5.1.2.)** International demand and pricing .

Topics to be discussed	Budget and investments for 2023/24
Action from Court	to approve the budgets for 2023/24 other items for noting
Recommendation to Court	Finance Committee RECOMMENDS the approval of the budgets

Relevant Strategic Plan workstream	Agility, Focus
Most relevant Primary KPI it will help the university to achieve	Cash generation
Most relevant Secondary KPI it will help the university to achieve	
Risk register - university level	SMG001, SMG003 SMG012, SMG019, SMG021, SMG022

Demographics	
% of University	100% students 100% staff

Operating stats	
% of	100% revenues 100% costs 100% profits 100% real estate 100% total assets 100% total liabilities

Campus	All
External bodies	UK Government; UKRI; Scottish Government; SFC; USS; Glasgow City Council; Scottish Enterprise; NHS; industry partners

Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	
Suggested next steps	

Any other observations	
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Court Context Card - University KPI's - 20 June 2023	
Speaker	Professor Frank Coton
Speaker role	Senior Vice-Principal
Paper Description	
<i>Topic last discussed at Court</i>	Nov-21
<i>Topic discussed at Committee</i>	N/A
<i>Committee members present</i>	N/A
<i>Cost of proposed plan</i>	N/A
Urgency	
Timing	
Red-Amber-Green Rating	
Paper Type	Information and Approval
Paper Summary	
	This paper presents an update on the progress against the Strategic KPIs associated with our strategy to 2025: World Changers Together
	A performance update for each of the KPIs is set out alongside trend data and commentary. The associated slide deck also presents an assessment of university position against KPI targets to highlight the extent to which each of these are achievable.
	There is also an update on two KPIs, previously identified as experimental indicators, that are now included in the Strategic KPI set.
	Finally, the paper covers two proposed methodology changes to the Student Satisfaction and Student Engagement KPIs
Topics to be discussed	University KPI's
Action from Court	Court are invited to comment on the KPI performance update and approve the proposed approaches for the two KPI changes detailed in the slide deck.
Recommendation to Court	The proposed approaches for the two KPI changes were approved by SMG at the 16/05/23 meeting and Court are now invited to approve.
Relevant Strategic Plan workstream	
Most relevant Primary KPI it will help the university to achieve	
Most relevant Secondary KPI it will help the university to achieve	
Risk register - university level	
Risk register - college level	
Demographics	
% of University	
Operating stats	
% of	
Campus	All
External bodies	None Highlighted
Conflict areas	None Highlighted
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	
Suggested next steps	
Any other observations	

Court Context Card 20 June 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 April 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"> Higher Education Developments and Political Update James Withers Review of the Skills Delivery Landscape in Scotland HE Funding - National Discussion International Students - Economic Impact International Students - Visa Policy changes Scotland's National Innovation Strategy SFC Grants 2023/24 Adam Smith Tercentenary Week University Rankings Key activities Senior Management Group business
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	All risks
Demographics % of University	Items mainly relate to the University as a whole
Operating stats % of	
Campus	All locations
External bodies	UK Government, Scottish Government, Russell Group, UUK, Universities Scotland, SFC, UKRI
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	
Suggested next steps	
Any other observations	



University
of Glasgow

Court - Tuesday 20 June 2023

Principal's Report

Items A: For Discussion

1. Higher Education Developments and Political Update

Review of the Skills Delivery Landscape

The report of James Withers' Independent Review of the Skills Delivery Landscape in Scotland was published on 7 June, with the aim of outlining recommendations to ensure the public sector can meet the level of economic transformation expected in the years ahead. The Scottish Government initiated the Withers review in August 2022, seeking recommendations on how the public body landscape should be adapted to drive forward Ministers' ambitions for a skilled workforce – as set out in the National Strategy for Economic Transformation (NSET). The Scottish Government also wants this report to support the work it is undertaking to respond to the SFC's Review of Coherence and Sustainability.

There are 15 recommendations, categorised as:

- 5 structural recommendations
- 10 operational recommendations, within which there are five which Withers says the Scottish Government should consider as “short-term”. These are listed below.

The five structural recommendations are:

- To move responsibility for national skills planning from Skills Development Scotland (SDS) and Scottish Funding Council (SFC) to the Scottish Government. (Recommendation 3)
- To establish a new single funding body, which brings together responsibility for all post-school learning and training funding functions from SFC, SDS and, potentially, the Student Awards Agency for Scotland (SAAS). (Recommendation 5)
- To give the new qualifications body a clear remit for overseeing development and accreditation of all publicly funded post-school qualifications and the underpinning skills frameworks and occupational standards. (Recommendation 8)
- To substantively reform SDS to focus on the development of a national careers service, with a mission to embed careers advice and education within communities, educational settings and workplaces across Scotland. (Recommendation 11)

- To give the enterprise agencies a clear remit for supporting businesses with workforce planning as an embedded and integrated part of business development and planning. (Recommendation 13).

Ten operational recommendations:

- New culture of leadership from Scottish Government (Recommendation 1).
- Define success and end the division in language and philosophy (Recommendation 2).
- Establish areas of strategic workforce opportunity and need and empower regional partners to develop their own solutions (Recommendations 3 and 4).
- Build a new model of funding for post-school learning provision, with simplicity and parity of esteem as core values (Recommendation 6).
- Provide funding options for living costs for those who want to study parttime/flexibly (Recommendation 7).
- Review post-school qualifications, using SCQF as a foundation, to create clear learning pathways underpinned by a universal skills framework and occupational standards and to drive further modularisation (Recommendation 9).
- Develop a new, national, lifelong and digital training record to chart skills development through life, connecting into a revitalised careers service (Recommendation 10).
- Expand the remit of the existing DYW network to establish a national employer board and a series of regional employer boards which put employer views at the heart of skills planning, national strategy and the development of post-school learning system. In doing so the Scottish Apprenticeship Advisory Board (SAAB) should be wound up (Recommendation 12).
- Explore greater private sector investment in the post-school learning system and, in particular, in the provision of in-work learning opportunities (Recommendation 14).
- A new, clear map should be developed to direct users into the system (Recommendation 15).

Of the set, Withers identifies five which should be “short-term” priorities for Ministers as he feels they would collectively “establish the procedural infrastructure under which the new public bodies should operate and enable the implementation of the remaining wider recommendations.”

They are:

- Developing the purpose and principles;
- establishing new skills planning processes;
- determining a new model for funding;
- carrying out an audit of post-school qualifications;
- and establishing the network of employer boards.

Universities Scotland’s initial analysis observes that the report is “a bold articulation of reform that would see major structural and cultural changes to Scotland’s landscape for skills” alongside substantial disruption in relation to a number of the organisations universities work most closely with. It has also been pointed out that the recommendations for change are bounded by the remit of the review, and as such there is no consideration of the role of research or innovation within university portfolios or the role of SFC in funding and supporting R&I.

Scottish Government has said that they want to spend six weeks following publication listening to views on the recommendations, during which time they intend to publish the final ‘purpose and principles’ statement. The Cabinet Secretary for Education and Skills and the Minister for Higher and Further Education will meet with sector representatives in June and will be interested in initial reactions.

Higher Education Funding – National Discussion

UUK is continuing to lead a ‘national discussion’ on HE funding which I am contributing to. Labour has indicated a shift in policy on English HE funding, following a speech by the Shadow Secretary of State in the last couple of weeks. There have also been some interventions in the debate on Scottish HE funding. I will update Court at the meeting on these discussions and the political dimensions.

International Students – Economic Impact

On 16 May, Universities UK International, HEPI and Kaplan International, in collaboration with London Economics, published a report into the contribution of international students to the economy. The report notes the intake of international students in the 2021/22 academic year contributed £4.75bn to the Scottish economy and £41.9bn to the UK economy.

The report, *The costs and benefits of international higher education students to the UK*, quantifies the growing importance of international students to local economies across the UK. In total, the average net impact of international students per constituency in Scotland is estimated at £71m, which is equivalent to approximately £750 per resident. The data also confirms that – even when accounting for the impact on public services (estimated at £536 million) – the economic benefits of hosting international students significantly outweigh the costs.

The analysis provides a breakdown by parliamentary constituency across the UK, and interestingly the impact is greatest in the constituency of Glasgow Central. The data indicates that the contribution to the UK economy of the international students in the 2021/22 cohort resident in Glasgow Central stands at approximately £292m, which is equivalent to £2,720 per member of the resident population.

This report will be useful to the sector in demonstrating quantifiable evidence of the benefits of international students, in addition to the arguments we regularly make regarding the important role that international students play in diversifying and internationalising our campuses and the communities around us. Kaukab Stewart MSP lodged a motion in the Scottish Parliament welcoming the report.

International Students – Visa policy changes

On 23 May, the Home Secretary Suella Braverman MP announced a restriction in the use of dependant visas for international students. Up until these changes, the dependant visa allowed partners or children to come to the UK where a student is studying a full time course at postgraduate level that is at least nine months long – where they are a government sponsored student on a full-time course that is nine months or longer, or where a student has already been studying in the UK and meets specific requirements around Tier 4 visas and course length. The package of measures announced includes:

1. Removing the right for international students to bring dependants unless they are on postgraduate courses currently designated as research programmes.
2. Removing the ability for international students to switch out of the student route into work routes before their studies have been completed.
3. Reviewing the maintenance requirements for students and dependants.
4. Steps to clamp down on unscrupulous education agents who may be supporting inappropriate applications to sell immigration not education.
5. Better communicating immigration rules to the higher education sector and to international students.
6. Improved and more targeted enforcement activity.

It is worth noting that Keir Starmer as Leader of the Opposition had already indicated that Labour would support the measures. Timescale for implementation is as yet unclear.

Universities are of course concerned that this will impact ability to recruit international students. It has been pointed out that there is some evidence that the ongoing growth and, notably, diversification of the international student body is in part being fuelled by the dependant visa. In 2022, Home Office statistics showed that 22% of all sponsored study visas granted were to dependants of students compared to 6% in 2019. The number of dependants from India grew more than twelve times during the same period. There are concerns that the new measures will impact our diversification aspirations at Glasgow, given that broadly speaking students coming to the UK from India and African countries are far more likely to be accompanied by dependants than students from East Asian markets.

Scotland's National Innovation Strategy

On 9 June, Scottish Government published the national Innovation Strategy. This is a ten-year strategy with a vision to “make Scotland one of the most innovative small countries in the world with plans to align Scotland with European leaders such as Denmark, Finland and Norway over the next decade by placing innovation at the heart of the economy”.

The strategy states that innovation, and the ecosystem of businesses, organisations, universities and talent that promote and deliver it, will drive future national and regional economic success. It outlines “new approaches to develop world leading excellence in key sectors – turning research into successful products and businesses, encouraging more businesses to innovate, and improve productivity while maximising targeted investment from Government and industry”.

The strategy has been developed in consultation and close collaboration with business and academia, including a steering group chaired by Strathclyde's Principal, Professor Sir Jim McDonald. Both myself and Uzma Khan as VP Innovation and Economic Development have provided input to the development of the strategy, and the Glasgow Riverside Innovation District (GRID) is featured as one of the case studies.

The strategy recognises the key role of universities and is framed in a way that is both supportive of and sets high expectations of universities in the context of delivering this vision, as signaled by Jim McDonald's opening comments in the foreword.

Several of the actions and themes in the report are new whereas some build on and develop existing ideas (including the Cluster approach as contained within the National Strategy for Economic Transformation). There is a set of 13 actions to take forward within the strategy. The actions as set out in the strategy document do not have owners allocated to them, and only some provide detail on a specific timeframe/delivery period. This creates potential opportunities for influence and/or co-design.

As Court is aware, the University is making very good progress on the Innovation front, and we will ensure that we sustain our efforts in this space in order to drive forward key projects like the Living Lab, GRID Discovery and our new partnership with GE Healthcare.

2. SFC Grants 2023/24

At the last meeting I updated Court on the indicative allocations of SFC funding, the publication of which had been delayed due to the election of the new First Minister and the appointment of ministers. The SFC has now published its final funding announcement for Academic Year 2023/24. There has been a minor adjustment to our Main Teaching Grant allocation between the indicative and final funding announcements, a decrease of 0.2%. This is due to a slight reduction in the number of SFC controlled funded places across the sector, which had not been finalised at the time of the indicative announcements publication.

Graduate Apprenticeships (GAs) remain a ministerial priority, with SFC taking over this funding for students starting from 2021/22. Additional funding was allocated to SFC in 21/22 to cover GA places. In 22/23 SFC created a separate allocation of funded places for GAs, taken from the core (non-controlled) funded place population. However, SFC have now confirmed that for AY 23/24 these places will be subsumed within core funding and be counted as places within our non-controlled allocation. Glasgow has maintained a GA intake target of 40 for AY 23/24.

Sector-Wide Funding

The SFC's key funding points in the final funding announcement are:

- SFC is maintaining a 'flat cash' resource budget for the university sector as a whole.
- SFC note that Teaching funding **remains constant at £743.7M** in line with AY 22/23.
 - SFC have removed a small number (84.7 FTE) of controlled places from a number of institutions in response to downward trends in eligible students and under delivery of forecasts in 22/23. Glasgow will lose 15.2 FTE controlled places across: Clinical Dentistry, Pre-Clinical Dentistry, UG Primary Teaching, UG Secondary Teaching, PGDE and other Primary, and PGDE and Other Secondary.
- SFC have now **removed** the £20M increase from the baseline FY 22/23 budget announced in December 2022. This extra funding had been earmarked to support 'the transition to a financially sustainable system' and its removal does not affect core teaching and research budgets.
- Research and Innovation budgets have **increased by £5.5M (1.8%)**.
- Capital maintenance funding has been significantly reduced from £16.8M in 22/23 to £3.8M in 23/24 (-£13M, -77%).

- SFC have announced the Higher Education Research Capital (HERC) funding provided by the UK Department of Science, Innovation and Technology has been confirmed at £17.5M for FY23/24. This will be matched by SFC, providing a total research capital grant allocation for FY 2023/24 of £34.9M for the sector.

Items B: For Information

3. Adam Smith Tercentenary Week

From 5-10 June the University celebrated the tercentenary of Adam Smith’s birth with a varied programme of events, held in partnership with Panmure House and the Adam Smith Global Foundation. Court will be aware that the tercentenary events and activities are ongoing throughout 2023, but as Adam Smith was baptised on 5 June 1723, we were keen to create a focal point around that date. The week began with a lecture from Gita Gopinath, First Deputy Managing Director of the IMF, on Adam Smith and AI, and she also received an honorary degree from the University. The final events were an academic symposium and gala dinner on Saturday 10 June. In addition, on 6 June, a debate took place in the Scottish Parliament celebrating the life and achievements of Smith, during which a number of MSPs spoke very positively about the UofG tercentenary programme. The events were a tremendous opportunity to showcase the University to a number of different audiences as we discussed Smith’s relevance today.

4. League Tables

At the April meeting, I reported on the QS World Rankings by Subject, noting that the University has 24 subjects ranked in the top 100 in the world. The overall QS World Rankings 2023 are due to be published on 27 June.

Times Higher Education Impact Rankings 2023

The University has achieved an extremely positive performance in the THE Impact Rankings 2023. This is the second time Glasgow has entered this league table and we have been placed 13th in the world (2nd in the UK – behind Manchester – and first in Scotland). This is an increase of six places on our strong showing last year.

These rankings demonstrate the difference a university is making in the world by working towards the United Nations’ Sustainable Development Goals, and aim to highlight work by universities in their communities and feature institutional activities and efforts not covered in other rankings. As well as being ranked 13th out of 1,591 institutions overall, the University of Glasgow was placed 2nd globally for Sustainable Cities and Communities (SDG11) – which is concerned with making “cities and human settlements inclusive, safe and sustainable”. The University also ranked 6th in the world for Peace, Justice and Strong Institutions (SDG16) and 9th for Partnership for the Goals (SDG17).

This is an excellent result, and colleagues in External Relations continue to maximise opportunities to showcase the elements of University activity which secured this achievement. We also plan to

celebrate and recognise internally the work of the many University colleagues which is reflected in the results. I would like to thank the team of colleagues within Planning, Insights and Analytics responsible for the submission – the University submitted for assessment against every one of the 17 SDGs, and the substantial volume of work involved has clearly paid off.

Complete University Guide 2024

On 8 June the Complete University Guide 2024 was released. Glasgow has fallen three places in the rankings to 26th in the UK. The metric showing the biggest decrease in comparison to 2023 is *Student Satisfaction*, where we have decreased by 52 places to 86th in the rankings: the values for this metric are taken from the 2022 National Student Survey (NSS).

As I predicted at the June Court meeting last year, the timing of the CUG reporting means that their NSS scores are out of synch by 12 months. Hence the disappointing results in the 2022 NSS have now fed through to the CUG outcomes and have had an impact on the University's position in this ranking. Because of the use of NSS scores in CUG compared to the other league tables we will perform less well. With the reform of the NSS question set this may change in 2024. Our league table action group will feed into SMG to see how we can optimise our outcomes.

Other key points:

- Glasgow fell three places in the Russell Group to 20th and we remain 3rd in Scotland, behind St Andrews (4th in UK) and Edinburgh (12th in UK).
- The University of Glasgow leads the table in Food Science, with a further 14 of our subject areas in the Top 10 for their respective tables.
- Our Career metrics have improved, moving up 25 places to 27th position for *Career On Track*, and up 12 places to 31st position for *Career Outcomes*.
- As in previous years, we have performed well in *Entry Tariff*, moving up one place to 3rd position for this metric for 2024.
- *Facilities Spend* (ranked 88th) and *Academic Spend* (ranked 67th) have decreased in rank by 13 and 9 places respectively compared to the previous year, impacted by both a reduction in score in real terms for 2024 and improved performance by other institutions. As these metrics are calculated on a per student FTE basis, the recent growth in student numbers will have been a factor in the reduced score.

5. Key activities

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

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

Academic Development and Strategy

- 11-12 May: SMG Strategy Away Day. Sessions focused on institutional size and shape, diversification of international recruitment and strategic space utilisation on our campuses
- 7 June: Meeting with Universities of Dundee and Aberdeen to discuss collaborations in biomedicine
- 8 June: Senate
- 19 June: Hosted a dinner for the AMBA (Association of MBAs) re-accreditation team and colleagues in the Adam Smith Business School, as part of the re-accreditation process

Internationalisation Activities

- 8-10 May: I travelled to Valencia to represent the University at the 5th Universia International Rectors Summit. I was also a member of the International Committee for the conference over the past year – a unique opportunity to discuss the challenges facing society with and the importance of HE in the 21st century.
- 15-19 May: Travelled to Hong Kong for meetings of the University Grants Committee. I had the opportunity to meet the new President of City University HK, the Provost and DVC of the University of Hong Kong, and the Hong Kong Secretary of Education.
- 29-31 May: Travelled to Saudi Arabia for the Times Higher Education Global Sustainable Development Congress and delivered a keynote lecture on *How Higher Education is supporting sustainable cities and communities*.
- During the visit to Saudi Arabia I also had the opportunity to visit Princess Nourah Bint Abdul Rahman University (PNU) and discuss potential collaboration. I also met with the British Ambassador to Saudi Arabia.
- 2 June: I gave a speech of congratulations to our graduating cohort of Chinese students at the Glasgow Chinese Students & Scholars Association Graduation Ball.
- 6 June: Welcomed a delegation from Universitas Gadjah Mada in Indonesia.

Lobbying/Policy Influencing and Promoting the University

USS Meetings

- 24 April: USS Trustee Board meeting
- 25 April: USS Board Valuation Briefing session
- 23 May: USS Trustee Board meeting
- 9 June: USS Investment Committee meeting
- 14 June: USS Trustee Board meeting

Other external engagement

- 20 April: I was invited to attend a small roundtable with Michelle Donelan MP, Secretary of State for Science, Innovation and Technology. The purpose of the meeting was to gather feedback from industry and other stakeholders on the Review of the Research, Development and Innovation Landscape undertaken by Sir Paul Nurse.
- 21 April: Hosted Michelle Mitchell, Chief Executive of Cancer Research UK, on a visit to the University. The visit was an opportunity to highlight the work of the School of Cancer Sciences and included a visit to the Wolfson Wohl Cancer Research Centre at Garscube.

- 24 April: Russell Group meeting involving a discussion with Raj Jethwa, Chief Executive, UCEA
- 26 April: I attended a Universities UK roundtable with Pat McFadden MP, Shadow Chief Secretary to the Treasury, on Labour's start-up review and the central role of universities in delivering inclusive growth.
- 27 April: I was a guest on the 'WonkHE Show' podcast, discussing current HE issues including University finances, the CBI, and the strengthened commitment to improving access for disabled students
- 28 April: One-to-one meeting with Professor Iain Gillespie, Principal of University of Dundee, to discuss potential for greater collaboration
- 24 May: I gave a speech at the Glasgow Chamber of Commerce Congress of Business on the legacy of COP26, and the University's partnership working in the area of environmental sustainability as well as our broader contribution to the UN Sustainable Development Goals.
- 25 May: Catch up with Executive Chair of the Arts and Humanities Research Council
- 26 May: I hosted the First Minister, Humza Yousaf MSP, on his first visit to campus as FM. The visit took place at the Clarice Pears Building and showcased the work of the School of Health and Wellbeing, and the potential impact of this work in informing policy and ultimately improving health outcomes
- 5 June: Regular catch up with local MPs and MSPs
- 5 June: Hosted the Cabinet Secretary for NHS Recovery, Health and Social Care, Michael Matheson MSP, on his first visit in this role to the QEUH
- 7 June: Regular meeting with Scotland Office senior officials
- 9 June: Hosted the Medical Research Council on their biannual strategic visit to the University
- 12 June: Meeting with the Director of Audit Scotland
- 13 June: I chaired the Royal Economic Society Annual Public Lecture, delivered by Professor Wendy Carlin, UCL
- 14 June: Ahead of an event marking the 25th anniversary of the Good Friday Agreement, organised by the John Smith Centre and the John and Pat Hume Foundation, I met with the event panellists, as well as the Irish Consul General and MSPs.
- 15 June: Welcomed guests to an event centred around community volunteering, held in the new Byres Community Hub in the Clarice Pears Building
- 16 June: Chaired Royal Economic Society Trustee Board Meeting.

Internal activities and Communications and Alumni events

- Chaired regular meetings of Senior Leaders' Forum including Heads of School/Directors of Research Institute, Deans, and senior members of Professional Services.
- 3 May: I hosted a small reception in the Principal's Lodging to thank the colleagues who led the Glasgow Lighthouse Laboratory for all their efforts in establishing the Lab early in the pandemic, and working to ensure its tremendous contribution as the only Lighthouse Lab in Scotland
- 4 May: Meeting with Heads of School to discuss industrial action
- 5 May: Meeting of the SMG Government Relations Group

- 24 May: Introductory meeting with the University's newly appointed Executive Director of Transformation, Nadia Ness
- 5 June: Attended internal League Table Action Group meeting
- 6 June: Attended the ARC 1st birthday celebration event
- 6 June: Met with senior colleagues and the Director of Development & Alumni to discuss future fundraising strategy
- 7 June: Met with SMG colleagues and representatives of UCU Glasgow branch
- 7 June: Attended the James McCune Smith Scholars Inaugural conference to hear from some of the JMS PhD scholars regarding their research
- 8 June: Meeting with SMG colleagues and Heads of School to discuss mitigation of the Marking and Assessment Boycott
- 9 June: Regular meeting with the SRC Executive
- 12 June: I hosted a reception in the Principal's Lodging to thank students who have been engaged in volunteering and community engagement and have contributed to the life of the University in different ways
- 12 June: Chaired a meeting of the Internal Fundraising Advisory Board
- 19 June: Chaired SMG Sub Group on Marketing and Communications

Communications/Alumni events

- 25 April: I was interviewed by a consultant from More Partnership on philanthropy in UK HE and what we should expect in terms of big trends in future years
- 2 May: General Council Business Committee Meeting
- 25 May: University Trust Meeting
- 1 June: Welcomed Ken McCallum, Director General of MI5 and a Glasgow graduate, to the University to deliver the annual Bowman Lecture entitled *The calculations that keep the country safe*.
- 5 June: I chaired a public lecture given by First Deputy Director of the IMF, Gita Gopinath, and sponsored by the Hunter Foundation, as part of Adam Smith Tercentenary Week. I was also delighted to confer an honorary degree on Dr Gopinath.
- 8 June: I spoke alongside Dr Craig Smith (UofG Adam Smith Senior Lecturer in the Scottish Enlightenment) at an event organised by the Adam Smith Global Foundation, which took place in Kirkcaldy Old Kirk, where Adam Smith was baptised on 5 June 1723
- 8 June: I chaired a public lecture given by Nobel prizewinner Sir Angus Deaton and sponsored by the Hunter Foundation, as part of Adam Smith Tercentenary Week
- 9 June: Hosted a reception for delegates attending the Adam Smith Student Conference
- 10 June: Adam Smith Academic Symposium and Gala Dinner
- 14 June: Hosted Commemoration Day, welcoming guests to celebrate the University's founding and to confer honorary degrees on six new honorary graduates
- 19 June: I gave a speech to welcome stakeholders and partners to a reception marking Refugee Week, highlighting our work in this area as a University of Sanctuary.

6. Senior Management Group business

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

SMG Meeting of 24 April

- Ross Report Action Plan update
- Updated Financial Regulations
- Proposal to rename the College of Arts
- HM Treasury Review of Spinout Companies – Advisory Group

SMG Meeting of 2 May

- Working Better Together – Outline Action Plan
- Strategic Projects Forum
- Performance Development Review
- XPRIZE Foundation

SMG Meeting of 9 May

- Timetabling Project and Process Update
- Colleague Social Media Policy
- Executive Director, Transformation
- Winter Graduations and Examinations

SMG Meeting of 16 May

- James McCune Smith Scholarship and Development Programme
- Strategic Recommendations for Fee Setting
- New Scholarships 2024/25
- Proposed renaming of the School of Interdisciplinary Studies
- Strategic KPI Update
- Chemify – on-campus space
- XPRIZE Foundation visit
- Economic Impact of International Students

SMG Meeting of 22 May

- University Budget 2023/24 and 3-year forecast
- Estates Investment Plan 2023/24
- Keystone Building
- On-campus Physical Space for Spinouts
- Glasgow Chamber of Commerce Congress of Business

SMG Meeting of 30 May

- USS Update – Capita Cyber Incident
- Research Publications and Copyright Policy

SMG Meeting of 5 June

- Colleague Mandatory Training Requirements
- THE Impact Rankings 2023

SMG Meeting of 13 June

- National Innovation Strategy
- Adam Smith Tercentenary Week
- The Guild/ARUA Clusters of Excellence
- Shadow Board Update
- Timetabling Update
- Reports on use of Additional In-Year Research Funding
- Research Council visits
- James McCune Smith Scholars Inaugural Conference
- Scottish Technical Conference

Court Context Card 20 June 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 April 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 Morag Ross KC. Despite some challenges recruiting to certain key posts, we are on track to complete the implementation process before the start of academic year 2023/24.</p> <p>Selected B items:</p> <p>B1 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. Court members have been provided with a summary.</p> <p>B2 Court strategy Day Following the last Court meeting, a meeting was arranged with some Court members to draft the Strategy Day agenda; this is attached as Annex 1. The agenda includes suggested questions which can be amended. We would welcome Court's views on the draft agenda.</p> <p>B4 USS Pay/Strike Action UCU's industrial action in the form of a Marketing and Assessment Boycott is continuing; to date, 153 members of staff have indicated they are taking part. Further details are available in the report</p> <p>B5 Organisational Change Governance Committee The Organisational Change and Governance Committee (OCGC) met on 19 May 2023 to discuss the change proposal presented by the Careers and Global Opportunities within the Student and Academic Services Directorate. The annual report from the Organisational Change Governance Committee can also be found in Annex 2. Courts is asked to note the annual report.</p> <p>B6 Named Chair - Pontecorvo Chair of Pharmacogenomics A draft resolution for a new named chair is attached as Annex 3. The draft resolution will go out for one month's public consultation and will come back to the Court meeting in September for final approval. Courts approval is sought for the resolution to move to public consultation.</p>
Topics to be discussed	As above plus any B items Court members may wish to discuss
Action from Court	to note the Annual report from OCGC; and the approval of the draft resolution for the named chair
Recommendation to Court	to note the Annual report from OCGC and to approve the public consultation for the draft resolution.
Relevant Strategic Plan workstream	Empowering People, Agility, Focus
Most relevant Primary KPI it will help the university t	NA
Most relevant Secondary KPI it will help the universit	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 – Tuesday 20 June 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 Morag Ross KC. Despite some challenges recruiting to certain key posts, we are on track to complete the implementation process before the start of academic year 2023/24.

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. Court members have been provided with a summary.

B.2 Court Strategy Day 2023

Following the last Court meeting, a meeting was arranged with some Court members to draft the Strategy Day agenda; this is attached as **Annex 1**. The agenda includes suggested questions which can be amended.

It is proposed that the format of the day will include:

- Court member chairing each question and feedback session and we will identify in advance so that they can work with the presenter
- Background information provided on each of the topics to help map out decisions that need to be made in the coming years.
- Information provided in advance on growth and shape.

A proposal has also been put forward to move the Strategy Day to 18th, 19th or 20th September with the formal Court meeting remaining on the 27 September in a hybrid format.

We would welcome Court's views on the above points.

B.3 Court Review

Following on from the last Court meeting Dr Veena O'Halloran has agreed in principle to undertake the external review once she steps down from Scottish Funding Council in October 2023. A number of Court members have indicated that they are happy to serve on the Governance Working Group; the group will meet shortly to draft the questions and format for the review.

B.4 *USS Pay/Strike Action*

UCU's industrial action in the form of a Marketing and Assessment Boycott is continuing; to date, 153 members of staff have indicated they are taking part. We are doing everything we can to protect students from the impact of the UCU action, including ensuring that all students can graduate on time; supporting students so that they can progress to employment or further study without disruption; protecting academic standards; and guaranteeing that all work submitted will be assessed and marks returned in due course.

Locally, we are keeping the lines of communication with UCU reps open and maintaining a constructive relationship with them. Nationally, we continue to argue for further negotiations with a view to ending the dispute and allowing talks on non-pay issues to proceed. At present it does not seem as if a further national pay uplift will be possible as the dispute may continue for some time. We will continue to deduct pay at 30% for as long as the action continues.

B.5 *Organisational Change Governance Committee*

The Organisational Change and Governance Committee (OCGC) met on 19 May 2023 to discuss the change proposal presented by the Careers and Global Opportunities within the Student and Academic Services Directorate.

The objective of the proposed changes was to enhance graduate outcomes by transforming the University's approach to student careers, employability, and skills. Additionally, the aim was to promote equity of opportunity within the diverse student community, effectively preparing students for their future lives and enabling them to compete for meaningful work in an increasingly disrupted world, where student confidence was low. The envisioned 'Careers, Employability and Opportunity Service' (CEO) would serve as a valuable resource for professional expertise, employer engagement, and student mobility, playing a crucial role in the success of the Learning & Teaching, Student Experience, and Internationalisation Strategies. Through this proposal, CEO would align with the university's strategies by establishing optimised staffing structures that fostered collaboration with Colleges/Schools and capitalised on emerging opportunities. The anticipated positive outcomes included enhanced student satisfaction and confidence levels, improved student retention, progression, and success during their university experience and beyond.

While no redundancies were expected, a small number of positions were potentially at risk, and there could be redundancy costs incurred if existing staff did not fit into the new structure and were unable to be redeployed elsewhere within the University.

Based on their discussions, OCGC formally approved the proposal, contingent upon receiving copies of the new job descriptions (to ensure the roles encompassed the necessary knowledge and expertise to address the current landscape and career progression needs of students with protected characteristics) and conducting formal consultations with the Trade Union.

The annual report from the Organisational Change Governance Committee can be found in **Annex 2**.

Courts is asked to note the Annual Report.

B.6 *Named Chair - Pontecorvo Chair of Pharmacogenomics*

A draft resolution for a new named chair is attached as **Annex 3**. The draft resolution will go out for one month's public consultation and will come back to the Court meeting in September for final approval.

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

B.7 *Summary of Convener's Business*

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

B.8 *Head of School Appointments*

College of Arts

School of Humanities

Professor Ian Forrest has been appointed as Head of the School for four years from 1 September 2023 until 31 July 2027.

College of Social Science

School of Education

Professor Kristinn Hermannsson has been appointed as Head of the School for four years from 1 August 2023 until 31 July 2027.

School of Social and Political Sciences

Professor Anne Kerr has been extended for 2 years until 31 July 2025 as the Head of School of Social and Political Sciences.



Purpose: To give Court and SMG members an opportunity to explore aspects of the future growth and development of the University.

AGENDA

09:00 – 09:15	Arrival at the ARC - Tea/coffee available upon arrival
09:15 – 09:30	Key questions and ideas sharing– Elizabeth Passey
09:30 – 10:00	Introduction and objectives for the day / University – <i>‘Overview of the University’s strategy - our objectives and achievements’</i> – Professor Sir Anton Muscatelli and David Duncan
10:00 – 10:15	Primer Session 1: Current & future growth and shape trajectories – Presenter: Professor Frank Coton
10:15 – 10:45	Workshop session: Current & future growth and shape trajectories Draft suggested Questions – <i>On the basis of the analysis, should we be setting boundaries around an agreed rate of manageable growth? If so, in broad terms, what should those boundaries be?</i> <i>Do you think our disciplinary shape (relative size of the Colleges) should be different?</i> <i>Given the current & predicted teaching and what are our opportunities and priority actions?</i> <i>What are the blockers or trade-offs/risks, including reputational risks to achieving change?</i> <i>What is the ideal balance between Scots/RUK/overseas and what trade-offs/risks are involved?</i> <i>People first strategy - Are we doing enough, and are we communicating effectively what we are doing?</i>
10:45 – 11:00	Feedback session
11:00 – 11:30	Mid-morning break with tea and coffee/ Networking
11:30 – 11:45	Primer Session 2: Glasgow – City View – Presenters: Uzma Khan and Declan Weldon
11:45 – 12:15	Workshop session: Glasgow – City View Draft suggested Questions – <i>In what ways should the University seek to impact on the city of Glasgow and the city region?</i> <i>How can we best mobilise the University’s resources and intellectual capital to enhance the wellbeing and prosperity of the city and region?</i> <i>What are the key factors in ensuring that our collaboration in GRID is a success?</i>
12:15 – 12:30	Feedback session
12:30 – 13:00	Speaker – New technologies and their implications for life, work and study
13:00 – 14:00	Lunch / Networking



14:00 – 14:15	Primer Session 3: Glasgow - Global View – Presenter: Rachel Sandison
14:15 – 14:45	Workshop session: Glasgow – Global View Draft suggested Questions – <i>What key factors do we need to take account of as we implement our international strategy?</i> <i>Should we prioritise particular diversification levers?</i> <i>Are there any immediate red lines for colleagues in terms of suggested approaches?</i> <i>Are there missing opportunities?</i>
14:45 – 15:00	Feedback session
15:00 – 15:30	Mid-afternoon break with tea and coffee/ Networking
15:30 – 15:45	Primer Session 4 : Research Futures – Presenter: Professor Chris Pearce
15:45 – 16:15	Workshop session: Research Futures Draft suggested Questions – <i>Should we focus on specific areas as we seek to strengthen our research in terms of quantity and quality?</i> <i>How do we balance investment in interdisciplinary activities as well as strengthening particular subject areas?</i> <i>Which interventions will make the most impact on research culture?</i> <i>How do we improve the linkages between research, innovation and economic development?</i> <i>How do we balance investment in interdisciplinary activities as well as strengthening particular subject areas?</i> <i>Which interventions will make the most impact on research culture?</i>
16:15 – 16:30	Feedback session
16:30 – 16:45	Concluding remarks
16:45 – 17:30	Free time
17:30 - 19:30	Buffet Reception with key staff and student reps



Attendees

1	Prof Sir Anton Muscatelli	Principal & Vice Chancellor
	Prof Frank Coton	Senior Vice Principal & Deputy Vice Chancellor (Academic)
	Dr David Duncan	Deputy Vice Chancellor – Operations & Chief Operating Officer & University Secretary
	Add in court members	
	Mrs Christine Barr	Executive Director of People & Organisational Development
	Prof Muffy Calder	Vice-Principal & Head of College, Science & Engineering
	Mr Gregor Caldow	Executive Director of Finance
	Prof Sara Carter	Vice-Principal & Head of College Social Sciences
	Prof Jo Gill	Vice-Principal & Head of College Arts
	Prof Martin Hendry	Clerk of Senate & Vice Principal
	Ms Uzma Khan	Vice Principal, Economic Development & Innovation
	Prof Iain McInnes	Vice-Principal & Head of College Medical, Veterinary & Life Sciences
	Prof Chris Pearce	Vice Principal, Research & Knowledge Exchange
	Ms Rachel Sandison	Deputy Vice Chancellor - External Engagement & Vice Principal

Organisational Change Governance Committee

Report to Court – June 2023

Introduction

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

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

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

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

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

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

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

Proposals approved by the OCGC in the period from June 2022-June 2023

1 *May 2023 (virtual meeting) - Careers and Global Opportunities, Student and Academic Services, University Services*

The objective of the proposal was to enhance graduate outcomes by transforming the University's approach to student careers, employability, and skills. Additionally, the aim was to promote equity of opportunity within the diverse student community, effectively preparing students for their future lives and enabling them to compete for meaningful work in an increasingly disrupted world, where student confidence was low. The

envisioned 'Careers, Employability and Opportunity Service' (CEO) would serve as a valuable resource for professional expertise, employer engagement, and student mobility, playing a crucial role in the success of the Learning & Teaching, Student Experience, and Internationalisation Strategies. Through this proposal, CEO would align with the university's strategies by establishing optimised staffing structures that fostered collaboration with Colleges/Schools and capitalised on emerging opportunities. The anticipated positive outcomes included enhanced student satisfaction and confidence levels, improved student retention, progression, and success during their university experience and beyond.

No redundancies were expected, but a small number of positions were potentially at risk, and there could be redundancy costs incurred if existing staff did not fit into the new structure and were unable to be redeployed elsewhere within the University. The proposal was approved, contingent upon OCGC receiving copies of the new job descriptions (to ensure the roles encompassed the necessary knowledge and expertise to address the current landscape and career progression needs of students with protected characteristics) and conducting formal consultations with the Trade Union.

2 *January 2023 (virtual meeting) - Wellbeing and Inclusion, Student and Academic Services, University Services*

This proposal focussed on the restructuring and redesign of roles within Student Wellbeing and Inclusion, primarily within Counselling and Wellbeing and administration services.

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 would be dependent on the outcome of the consultation discussions.

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

3 *November 2022 (Virtual meeting) - Short Courses, External Relations, University Services*

The creation of the new Widening Participation and Lifelong Learning Team in 2021, under the leadership of Dr Neil Croll, provided the opportunity to review the operating model of what was Short Courses to increase income and achieve break-even by 2023/24.

The change proposal included a full review of the portfolio of courses, alongside reviewing administrative and academic staff roles, level of FTE, and the contractual arrangements for tutors. It was expected that the change programme would be carried out in three phases. OCGC approved Phase 1 of the proposal, which would see a review and a reduction in the number of tutors in Short Courses who delivered the Access Programme as well as the Open Learning Courses across Access, Languages

and Counselling. Zero hours contracts would close whilst a number of existing tutor employees would be given the opportunity to transition to new variable hours/fractional contracts.

4 August 2022 (via email) - Biological Services, Estates, University Services

The primary focus of this proposal was to implement a new operating model in the Research Facilities Teams within Biological Services. The teams provided both animal husbandry and welfare support, as legally required under the Animals (Scientific Procedures) Act 1986 (ASPA), as well as specialist technical support for researchers who work with laboratory animals.

The changes proposed were to ensure Biological Services remained fully compliant with evolving legislation; to address identified staff shortages; to provide staff with developmental career pathways and promotional opportunities; and to ensure the mandatory legislative animal welfare coverage required 365 days per year is in place. The proposal was not predicated on financial savings as there was a net increase in the number of staff and an increase in numbers of staff at higher grades.

One member of staff (G2) was impacted by the change, and it was hoped that they could be supported into a Grade 3 role with a development plan or supported to find another position within the University. Due to the number of opportunities v current staff headcount it was anticipated that the majority of staff would successfully secure roles within the new structure. Any posts not filled once current staff had been considered would be recruited to thereafter.

RESOLUTION NO 701 – FOUNDATION OF THE PONTECORVO CHAIR OF PHARMACOGENOMICS

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

1. there shall be in the University of Glasgow the Pontecorvo Chair of Pharmacogenomics and the Professor or Professors shall be a Professor in the College of Medical, Veterinary & Life Sciences;
2. the salary of the Professor shall be funded by endowment and underwritten from the general funds of the University;
3. the patronage of the said Professorship, and the right of nominating and appointing the said Professor and his/her successors, shall be vested in and exercised by the University Court of the University of Glasgow;
4. the said Professor shall promote the instruction and research in relation to pharmacogenomics; the University Court shall from time to time define the duties of the Professor as in the case of other Professors in the University;
5. this Resolution shall take effect on 1 October 2023

Dr David Duncan, University Secretary

Explanation

The Pontecorvo Chair in Pharmacogenomics will spur advances in pharmacogenomics research and push the frontiers of scholarship in Glasgow. The Chair has been facilitated by a generous endowment from Dr Elizabeth Boyd.

In 2019 Dr Boyd agreed to fund a Chair in precision medicine – to be named the Pontecorvo Chair in Genomics - with a gift of £2.113million. Guido Pontecorvo (1907-1999) was the University's first Professor of Genetics, 1955 to 1968, and has been described as "one of the founding fathers of modern genetics". He endowed prizes and scholarships for students at the University and the Genetics Building was named for him in 1995. During Professor Pontecorvo's time in Glasgow, Dr Boyd worked alongside him.

Following difficulty since 2019 in confirming a new Chair in Genomics, in March 2023 Dr Boyd confirmed her support for a new direction for the Chair and agreed to the creation of The Pontecorvo Chair in Pharmacogenomics. Pharmacogenomics is a field of research that studies how a person's genes affect how they respond to medications. Its long-term goal is to help doctors select the drugs and doses best suited for each person.

The Pontecorvo Chair in Pharmacogenomics will propel ongoing research in Glasgow in this critical field and enable substantial additional funding from outside sources to be leveraged. This will lead to early national and international distinctions that will recognise the generous gift and remain an enduring tribute to the donor. The Pontecorvo Chair will also serve as a catalyst to develop an interdisciplinary research programme, bringing together the best minds and creative researchers from diverse fields such as data science, digital health, engineering, and computing to create an environment of boundless potential for ground-breaking and innovative research in pharmacogenomics and advance the frontiers of what is currently possible. The Pontecorvo Chair in Pharmacogenomics will help spearhead the momentum of the College's national and international status in this field among research institutions.

**Convener of Court
Summary of Business – 20 April 2023 to 20 June 2023**

Date	Meeting	Location
21 April 2023	Catch up with the Principal	Phone call
26 April 2023	Catch up with Christine Barr, Executive Director of People and Organisational Development	Virtual
27 April 2023	Top Management Programme HE - Governance through change – panel member	Virtual
31 May 2023	Pre Court Officers Meeting	Virtual
	Remuneration Committee	Virtual
	Finance Committee	Virtual
	Site visit to ASBS and PGT Hub	Virtual
1 June 2023	Catch up with Nicola Dandridge	Phone call
	Catch up with Stuart Hoggan	Phone call
2 June 2023	Catch up with the Principal	Phone call
	Court Strategy Day – Agenda Setting	Virtual
7 June 2023	Court Co-opted Member Interview	Virtual
9 June 2023	Convener of Court Election – Open Meeting	Virtual
14 June 2023	Commemoration Day	Glasgow
19 June 2023	Tour of Cochno House	Glasgow
20 June 2023	Pre Court Agenda Meeting	Glasgow
	Introductory meeting with Nadia Ness, Executive Director of Transformation	Glasgow
	Campus Walkabout with Estates	Glasgow
	Pre Court Briefing	Glasgow
	Court	Glasgow
	Court Dinner	Glasgow

University of Glasgow**Court: 20 June 2023****Report of the meeting of the Student Experience Committee held on
15 May 2023****Dr David Duncan and Ms Rinna Väre, Co Conveners****1. Cost of Living Action Group**

SEC learned that in future the Cost of Living Action Group (CoLAG) would be chaired by the Director, Student Support and Wellbeing and would include representation from Finance and Widening Participation. There would be a CoLAG update as a standard item on SEC meetings. New terms of reference had been developed and there would be improved reporting and action tracking by the group. A cost of living fund would operate again over the coming summer funded through the University hardship fund. The £1.7M previously received from the Scottish Government had been spent. There had been 713 applications last year with an estimated 16% increase expected for the current year.

2. Impact of Industrial Action

Student members were invited to comment on the impact of the current industrial action. The 2 main areas identified were the risk of PGR vivas being cancelled and communications with the student body where the uncertainty was causing some stress. It was expected that most marking would be processed as normal, but that there would be disruption in a number of subject areas and some delays in finalising marks. Where a student needed to reassure an employer or receiving university of their eligibility they should contact the [UofG Helpdesk](#). It was noted that discussions between the University and the trade unions could not always be shared, and that the University had written to ask union members not to withdraw from examining as this was likely to cause undue stress for the students involved. A further communication to students was planned for later in the week.

3. Student Experience Strategy – update

Jonathan Jones updated the SEC on the work undertaken since the SEC workshop in January. Following discussions with multiple project stakeholders the project descriptions had been revised and expanded. These would continue to evolve and further feedback would be welcomed. The prioritization criteria had been amended to include a student experience and a practicality rating, and the roadmap had been revised on this basis. The first two business cases had gone to Investment Committee - of these the EcoHub proposal had been approved in full and the Clubs & Societies Improvement project had been approved in principle with some items held pending further information. The next four business cases (Disabled Student Provision, TechBar, EDI Resource & Events, Induction & Transitions) were being developed in consultation with the stakeholders. Further thought was being given on how best to articulate the benefits of the projects and of mechanisms for these to be measured and reported across the projects.

There was a discussion about governance of the strategy delivery and whether it was feasible to move all the projects forward on the proposed timescale. It was noted that a project officer was being recruited to help with the workload and that there would be regular reporting to SEC. It was reported that there was an ongoing discussion on how to optimize student representation and input.

It had been agreed to create a sub-group comprised of members from the four student organisations which would feed into the delivery board discussions and this group would meet shortly. Feedback would also be sought from the Colleges and Schools throughout the development of the projects, and the link to the L&T strategy would be maintained. It was recognised that the communications plan needed to be developed and that there was a positive story to tell which demonstrated the university's commitment to the student experience.

4. SRC Strategic Plan

The SRC President introduced the SRC strategic plan which covered the 5 year period 2022-27. The plan had been delayed due to the huge change in environment for students post-pandemic and a wide consultation had taken place in forming the new plan. The plan provided the overall framework for the SRC's development in the period as the cross-campus representative body with an independent student voice to "collaborate where we can, challenge where we should". The plan outlined the SRC's key aims for the next five years which remain: representation; support and wellbeing; and student opportunities and community engagement, and their core values which were to be supportive, collaborative, inclusive and sustainable. The SRC recognised the changing needs of student cohorts and had developed their objectives accordingly. There was focus on both academic and non academic wellbeing and on creating opportunities for students. The SRC would continue to work closely with the other student organisations.

5. The value of sport to the student experience

GUSA President, Jenny Beedie (Sports Development Manager) and Julie Hughes (Active Lifestyle Manager) gave a presentation to SEC highlighting the activities of GUSA (representative body for sport) and UofG Sport (statutory service) which worked in partnership with each other. In addition to providing gym facilities UofG Sport offered wellbeing support, training and workshops and recognised the effectiveness of physical activity interventions for improving depression, anxiety and stress.

It was reported that there were 52 student led sports clubs to which 15% of campus-based students were members. UofG Sport had had considerable success in competitions with 41 clubs competing in British University College Sports (BUCS) last year. UofG had been 24th overall of the 146 HE/FE institutions in BUCS and 10th overall in medals. However it was reported that the paucity of facilities was limiting success, particularly the lack of pitches which was a wider problem across Glasgow and the west of Scotland. UofG Sport was supporting a number of performance athletes, and partnered with national governing bodies to support both individual talented athletes and club sport programmes. There was wide-ranging activity beyond performance sport. About a third of all students were members of GU Sport. There were 972 registered sports club volunteers and there were successful outreach programmes run in schools. GUSA provided exam destress sessions; female, non-binary, transgender only gym hours; Wednesday recreational football programme; and the dodgeball fundraiser. The importance of keeping Wednesday afternoons free for extracurricular activities was stressed. An analysis of Chinese student participation in sport had been conducted and further work was planned.

Investment in existing facilities including an additional pitch, further indoor facilities and in staff would be welcomed. It was noted that facilities were very busy at peak times and that there may be opportunities to use the ARC for some activities. It was noted that only 15% of students were in clubs and it was thought that this may be due to capacity, but it was also acknowledged that students have many commitments on their time. The current arrangement that students in UofG residences had free UofG sport membership would continue for the next session but would be subject to review thereafter. The range of activities students want from UoG sport was discussed and it was agreed that the offer should be kept as diverse as possible. The UofG Sport App and UofG Life could help reach out to students to increase participation.

6. Mature students report

Lauren McDougall, RSSG Convenor/CoSS, introduced the Mature Student Experience Project findings and recommendations prepared by the Retention and Success Steering Group (RSSG) which had reviewed the progress that had been made since an earlier review which had taken place in 2018. The recommendations of the earlier review had not been formally adopted or actioned comprehensively however progress had been made. The RSSG had reviewed the recommendations in light of ongoing data analysis which continued to evidence that mature students had poorer outcomes in both continuation rates and degree awards when compared to their younger peers. The RSSG had undertaken consultation workshops with mature students and found that the recommendations still appeared broadly relevant but had updated these to reflect the changes in the sector and University over the last five years. The findings related to students on all university campuses. The challenges around community building and mature student identity and transitions into, and through, the university were explored. It was noted that the findings linked to the student experience strategy inclusion and belonging pillar and that mature students had been raising similar issues to international and commuting students. These cohorts would be brought together into a joint project under the student experience strategy, and the RSSG would be asked to contribute to the development of the investment case.

7. Student Wellbeing Framework – report by Andrew West

Jane Weir gave the background to the report by Dr Andrew West. Dr West had been commissioned to carry out an external evaluation of the implementation of the student wellbeing framework and the progress against the objectives of his earlier review of student support/services in 2018/19. Since the earlier report student services had undergone a restructure and a new layer of support had been added in the form of the Student Support Officers (SSOs). The review had taken place over a two-week period with over 70 people participating through focus groups or group/individual meetings. There were nine key recommendations in the report. The introduction of the SSOs had been considered a success but it was recognised that there was still work to be done in this area especially in light of the recommendations of the recent QESR review. A dedicated manager for these roles was to be appointed and it was agreed that it would be helpful to have further clarification of the SSO remit and their interface with other areas. Digital services together with monitoring and evaluation of student wellbeing were identified as areas for further work. SEC were invited to comment on the findings.

8. Updates on Counselling and Disability Service

Clare Craig, Head of Wellbeing and Inclusion, gave a presentation on counselling and on the Disability Service. The counselling service offered a range of interventions to help students manage their mental health and build strategies to help them successfully complete their studies. These ranged from short courses of therapy, single sessions, skills building masterclasses and onward referral to NHS services. The service was staffed by wellbeing officers who triaged registrations within 48 hours and who provided some skills training. Counsellors worked with the mid-range of cases providing up to 5 therapy sessions, whilst the senior therapists took the more complex cases and liaised with NHS or other services where necessary. The Service was working in partnership with 'Health Assured' to provide a 24/7 counselling and advice helpline for phone or web chats and for referral back to the university for ongoing support. Uptake of this service was growing steadily. A working group was looking at a pilot project, The NHS Pathways, to appoint a jointly funded and managed NHS Liaison Nurse and, if successful, the model would be rolled out to other institutions in the city.

The Disability Service was designed to support and empower students with disabilities, learning differences and long-term medical conditions throughout their academic journey. The service comprised: assistant disability advisers who triage enquiries and record cases on MyCampus;

disability advisers who work with more complex cases and conduct needs assessments; and a mental health disability adviser. There had been a move to increasing in-house provision reducing the dependence on external contractors. It was reported that work was underway to introduce a case management system which would interface with MyCampus and would increase data security. It was reported that the gap between disclosures and registrations had been closed.



UNIVERSITY OF GLASGOW
STUDENTS' REPRESENTATIVE COUNCIL

Annual Review 2022-23

Year in Numbers

Published
1 Strategic Plan

21%
Uplift in Spring voter turnout

Over
1,300
active class representatives

Trained
900
class representatives

Sabbaticals participated in over
80
University Committees

793
VCS Award nominations

1,045
Student Teaching Award nominations

Launched
1 SRC mobile app

Over
22,164
plays on Cap Student Numbers campaign launch video

1,726,678
website pageviews

2,904
Advice Centre cases

133
Welcome events

8,820

volunteering hours registered

Registered

758

community volunteers

Trained

360

staff/students in Mind Your Mate

328

affiliated Clubs & Societies

38,208

enquiries handled by SRC Welcome Point (29% rise on last year)

3,095

Historical Tour visitors (175% rise on last year)

Supported

18,975

members of affiliated Club & Societies

Trained

918

society committee members

£295,846

society event income processed through new events platform

516

society events listed

Facilitated

10,403

society tickets sales online through website

Raised

£35,420.30

for charity through RAG (Raising & Giving)

Foreword

Welcome to the Glasgow University Students' Representative Council (GUSRC) Annual Review 2022-23 on what has been an equally challenging and rewarding year. In these pages you will read about the range of work we have undertaken over the year, by ourselves and in partnership with the University. It has been an eventful year and we have used this report to highlight what we have been working on.

Our work continues to reflect our key values and priorities of representation, support and wellbeing, and student opportunities and community engagement. This year we were delighted to publish our 2022-2027 Strategic Plan that we are proud to have put together after extensive consultations with our partners at the University, our staff, and most importantly, our students. While our specific priorities change year to year, reflecting societal developments and the visions of our elected sabbatical officers and other student representatives, the Strategic Plan serves as an overall guiding document for our organisation for the next few years. As the only representative student body on campus, we have a unique ability to create change at the University, but we also continue to advocate for students locally and nationally and this will always be at the heart of what we do.

The year had a challenging start with many of our students struggling to find a place to stay as the lack of accommodation and suitable space was experienced on our campus and more widely in the city. While we focused on ensuring there was support available for any students affected and sufficient planning taking place to avoid a similar situation in the future, we wanted to do more to address some of the root causes of these difficulties. In November, we launched the Cap

Student Numbers Now! campaign, successfully negotiating a managed growth strategy for the University, ensuring any future growth will be for the benefit of students. In addition, we have engaged with the local and national government to demand recognition of the specific experience of students and the importance of recognising this in policymaking.

Throughout the year, we have advocated for additional support for students facing the adverse impact of the cost of living crisis and this will continue to be a priority for our organisation. We have also been working together with the University on reviewing the Good Cause process and making sure that students have access to the support they need throughout their university career. Through the newly established Student Voice Working Group we have investigated how to more effectively capture and report on student feedback and we look forward to seeing the results of this in action.

Everything we have been able to achieve is due to the dedication of our student representatives and staff team who give their tireless commitment to improving the student experience. We also want to thank the University and the external organisations we have worked with for their effective partnership and support in helping us to achieve our aims. We hope that you enjoy delving into all that we have achieved together over the past year and stay with us as we continue to address the challenges and opportunities of the future.



Rinna Väre
SRC President 2022-23



Bob Hay
Permanent Secretary



About Us

PURPOSE

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

MISSION

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

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

VISION

GUSRC's vision is:

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

AIMS

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

Representation

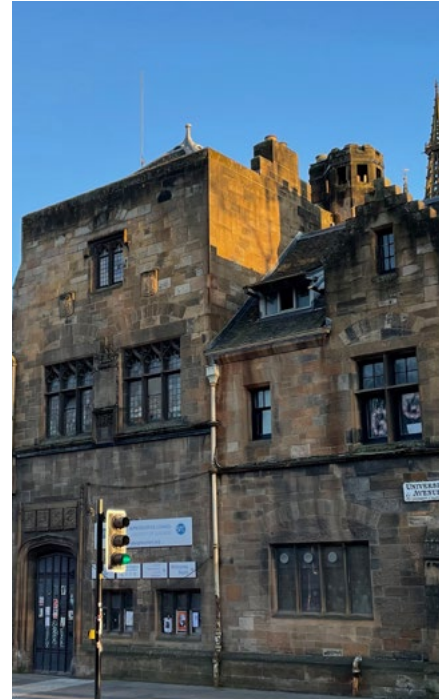
Being the voice of students within the University and elsewhere.

Support & Wellbeing

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

Student Opportunities and Community Engagement

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



Representation

Elections

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



AUTUMN ELECTIONS

Our voter turnout in the Autumn 2022 elections was 1,456 students who cast 4,405 votes. This was a 25% increase in voter turnout from Autumn 2021.

SPRING ELECTIONS

Our voter turnout in the Spring 2023 elections was 2,674 students who cast 10,919 votes. This was a 21% increase in voter turnout from Spring 2022*.

To address a dip in election engagement in recent years, we introduced a range of additional strategies and initiatives such as free pizza on polling day, streamlined hustings, and enhanced social media communications.

The elected officers for 2023-24 are:

- President: Hailie Pentleton-Owens
- VP Education: Ross Whip
- VP Student Activities: Mariama Bah
- VP Student Support: Tony Anderson



ELECTION GRANT

In the Spring 2023 elections, we introduced an initiative to promote inclusion and support candidates in their campaigning by offering grants to cover their expenses and help alleviate the financial burdens associated with running for election. A total fund of £750 was made available, from which eligible applicants could claim.

21%
increase
in voter
turnout
for our
Spring
Elections*

Class Reps

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

CLASS REPRESENTATIVES: INFLUENCING CHANGE

The SRC trained 900 class representatives in 2022-23. Through our latest class rep survey, we found:

- 83% of respondents felt well prepared for their role by the SRC training.
- 76% found it easy or very easy to raise issues at Staff Student Liaison Committee.
- 69% reported that some action had been agreed or taken as a result of their input.

CLASS REPRESENTATIVES: SKILLS DEVELOPMENT

Additionally, the survey found:

- 75% believing that the role enhanced their communication skills.
- 57% believed it enhanced confidence.
- 42% reported an improvement in negotiation and diplomacy skills.
- 40% developed a greater understanding of meeting conventions.

These skills were highly valued by the class reps both for increasing their effectiveness

in their role and their future employability. Responses to the survey included:

"I have built so much confidence this year and really appreciated how welcoming the SRC was. I definitely plan on continuing my role in some form at another point during my time at university."

"I found the training very useful, and I loved that it was done by another student who was well informed and happy to be there and help. The training had a very fun and relaxed attitude."

CLASS REPRESENTATIVES: CONFERENCES AND MIXERS

In addition to the mandatory training, GUSRC runs a programme of events to allow class reps to network and develop an understanding of student representation. Early in the year we ran an in-person mixer in the form of a pub quiz, which was well received. Our annual Class Rep Conference took place over a full day and included a session on representing diverse student voices hosted by Student Partnerships in Quality Scotland (sparqs), and the University's Learning and Teaching Strategy team facilitated a session on student consultations.

CLASS REPRESENTATIVES: ONLINE ENGAGEMENT

Learning from our experiences of online engagement during the pandemic, we introduced a new Microsoft Teams group that brought together over 1,000 class reps. The group performed well, with over 600

regularly active users, and provided updates on SRC campaigns, training opportunities, and important deadlines.

CLASS REPRESENTATIVES: IMPACT AND REVIEW

Whilst much of the work GUSRC has done with class reps this year has been continuing positive elements of the experience, we have also been looking at how GUSRC and the University can work together to improve the strength of the Student Voice. One example of where this has worked has been the SSLC meetings. Our survey conducted in March found that class reps on the whole find it **easy to raise issues at the SSLC** and a large increase in those finding SSLC meetings an effective vehicle to raise issues. We also received positive feedback that University staff mostly make themselves available outwith meetings and reach out to offer support to class reps where necessary. Where there was some negative feedback, it was around lack of awareness around what actions had been taken by University staff on issues raised at SSLC meetings.

Working with the University we established the Student Voice Working Group which was tasked with evaluating The University's practices around the Student Voice. The group's report was considered by the University Learning and Teaching Committee in May, where it was agreed that there was merit in further exploring implementation of the recommendations.

Representation

Academic Issues

ASSESSMENT AND FEEDBACK

This year we have made significant contributions towards improving the assessment formats and policies of the University. The Learning Through Assessment Framework was launched in April 2023 and GUSRC played an essential role in its development as part of the Assessment and Feedback Project Board and related workstreams. We also hosted a consultation with academic representatives and the University, to enable broader feedback into the development process.



POSTGRADUATE TAUGHT (PGT) STUDENT LEARNING EXPERIENCE

To better represent the burgeoning community of PGT students, the PG representative roles on our Council have been re-defined and delineated. The student-led workshop at the University Learning and Teaching away day focused on the PGT student experience and several of our PGT representatives were invited to participate and contribute.



ENGAGING IN THE NATIONAL HIGHER EDUCATION CONVERSATION

GUSRC members were actively involved in national consultations related to the student learning experience, this included GUSRC members serving as members of the QAA Student-Led Project exploring community partnerships in higher education and as student members of the Scottish Higher Education Enhancement Committee.



WOLFSON MEDICAL LIBRARY ACCESS

We were pleased to successfully negotiate a reinstated 24-hour access to the Wolfson Medical Library from the beginning of the 2022-23 academic term. We sought to address this issue after being approached by a number of medical students who expressed their disappointment with the introduction of limited opening hours and the way in which this clashed with their unpredictable shift patterns while on placement. Following contact with the Principal and a meeting with the Head of School it was agreed to reinstate 24-hour access to all College of MVLS students.



CIVIS

The CIVIS alliance is a community of European Universities aiming to create a multilingual and multicultural space for innovative teaching, research, and cultural exchange. The Global Student Council plays a key role in CIVIS, and this was the second year that we had representatives as part of the Council thus enabling us to share and learn from the experiences of our colleagues across Europe. We have particularly focused on ensuring the accessibility of CIVIS opportunities to students from a wide range of backgrounds and the importance of working together to create safe environments for our students. We are grateful for the support of UofG External Relations Department for funding our Council members' travel and attendance at the Global CIVIS Days in Tübingen, Germany in May 2023.

STUDENT EXPERIENCE STRATEGY

Whilst continuing to co-chair the Student Experience Committee, we have been working closely with the University to develop and implement the Student Experience Strategy Action Plan.

So far, our focus through the Action Plan has been on prioritising the list of projects that are taken forward as part of the strategy implementation process and ensuring that these projects address the key challenges facing students whilst enhancing campus life and offering meaningful support and development opportunities for students. We look forward to continuing work with the University on the delivery of the Student Experience Strategy.



STUDENT TEACHING AWARDS

The 13th Annual Student Teaching Awards were hosted by GUSRC to celebrate the professional staff, academic staff, and student representatives who make the UofG experience amazing. Over **1,000*** student nominations were considered for the awards, leading to several historic nominations including the first ever shortlisted candidate (and winner) from the University Catering Services for Best Support Staff and the first ever joint award for Highly Innovative Teaching.

Award Winners:

- **Best Advisor of Studies:**
Dr Alister Wedderburn
- **Best College Teacher Arts**
Dr Stephan Ehrig
- **Best College Teacher MVLS**
Dr Ziad Al-Ani
- **Best College Teacher CoSE**
Dr Gethin Norman
- **Best College Teacher CoSS**
Dr Jude Stevenson
- **Best Dissertation Supervisor**
Dr Euan McGookin
- **Best Research Supervisor**
Professor Callum Brown
- **Best Graduate Teaching Assistant**
Ms Lina Seidlitz
- **Best Student Representative**
Lee Wratten
- **Best Support Staff**
Mrs Lorraine Devlin
- **Best Practice in Online Learning**
Dr Emily Nordmann
- **Best Feedback**
Dr Sergiu Gherghina
- **Highly Innovative Teaching**
Dr Andrew Judge & Professor Kelly Kollman
- **Outstanding Contribution to Teaching**
Dr Colin Herd

1,045
nominations for
the Student
Teaching
Awards*

Campaigning Activity

CAP STUDENT NUMBERS NOW!

The Cap Student Numbers Now! campaign was initiated to address the issue of over recruitment at UofG. The campaign aimed to highlight the issues associated with over recruitment and the impact on the student experience in recent years.

Through negotiation with the University, we were able to achieve several important guarantees, including the implementation of a managed growth admissions policy for 2024-25, student representation on the new Recruitment and Conversion Committee, and the University pledging additional funds to support the Student Experience Strategy.

The campaign gained significant attention and coverage from various media outlets, including BBC News, The Independent, and The Times. This widespread coverage raised awareness of the campaign's aims beyond the University and city, emphasising the need for a sustainable approach to student housing and education across the UK. As a result, GUSRC participated in consultations and working groups with the Scottish Government, and separately with Glasgow City Council about the City of Glasgow Housing Strategy, and in doing so engaged with policymakers, academics, and stakeholders to drive meaningful change.

22,164
plays on campaign
launch video



STUDENT ACCOMMODATION CRISIS

In the run up to the start of the 2022-23 academic year, students in Glasgow were faced with an accommodation crisis due to a lack of privately rented accommodation and capacity within the University's own student halls. In August, incoming Undergraduate students to the University from the Greater Glasgow area were notified that they were no longer being offered University accommodation (despite previous guarantees) whilst other students were offered accommodation in towns a considerable distance from Glasgow and others ended up as statutory homeless.

Throughout the year we have sought to work with the University to ensure all possible actions are taken to support students in crisis through homelessness, as well as those finding themselves far removed and isolated as a result of being accommodated far from their place of study. Our Advice Centre has been seen as pivotal in its work around representing and advising individual students as well as working with student officers in shaping our response to the crisis. In addition, we have been working closely with the University to ensure that students have the most up to date information and advice regarding accommodation in the city prior to starting their studies.

We have also been involved in the consultations for the development of Glasgow's Local Housing Strategy, emphasising the needs of the great student population in the city. We have also taken

part in the Scottish Government's review of Purpose-Built Student Accommodation, which we have used as an opportunity to advocate for increased accessibility of Purpose-Built Student Accommodation (PBSA), improved tenants' rights for students living in this type of accommodation, and for an improved complaints and governance system for private PBSAs.



'A NEW DEAL FOR TENANTS'

Following on from our response to the Scottish Government's 'A New Deal for Tenants' consultation in April 2021, continue to engage with the Scottish Government on their review of privately rented accommodation in Scotland as part of their working group tasked with reviewing the operation of PBSAs in Scotland. As part of this work, we submitted a number of recommendations to the Scottish Government.

Our recommendations included:

- The introduction of a model tenancy agreement for PBSA tenants.
- Legislation to allow PBSA tenants to terminate their tenancy agreement with 28 days.
- The introduction of PBSA regulator to cover both private and Higher Education Institute (HEI) PBSAs.

9.5% RENT INCREASE

In February, we wrote an open letter to the University Principal opposing the proposed 9.5% rent increase in University accommodation. We asked the University to recognise the impact that the increased cost of living is having on students by freezing rent increases completely or considerably reducing the level of rent increase. Our proposals were unfortunately dismissed. While we are deeply disappointed by this result, we will continue to work with the University to establish ways to support students who are impacted by this.

LOCAL HOUSING STRATEGY

In March 2023 we responded to the Glasgow City Council's consultation on their Housing Strategy. There were some within the City Council who held the view that the rapidly increasing student population had damaged the local community by putting additional strain on local resources without the time for communities to adapt. We expressed our concerns about the lack of student consultation within the strategy and successfully lobbied the city council for an action commitment to creating a separate Student Housing Strategy to address the unique challenges facing students.

SAFE LIGHTING

In November 2022 we contributed to the Kelvingrove Park Lighting and Safety Community Planning Workshop, a collaboration between Glasgow City Council and Greenspace Scotland. We provided feedback surrounding serious student concerns over safety in the park and stressed the need for additional lighting to be installed.

ILLEGAL MIGRATION BILL

In our March meeting of Council our members voted to overwhelmingly reject the 'Stop the Boats' or Illegal Migration Bill introduced by the UK Government to the House of Commons on 7 March 2023. Our Council Members expressed deep concern about the impact this bill will have on the thousands of vulnerable individuals seeking asylum and the safety and protection they are entitled to should it become law. We wholly endorse the statements made by the Scottish Refugee Council, the UN Refugee Agency (UNHCR) and other expert bodies in condemning this Bill.

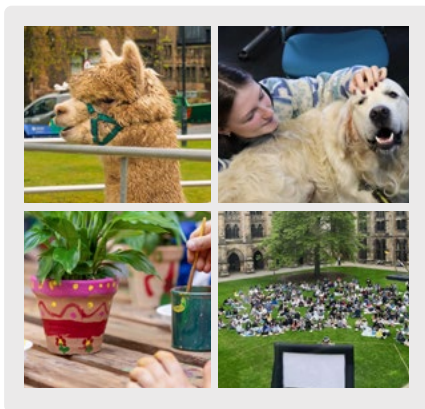
We will continue our work on making the University of Glasgow a welcoming and inclusive environment for all and supporting other members of our community who remain committed to resisting injustice. Since the passing of this motion, we have been in contact with the University Sanctuary Champion to confirm the University's commitment to the 15 by 30 pledge, aiming to ensure that by 2030 15% of the refugee population is enrolled in higher education.

EXAM DE-STRESS

During both the winter and spring exam and revision periods, we once again led large-scale de-stress campaigns, featuring a range of engaging activities, stalls, and giveaways. These included tea and coffee stalls, de-stress bag giveaways, plant stalls, and a variety of crafting activities such as mug decoration, plant pot decorating, bauble decorating, and jewellery making, among others. We turned the wall on Level 3 of the University Library into a 'Words of Encouragement' wall with sticky notes, and introduced a 'Letters to Refugees' writing

Campaigning Activity

station, collaborating with Refuweegee, one of our volunteering community partners. In addition, we arranged two campus visits from therapy dogs and alpacas, as well as a trip to Pollok Park, to provide students with unique and memorable experiences that helped to alleviate their exam stress.



INTERNATIONAL WOMEN'S WEEK

In March, we celebrated International Women's Week and hosted a series of events to mark this important time of year. Our most popular event was our Coffee, Cake, and Cups event, which encouraged students to come along for cake and coffee whilst receiving free reusable menstrual products to sample in advance of the University's new period product delivery scheme. We also hosted a trip to the Glasgow Women's Library to learn more about local feminist history and organising and participated in the International Women's Day march alongside other student organisations.

LGBTQ+ HISTORY MONTH

We worked closely with GULGBTQ+ throughout our celebrations of LGBTQ+ History Month, believing that it is important to amplify the good work already going on within our clubs and societies, as well as organising our own events and resources. At the start of the month, we had a pride flag raising ceremony, followed by a cake and coffee event. The theme for the month was 'Behind the Lens', encouraging people to engage with and explore the work of queer people on and off screen in the Film and TV industry. We hosted several screenings, including a co-hosted screening of Pride with GULGBTQ+ and a screening of Moonlight in the University cinema.

BLACK HISTORY MONTH

In October we hosted a series of events to celebrate Black History Month, including student mixers, visits to the 'It Wisnae Us' Exhibition at Kelvingrove Art Gallery, and screenings of 'Us' and 'Selma' in the University's Gilmorehill cinema. We found that students really appreciated the opportunity to mix with other students of colour over African-Caribbean cuisine, provided by a local African caterer. In the University Library, we also displayed a series of posters and messages surrounding key Black historical figures, to raise general awareness around Black History.



TRANSGENDER STUDENT DAYS

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

On Trans Day of Visibility, we released a number of supportive resources, and a statement expressing our stance on the Gender Recognition Bill and the ongoing invalidation of trans people in our country, reaffirming our commitment to advocating for the rights and dignity of trans individuals.

GENDER RECOGNITION BILL

In response to the blocking of the Gender Recognition Bill (Scotland) by the UK Government, we released a statement to express our concern about this perceived attack on trans rights. Sabbatical Officers and Council Members also attended a protest in the city centre to show our public support for the trans community. We remain firmly committed to fighting for equality and inclusivity and will continue to support the trans community in any way we can.

Communications



SRC APP

In September 2022, we soft launched the SRC mobile app. The app is primarily designed to make it easier for students to engage with the key services we offer. It facilitates greater engagement with our affiliated clubs and societies, as well as the various events and activities they host. Students can browse the complete, up to date list of over 300 clubs, purchase memberships directly within the app, and stay up to date with personalised events and news feeds from their clubs.

Additionally, the app offers the option to buy tickets for events and club merchandise. It also enables users to log their volunteering hours and work towards rewards and recognition milestones.

The soft launch ensured uptake was manageable and sustainable and enabled us to resolve teething issues, in particular those relating to student registration. With over 3,000 users we intend to give the app a high profile at our University Welcome 2023-24 which we anticipate will build the number of users considerably.

WEBSITE

GUSRC's website continues to be the 'go to' place for independent, accurate and up to date rights-based information and advice for students on a host of topics unavailable elsewhere on University platforms. Our site is a widely used resource, with many students returning to the site regularly (**1,726,678** total page views* – almost double the previous year). The most visited areas of our site this past year were our Clubs & Socs pages, Events pages, and Advice pages.

Recent webpages created include:

- Advice on rising energy prices and the cost of living crisis.
- Advice on dealing with pests and infestation in rented accommodation.
- Advice on an insidious scam involving delivery of suspicious packages.
- Guidance for international students wishing to take part in volunteering.
- Guidance on the role of Welfare Officer within Clubs and Societies.
- Tips on finding accommodation.
- Tips for online and in-person exams.

Top 5 Most Visited (pageviews):

- Clubs & Socs (585,141)
- What's On (288,618)
- Advice (133,164)
- Volunteering (76,873)
- Representation (71,297)

SOCIAL MEDIA

Currently, we run four key social media 'identities': Glasgow Uni SRC, The Gilchrist Postgraduate Club, SRC Volunteering, and the UofG Welcome. We are consistently expanding our online presence through a range of social media including Facebook, Twitter, Instagram and TikTok. Our goal across these channels is to effectively communicate the services we offer while promoting our various campaigns and initiatives.

In line with the latest sectoral trends, we are growing our presence on TikTok where many student organisations and HEIs have seen rapid growth in engagement by the younger, undergraduate student audience. Going into the next academic session, we remain committed to adapting to evolving trends and maintaining a proactive approach to social media marketing.

EMAIL

Our website on the Membership Solutions Limited (MSL) system enables us to deliver targeted messaging. The platform allows us to tailor our updates and information to specific groups or individuals, ensuring that the right messages reach the right recipients, and allowing us to foster greater engagement and meaningful interactions with our student community.

1,726,678
total
webpage
views*

Support & Wellbeing

The Advice Centre

GUSRC's Advice Centre employs 5 FTE staff members and provides high quality, impartial advice, and advocacy on a range of welfare and academic issues to students and prospective students at the University. The Advice Centre also plays a key role in informing and legitimising our policy development and campaigning work. We were pleased this year to receive an uplift in our grant from the University to enable us to add an additional member to the Advice team.

CLIENT CONTACT

During the year, the Advice Team dealt with 2,904 (2,238)¹ cases, an increase of around 23% from the same period in the previous year. Throughout the year the Advice Team offered a same day face-to-face appointment service along with telephone advice, whilst continuing to support students via email and online video conferencing.

TIME SPENT

196,333 (94,510) minutes were spent in direct contact with clients during the year, which is an increase of just over 48% from 2021-22.

A further 71,060 (64,134) minutes were spent on non-contact casework (e.g., researching information for clients, contact with third parties on clients' behalf and so on).

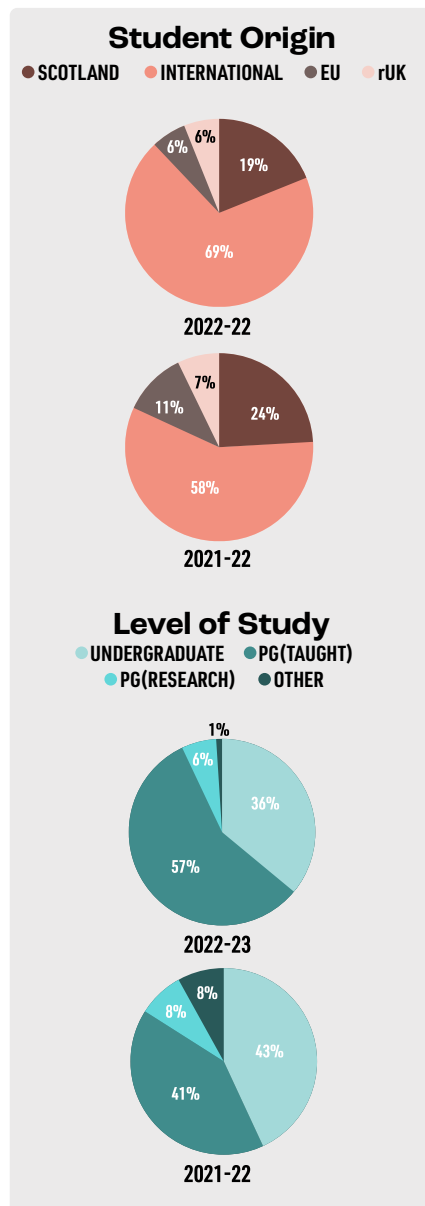


STUDENT ORIGIN/FEE STATUS

Scottish domiciled students were 19% (24%) of those identified; international students 69% (58%); EU students 6% (11%); rUK students 6% (7%).

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

Of clients identified, 36% (43%) were undergraduates, 57% (41%) were postgraduate (taught) students and 6% (8%) were postgraduate (research) students. The remaining 1% (8%) of our client group includes students' parents, staff, former students, prospective students, and members of the public. Again, however, almost half of our clients did not provide this information, so this is not definitive.



OUTCOMES & GAINS

Over the year there were:

- 59 (41) appeal outcomes, of which 41 (30) were successful.
- 241 (211) conduct cases of which 186 (177) were successful.
- 32 (39) financial gains, totalling **£99,914*** (£62,480).
- 662 (626) non-financial gains including 435 (500) cases where the student was provided with information they needed to make a decision about how to proceed.

Other gains due to our intervention included 60 cases (79 cases) where students were permitted to resubmit or resit and exam and 18 cases (28 cases) whereby a student's grades were reviewed/revise; 7 (1) students were allowed an uncapped re-sit. In addition, homelessness was prevented in 13 cases. As always, there were potentially many more positive outcomes, but we only record confirmations from students when clients choose to inform us.

£99,914
raised from
32 student
financial
gains*



PUBLICITY

The Advice Centre publicises specific elements of its web-based information at times that reflect the University's annual cycle thus making information available to students when they are most likely to need it. Throughout the year The Advice Team review and update sections of the website as the need becomes apparent. Although impossible to fully quantify, website analytics data indicates that many students benefit from information downloaded from the advice section of the website or from the range of rights-based leaflets the SRC produce.

Most visited Advice web pages:

- Accommodation (46,357)
- Academic (39,667)
- About the advice centre (9,006)
- Money (8,102)
- Transport (7,688)
- Health and Wellbeing (4,880)
- Employment (4,238)

ENERGY PRICE AWARENESS CAMPAIGN

In July 2022 we distributed some advice to students on the impending changes to the UK energy price cap and what this might mean for their gas and electricity bills, how to ensure they were on the correct tariff, were being billed on accurate meter readings and how to apply for financial support if they were struggling with the cost of energy.

We then followed this up in October 2022 by circulating advice on how students could make sure they were receiving the UK Government £400 energy rebate grant. This included details on how the grant was being administered and how students could ensure they were in receipt of the correct amount of support.



Support & Wellbeing

Welcome Events

SEPTEMBER WELCOME

This year marked the second edition of our coordinated September activities under the branding of the 'UofG Welcome'. The ethos of the Welcome is to be just that: inclusive, welcoming, and accessible to a diverse range of students beyond first-year undergraduates or 'freshers'.

We organised a total of 108 in-person events throughout September. These included 86 SRC-run events, alongside contributions from SRC-affiliated clubs and societies, student media, and the SRC-backed GUSA Sports Fayre. Our flagship event, the outdoor Welcome Fair, continued to grow and surpass expectations. Building on the success of previous years, the Fair spanned the University's North Front, Professors' Square, and the Main Building Quads, making it larger and more vibrant than ever. We conducted a comprehensive post-Welcome Week survey, gathering valuable feedback from attendees and look forward to building on this momentum and delivering even more memorable experiences in the future.



Welcome Survey: Key Points

"The Welcome Week format has been tremendously successful and achieved a high level of attendance. It has been perceived as a positive experience for the majority of students who attended the events, across all demographic indicators and the new over-arching inclusive focus has increased postgraduate turnout by a third. Furthermore, there have been high levels of satisfaction with the majority of Welcome Week events."

"Students most commonly spoke about their Welcome Week experience giving them a sense of belonging, of feeling part of a community and the great atmosphere throughout the University. On the whole most of the open-ended comments were tremendously positive about Welcome Week."

"The Welcome Week was overwhelmingly perceived as a positive event with 88% of respondents agreeing that it was welcoming to students. A further 81% saw the week as inclusive (86% of EU students)."

JANUARY WELCOME

As part of the January Welcome (formerly 'Refreshers') we organised over 25 events throughout the first month of the second semester. Our calendar of events included a tea tasting session, a lively ceilidh, a well-attended clubs and societies fair, and various student group mixers. These events sought to cater to the diverse interests and passions of our student body, ensuring that there was something for everyone to enjoy.

Our calendar incorporated numerous initiatives led by societies, and we received an expression of interest from almost 70 societies. It was particularly encouraging to witness a significant turnout of students, comprising a high proportion of postgraduate taught (PGT) and study abroad students.



Postgraduate Events

This was our first full year, since the 2018-19 academic term where we didn't have to adhere to any restrictions, and our events proved to be even more popular than ever. As part of Welcome Week many of our events saw every seat and standing space taken, and in some cases we reached maximum capacity and had to turn people away at the door. Throughout the year this pattern of high attendance continued, which meant that overall this has arguably been one of our most impactful years to date, with the highest number of events and where all were well attended. This is all despite Catering Services changing our hours, and closing the space in the evenings, with the exception of event nights. The following examples give a flavour of some of the activities delivered over the year that are particularly popular with the Postgraduate Community.



COLLABORATION WITH THE ARC

As part of the 'ARCadia Festival' which celebrated the launch of the Advanced Research Centre (ARC) we featured two of our most popular events, Drag 101 and The Diversity Quota. Holding our events at the ARC meant that our audience capacity was higher, thus leading to record audience numbers for both events (The Diversity Quota had an audience of 91 and Drag 101 had 122). It was also positive to foster a working relationship with another postgraduate space.



GILCHRIST 10TH BIRTHDAY

In October 2022, the Gilchrist celebrated its 10th birthday. We threw a birthday party to mark the occasion. For this party we had cupcakes, party decorations, specially designed Gilchrist activity sheets, and we decorated the walls with images and stories which spanned the decade of the Gilchrist. We had the Jazz Society play during the day, a meet the SRC PG Reps drop in, and the celebration was finished off in the evening with a show by The Diversity Quota.

GLASGOW INTERNATIONAL COMEDY FESTIVAL (GICF)

In March 2023, we hosted our first GICF line-up of events. We had comedians apply from all over to come and perform with us, even as far as Sweden. We had acts travel up from London, including Tadiwa Mahlunge, an up-and-coming comedian predicted to be a big hit. We had an event on almost every single evening of the 2 and half week festival.

THE DIVERSITY QUOTA

For years the Diversity Quota have been platforming minority voices from across Scotland trying to make a difference to the Scottish comedy scene by creating accessible, inclusive, and diverse comedy nights for acts and audiences alike. Their regular performance in the Gilchrist Postgraduate Club not only allows students to listen to new perspectives (or see themselves reflected in a comedian), but also gives them a reason to laugh. This year they were nominated for the 'Proud Scotland Awards' for the second year running.

Support & Wellbeing

DRAG 101

A drag night which showcases leading drag artists in Glasgow, run by two longstanding Queens within the scene. The aim of the night is to share different styles and types of performers, to give the audience the full depth of what drag encompasses. This year saw record numbers in attendance both during Welcome Week and January Welcome, as well as throughout the year.



KNITTING FOR FUN

A social knitting evening every 2nd Monday, which welcomes knitters of all levels to come together, socialise, learn new skills, and relax. This was our busiest year to date, with an average of 20 postgraduate knitters joining together bi-weekly.

JAZZ SOCIETY LIVE MUSIC NIGHTS

A live music night featuring the student-run Jazz Society. This is the first year the Jazz Society has had a residency with us, as well as the first residency their club has had. Not only are the players incredibly talented, but it's important to us to foster relationships with the student population and to showcase their talents. All of these nights were very popular.



CHINESE CULTURE WEEK AND NEW YEAR

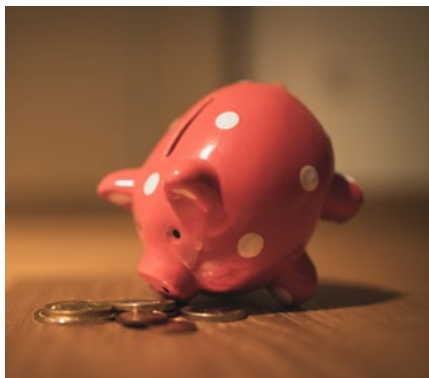
We ran our Chinese Culture Week in the first semester, and Chinese New Year in the second, held with the Chinese Students and Scholars Association. These are always well attended and a great way for our Chinese students to share their culture with us, and to encourage fellow Chinese students to find a home away from home. Both events saw a week of students sharing their traditional Chinese culture, including calligraphy, live musicians, formal dress, dumpling making sessions to name a few.

"The atmosphere was very lively, and the event was well received by our friends from home and abroad!"

BURNS NIGHT

We were able to hold our ever-popular Burns Night again, this being the first since 2019. Our night sold out and was attended by a mixture of international students and UK students. We had a Haggis meal with whisky and Irn-Bru, piped in by our piper who was also our host. And we had a poet reciting and singing some of Burns' finest pieces. This night is a great way for us to share our Scottish culture with international students, who make up most of our Burns Night audience. We also keep the prices affordable, compared to other Burns' Nights, so that students with a lower income are also able to enjoy this tradition.

Campaigns



COST OF LIVING

We have placed a great emphasis on supporting students during the cost of living crisis. After submitting a paper to the Student Experience Committee, we continued our work as part of the University's Cost of Living Action Group, co-creating new campaign materials and contributing towards a cost of living support webpage for the University, aiming to bring together all the key information and support students can access.

Throughout the year, we consistently argued for low cost food options to be introduced at catering outlets on campus as well as the need for the University to make financial aid application process clearer and more accessible to students. We have also consistently raised the need to introduce additional scholarships, particularly for students from Widening Participation backgrounds and for students from lower income backgrounds. Cutting across all our different areas of work, we have been raising awareness of the variety of ways in which students are impacted by the increased cost

of living, the affect this has on their studies and wellbeing, and the urgent need to address this issue.

Additionally, we have written to the Scottish Government to advocate for increased student funding, specifically for Postgraduate students who are yet to experience an increase to financial support they receive.

TOGETHER AGAINST RACISM

In November 2022, the University launched the Together Against Racism campaign, which we have actively endorsed and supported. This campaign is aimed at addressing structural and systemic racism at our University through a variety of resources, training, and strong messaging across our campus. In response to an identified gap in student-oriented training resources, we have begun work on the development of Anti-Racism Workshops and have partnered with the Coalition for Racial Equality and Rights to explore how we will design and deliver these to our student community.

HOME STUDENT SUPPORT

Ahead of our Spring 2023 elections we established a new Home Student Officer position on Council to acknowledge the unique experiences of home students who commute to campus. By recognising this large group of students who face unique challenges, we seek to complement our work in previous years leading the Home Students Working Group and hope that an elected representative for home students will ensure effective advocacy avenues within the Council.

HARM REDUCTION

Picking up from the work of previous Councils, we have continued laying the groundwork for a Harm Reduction campaign: meeting with University stakeholders, representatives from external organisations and charities, and other student unions, to develop a better understanding of harm reduction in the sector. We have recently initiated discussions with the University to promote a harm reduction framework for drug use on campus, and to review the University's 'Zero Tolerance' policy. As part of this effort, we are exploring the possibility of establishing a drug test distribution space on campus. Our aim is to ensure that appropriate measures are in place to mitigate any potential risks associated with drug use, whilst also providing a safe and supportive environment for our students. We believe that this approach aligns with our commitment to promoting health and wellbeing among our campus community.

STUDENT CARERS

We are pleased to report the successful research phase of our Student Carers' Policy review. We hosted a series of student focus groups, where we engaged with student carers at the University and gathered valuable insights into their experiences. To show our appreciation, we gave out Amazon vouchers to participants, this was well-received. The response to the survey was positive, and we are confident that this will inform our future policy decisions. We are committed to supporting our student carers and ensuring that their voices are heard.

Support & Wellbeing

MIND YOUR MATE

We rolled out our seventh iteration of our peer-led 'Mind Your Mate' programme during 2022-23. Originally lottery funded, the success of the project enabled us to attract University funding to continue its operation. Our Student Mental Health Trainers delivered training to 360 student/staff members over 24 workshops, this included the Welcome/Freshers' Helpers from all four student bodies, 47 PGR students and 60 Peer Wellbeing Supporters. We are about to embark on another 'train the trainer' programme ahead of the next academic session.

Feedback from participating students:

- 81% were more likely to ask for help if they were feeling down or depressed.
- 95% were more likely to help a friend if they were feeling down or depressed.*
- 91% would recommend other people attend the programme.

"It was a great seminar, providing a very comprehensive insight into suicide and depression."

"This was very eye opening and gave me a new perspective surrounding depression and suicide."

"I now feel more confident in my knowledge about suicide prevention and the reasons why someone may feel like suicide is an option and how to help."

95%
were more likely to help a friend if they were feeling down or depressed*

EMOTIONAL RESILIENCE SKILLS

Following on from last year's introduction of our peer-led Emotional Resilience workshops, we continued to roll out this initiative which aims to build emotional resilience in participants as a defence against common mental health issues such as clinical depression. The training explains how resilience works, and what practical skills participants can use in everyday life to maintain or build their resilience, and to protect their mental health and the mental health of those around them.

Feedback from participating students:

- 100% of participants had a better understanding of how to build their resilience.
- 100% of participants were more likely to use the five core skills of resilience in their daily life.
- 93% of participants would recommend other students attend the programme.

"The content was informative and gave me a hopeful sense that I could control my way out of my current period of burnout recovery."

"I like frameworks to recognise my problems and practical tips to apply to my real life. The most useful parts for me are understanding that resilience is dynamic, depending on current situation (risk factors & protective factors); and asking for help is sometimes necessary."

GBV COUNSELLOR

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



LET'S TALK ABOUT SEXUAL VIOLENCE

In collaboration with our GBV Counsellor, we revamped and revitalised the Let's Talk workshop content to better complement the topics covered in the online GBV module. We now have 6 trainers ready to deliver the new programme. Topics covered include:

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

These sessions are collaborative and interactive and are free and open for all university students to attend.

GBV MODULE

This was the second year in which our online Gender-Based Violence Module was available on Moodle. Designed in partnership with Rape Crisis Scotland, the SRC developed an online Moodle module to ensure that all students have access to a comprehensive education around healthy relationship dynamics, an understanding of GBV and the various forms it can take, and an awareness of the support available to anyone who might require it. We are working with the University to ensure that this training is a requirement for all students (excluding those who do not feel comfortable participating).

ROSS REPORT GBV CAMPAIGN

In response to the Morag Ross KC Report released in December 2022, which investigated gender-based violence on our campus, the University is currently in the process of developing a long-term gender-based violence campaign and a web resource. We are working with the University to ensure that this campaign reflects the needs of our students.

£35,420.30

**raised for
charity by
the Raising
and Giving
(RAG)
committee***

RAISING & GIVING (RAG)

This year the Raising and Giving Committee raised **£35,420.30***. Money was donated to a range of local charities such as the LUNA Project and Raising Stars, as well as international charities such as Movember.

FREE SANITARY PRODUCTS

We have been collaborating with the University to establish a free, reusable period product delivery scheme, which is now approaching the implementation stage. We are committed to working closely with the University on communications and campaigns related to this initiative, recognising that all students are entitled to access period products with dignity.



FREE TEA AND COFFEE

In light of the cost of living crisis, we submitted a proposal to University Commercial and Information Services to introduce the provision of free tea and coffee supplies in the library and James McCune Smith building, convincing the services to trial the initiative over the spring exam season. The free tea and coffee stations were introduced in April 2023 and have been well used by students.

Support & Wellbeing

Services, Information, Publications

The Services, Information and Publications offered by GUSRC continue to be highly sought after by students and are a key part of the support we provide at the University.



WELCOME POINT ENQUIRIES

The Welcome Point remains the key contact point for student and visitor enquiries. It is an ideal showpiece for new visitors to campus with our student staff team happy to engage and inform visitors as well as prospective and current students. We open the space at weekends for University and student-run events as well as Welcome Week. The space is also used for small exhibitions and displays. In 2022-23 our Welcome Point team handled **38,208** enquiries*, a 29% rise on last year.

2ND HAND BOOKSHOP

With the movement to more course material being online, the requirement for students to purchase books has declined dramatically. Last year, the bookshop was closed part of the time due to social distancing rules, and sales fell to £4,778. This year, sales have increased to £6,705 (992 books sold / 628 previous year) a rise of 40% against last year's sales but still well short of the sales figure of £43,000 we had in 2019.

During the period May 22 to April 23, we paid out £5,848 to students for books sold, with books priced on average at least two thirds less than the new price, meaning that the total saving made by students accounting for both buying and selling books was in the range of £17,500. Due to the falling sales figures, we are considering options for the future of the bookshop, including a potential shift to an online marketplace model.



HISTORICAL TOURS

Last year we reported that the tours were slowly recovering from the impact of the pandemic. This year we have had 1,953 (889)² individuals on our scheduled tours, a rise of over 100%. We also delivered 75 (26) privately booked tours and had a further 1,142 (228) visitors attend giving us a total of 3,095 (1,117) visitors over 2022-23, a rise on the previous year of over 175%.

We continue to work with University Conferencing and Events and the Schools and Colleges on running tours in partnership, as well as with International and local school groups. This year we have operated at levels far above pre-pandemic and as demand has grown, we have recruited a further six new student guides who have completed their training with a 'Historical Blue Badge' trainer to meet the demands for this coming summer.

38,208
enquiries
handled by
the SRC
Welcome
Point
team*

² Previous year's numbers in brackets throughout section.

GLASGOW STUDENTS' NIGHTLINE

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

Since May 2022, the service has:

- Stayed open for 91% of the year (since August, 155 out of 169 days)
- Received 97 IMs / 168 Phone Calls / 76 Instant Hang Ups.
- The top reasons for calls were anxiety, mental health, academic stress, family, loneliness, and relationships.

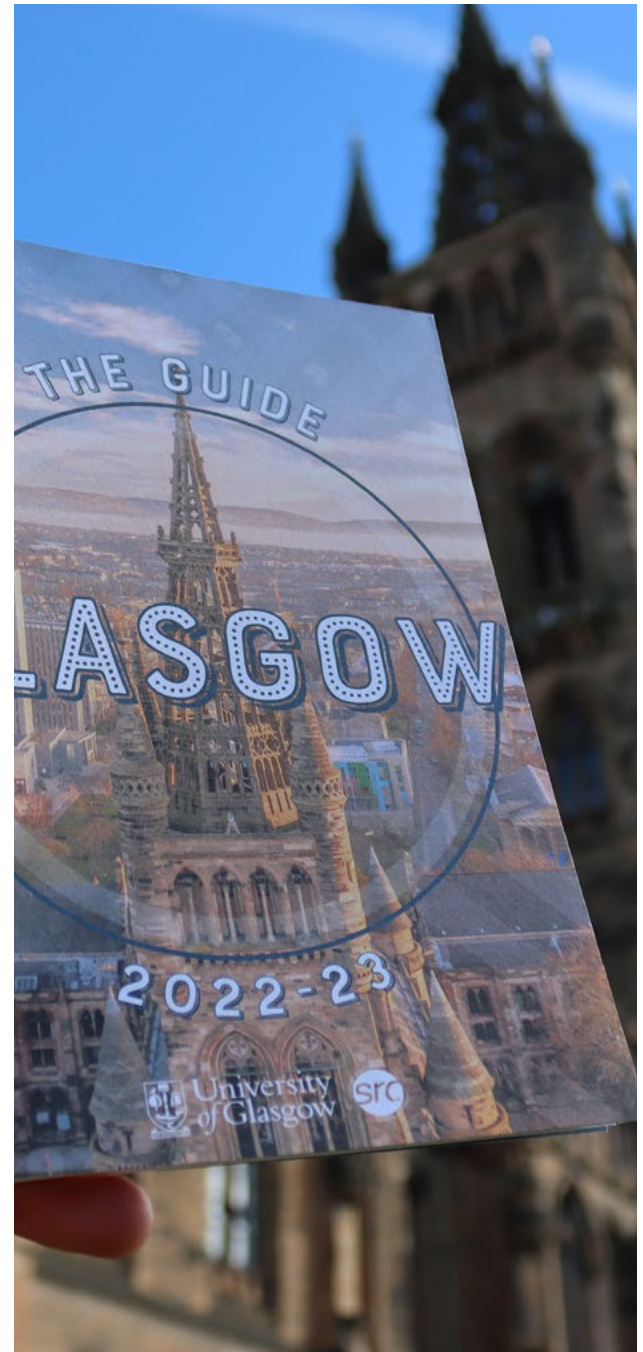
"The merger has been really successful for both the volunteers and the students it's designed to support. The volunteers have met and made new friends from different Universities across Glasgow which has been great for expanding the volunteer base, as well as improving the diversity of Nightline volunteers."

"Due to an increased volunteer base, it has meant that the users of the service have seen a much more stable service, which is now open for the majority of six days a week and is there to provide support for longer, and more stressful periods of the year."

PUBLICATIONS

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

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



Student Opportunities & Community Engagement

Clubs and Societies Support

Our dedication to nurturing a vibrant and inclusive club community at the University is evident through our comprehensive Clubs and Societies Support initiatives. Throughout the year, we have worked to provide assistance, resources, and training to our extensive network of affiliated societies. This section highlights our efforts in various key areas.

We have strengthened affiliations to **328** societies* with a membership of **18,975** students (approx. ½ of all UofG students are in a Club or Society). The HEAR recognition programme has been instrumental in acknowledging the valuable contributions of students holding committee positions.

We have also prioritised training, equipping society committee members with essential website skills and providing comprehensive induction sessions. Financial support has been a focus, with greatly increased club sales and the introduction of new services to facilitate smoother financial management. Our commitment to club events has been enhanced through a dedicated events section on our website.

Furthermore, we have tackled the challenges of space availability on campus and made significant strides in addressing clubs' storage needs. Lastly, we have implemented important changes, including the Welfare Officer position and the establishment of significant new grants funding.



328
SRC affiliated
Clubs &
Societies with
18,975
members:
approximately
half of all UofG
students*

AFFILIATIONS & ENQUIRIES

As of May 2023, we have 328 affiliated societies with 18,975 members*; 12,701 of these members have signed up through the SRC website or app. During the year we received over 6,300 club enquiries through our Clubs & Socs mailbox, a substantial 59% rise from the 3,961 last year as our team works to support societies more with their events and finances.

HEAR (HIGHER EDUCATION ACHIEVEMENT REPORT)

For 2021-22 we processed 847 HEAR recognition forms. We are still currently processing forms for 2022-23, however we have a total of 868 submitted so far. We have successfully secured HEAR recognition for three additional committee positions in clubs and societies: Welfare Officer, Publicity Coordinator, and Events Coordinator. As a result, students undertaking these roles will now have the opportunity to include them on their academic transcripts, acknowledging the value of the skills they have developed and the experiences they have gained through their involvement in these positions. The HEAR system still continues to be clumsy and bureaucratic, thereby limiting our ability to ensure students benefit from this opportunity.

TRAINING

In order to provide society committee members with the necessary skills to effectively utilise our website's features, we delivered 34 website training sessions, with an impressive attendance of 383 society committee members—a significant increase from the previous year's 47 participants. Through this training, clubs gain access to a range of valuable website features. They can seamlessly manage memberships, conduct event, and merchandise sales, communicate through our GDPR Compliant messaging system, store important documents, and effectively advertise their events and news stories.

In addition to website training, we also conducted committee induction sessions to ensure that club committee members are equipped with the knowledge and tools to effectively lead their societies. We provided comprehensive induction training to 535 club committee members, marking a notable rise of 151 compared to the previous year. With 38 induction training sessions, we covered essential topics, including governance, event planning, and effective leadership.

Furthermore, we recognise the unique needs of new club committees and, in order to support them in managing club finances and mastering website operations, we offered one-to-one sessions to a select group of societies (39 in total). Going forward, we plan to formalise and expand this personalised support to assist even more societies in their financial management and website utilisation.



CLUBS' FINANCES

We have seen a significant growth in societies' online sales this year, with an increase from £25,285 last year to £173,815 processed through our website. To further support our societies, we offer the convenience of booking our card machine for events, enabling seamless sales processing for societies. Additionally, we provide the clubs holding account, allowing clubs to have their membership fees paid directly into this dedicated account. Through this system, an additional £122,031 worth of club funds has been processed, resulting in a total sales income for clubs of **£295,846*** for the year. Moreover, through the clubs holding account, we have processed expenditure payments amounting to £268,221.

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

£295,846
society event income
processed through
new events platform*

Student Opportunities & Community Engagement

CLUB EVENTS

In September 2021, we introduced the events section of our website, allowing us to showcase not only SRC events but also club and society events. This feature prompted great enthusiasm from clubs, even with a soft launch. During the initial phase, we listed 84 club events (out of a total of 295 events), resulting in an impressive 3,348 tickets being sold across all events.

Building on this success, we have experienced significant growth in this section of our website, over the past year showcasing **516** club events (out of a total of 878 events listed), generating outstanding ticket sales of **10,403*** across all events. This surge in event listings and ticket sales highlights the thriving club and society activities within our university community.

By providing a dedicated platform for clubs to promote their events, we have fostered greater engagement and participation among students. This enhanced visibility and accessibility have contributed to the impact and vibrancy of club events, enriching the overall student experience at our university.



516
society events
hosted on our
website with
10,403
tickets sold
via our events
platform*

CLUB STORAGE AND SPACE ON CAMPUS REVIEW

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

Storage Space

Building upon the recommendations from the report, we successfully advocated for the development of a dedicated storage strategy specifically tailored for clubs and societies. We are actively working in collaboration with the University Estates team to bring this strategy to fruition over the summer.

Space on Campus

Our lobbying efforts resulted in the removal of the post-6pm booking policy, granting clubs and societies the freedom to book spaces during teaching hours and therefore expanding the range of events they can host. We also lobbied to secure funding to rent external spaces in Glasgow for the next academic year, enabling us to enhance the valuable support for club and society activities we will offer.

WELFARE OFFICERS

We have taken proactive steps to encourage clubs to establish the role of Welfare Officer. To ensure clarity in their responsibilities, our website now provides a dedicated resource base outlining the role. The Welfare Officer's primary purpose is to guide students towards appropriate support services and advocate for improved accessibility and inclusion initiatives within clubs, thus safeguarding individuals. Starting next year, it will be mandatory for all societies to appoint a Welfare Officer, emphasising our commitment to effective student safeguarding and fostering a culture of inclusivity.



CLUBS SIGNIFICANT GRANTS FUNDING

We secured funding to launch a significant grants funding opportunity for clubs and societies. The newly established grant, valued at **£20,000***, will be allocated annually among societies that are interested in organising large-scale events, such as hosting conferences, or undertaking projects like procuring essential supplies for their activities or campaigns. This initiative will serve as a valuable addition to our current grant scheme, which supports clubs and societies in need by offering grants of up to £500.



MODEL CONSTITUTION

The Model Constitution for Clubs and Societies was updated this year. The revised model constitution provides detailed guidelines to ensure that clubs and societies establish effective and comprehensive procedures for handling complaints and disciplinary matters. It also offers clear directives on the types of complaints and issues they can address, as well as providing appropriate responses and referral pathways for handling gender-based violence complaints and other serious issues. This ensures that such matters are reported and resolved in an appropriate and timely manner and safeguards society members. Ahead of next academic year, the constitutions of clubs and societies will be made available online for UofG students to view prior to joining, promoting transparency, and enabling students to familiarise themselves with the operational processes of each society in advance.

£20,000
significant grants
funding secured for
Clubs & Societies*

Student Opportunities & Community Engagement

Volunteering

The dedication of our student body is reflected in the impressive statistics of our volunteering programmes. Throughout the year, we had 758 volunteers engaged across 65 different volunteering opportunities, facilitated by 37 community and student-led providers. In total, an impressive 8,820 hours were logged by our student volunteers.



UOFG VOLUNTEERING AWARDS

The UofG Volunteering Awards, a prestigious new initiative by SRC Volunteering, commend students who selflessly dedicate their time to benefit others. These awards aim to surpass the traditional avenues of volunteering recognition; they embody the transformative power of volunteering and the invaluable skills our students cultivate throughout their time at the University. The awards encompass a diverse range of volunteer activities, including SRC Volunteering projects, committee roles, sports coaching,

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

Since their establishment in October 2022, the awards have received 76 reflective submissions, showcasing the remarkable impact of our students, and we expect next year to be even better. The UofG Volunteering Awards celebrate volunteers' contributions and inspire a culture of volunteering throughout our university community.

CLUBS & SOCIETIES VOLUNTEERING

Moving our volunteering portal onto our new website and membership management system has enabled us to engage better with our club and society members, many of whom volunteer as committee members and make valuable contributions within the local community. Students who are part of any UofG club or society have a dedicated space within their profile to keep track of their volunteering hours and any skills they have developed, which can be logged either

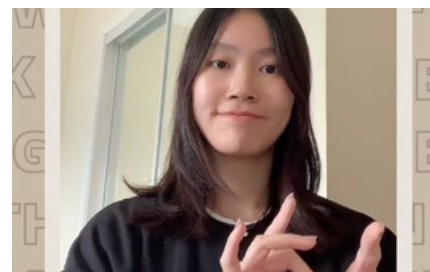
via our website or App, which in turn enables us to offer formal recognition for their work and assist with reflecting on and articulating employability skills and attributes developed through their extracurricular activities. This system is still at an embryonic stage but we're optimistic that it will greatly enhance the SRC's capacity to deliver on its priorities under our "Community Engagement" strategic aim.

"I wanted to connect with the real-life people around us instead of only being focused with academics. I also wanted an avenue to make a difference tangibly and create opportunities for inclusivity."

- Chanel Kuah, Sign Language Society.

"Volunteering has always been a fundamental part of my life, and it's always healthy to get outside your head space and focus on bigger things. This role has allowed me to engage with students with the topics they feel truly passionate about, offering new opportunities to publicise the work they want to delve into."

- Stephanie Fleming, Neuroscience Society





STUDENT VOLUNTEERING WEEK

In February 2023, we took part in the UK Student Volunteering Week. We hosted several events and opportunities throughout the week, in collaboration with local charities, including:

Repair Café

The Advanced Research Centre (ARC), Saturday 18th February

We teamed up with Repair Café Glasgow to host a Repair Café on campus, in the University's Advanced Research Centre (ARC). Volunteers from our GU Stitch and Engineers Without Borders societies worked with the repairers, to assess items – clothes, small appliances, jewellery, electronics, and toys – brought in by students and members of the public for repair. Visitors also enjoyed refreshments provided by Glasgow University Service to the Homeless' (GUSH) volunteers.

Refuweegee

James McCune Smith Building (JMS), Tuesday 14th February

We set up a stall in the JMS, encouraging passers-by to write a 'letter fae a local' for our community partner, Refuweegee, who provide support and a warm welcome to forcibly displaced people arriving in Glasgow. Each letter is placed into one of Refuweegee's welcome packs, which contain essential items for all those new to Scotland.

Volunteering and Social Justice Fair

The Advanced Research Centre (ARC), Monday 21st February.

We invited our community and student-led partners to take part in our Volunteering & Social Justice Fair in the ARC in September 2022 and February 2023, to encourage and motivate students to participate in community and on campus volunteering.

SCHOOL VOLUNTEERING INFORMATION SESSION

In January 2023, we invited teachers from Glasgow City Council's Improvement Challenge Team onto campus, to speak to our students about their paired reading and maths tutoring programmes for primary school children, 'Scotland Reads' and 'Glasgow Counts Together'. The programmes form part of a local authority initiative, which focuses on raising attainment levels in literacy and numeracy, particularly within areas listed high on the Scottish Index of Multiple Deprivation (SIMD).

'I've enjoyed seeing the enthusiasm and passion that the children have for learning and how much they love reading new stories and getting involved in different texts.' -
Nicole Murdoch, Scotland Reads Volunteer

VOLUNTEERING, CLUBS AND SOCIETIES (VCS) AWARDS

Our annual Volunteering, Clubs and Societies (VCS) Awards, celebrates the achievements of our student clubs, societies, and volunteers. This year saw 793 nominations across our ten award categories: our highest number yet! Student Action for Refugees (STAR) received the Principal's Award for Civic Engagement, for their volunteer work with refugee and asylum communities.

Award Winners:

- **GU Club or Society of the Year**
Malt Whiskey Society
- **GU New Club or Society of the Year**
History Society
- **GU Club or Society Event of the Year**
Enactus Glasgow: GU Meet Cute
- **GU Club or Society Fundraising Award**
Charity Fashion Show
- **GU Academic Club or Society of the Year**
Neuro Society
- **GU Club or Society Online Presence of the Year**
Urology Society
- **GU Inclusive Club or Society Award**
Shakespeare Society
- **GU Award for Campus Volunteering**
Yuting Tian
- **GU Award for Community Volunteering**
Alex Nelson
- **GU Principal's Volunteering Award for Civic Engagement**
Student Action for Refugees (STAR)



Student Opportunities & Community Engagement

Community Engagement

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

MERRY-GO-ROUND

Merry-go-round are a local social enterprise, providing support to families in Glasgow to make life easier and reduce the financial and environmental impact of raising children. Our volunteers put together Carousel packs, given to families on lower incomes; stock pre-loved items in Merry-go-round's boutique charity shop in the Southside; and help with preparation for their biannual Mega-Sale in The Briggait.

"Speaking to the parents and meeting some of the children that benefit from sales like this one made me realise what a positive impact this charity has on the community."

Olivia Lalieu, Volunteer

"Glasgow University volunteers support our staff and volunteers to get stock ready for our shop and carousel packs, which are redistributed to families on low income ... This is a fab opportunity to get involved in something fun and worthwhile, while making friends." - Gillian Jamieson, Volunteering Coordinator, Merry-go-round



POSSIBILITIES LTD.

We partner with North Glasgow based charity, Possibilities, who "give members with disabilities access to the resources they require and support them to grow, learn, and develop, so that they can achieve their goals within society rather than feel isolated in their own homes." Our volunteers help as Support Assistants for Possibilities' evening social clubs, available to adults as well as children and young people aged 5 - 12. Activities include arts and crafts, music, drama, games, and sports. They also offer their time as drivers and helpers for meal deliveries, delivering lunches to older, isolated, and disabled residents within the Springburn, Possil, Milton, and wider communities.

"Glasgow Uni volunteers support our small number of staff in a big way, helping make the members' time here fun while building trust and helping to make the members feel like Possibilities is a second home to them. For example, F joined us to gain some experience alongside his university work and has worked hard in reaching through to the younger men of our club. F has become a valuable volunteer in engaging with our members and bringing fun competition to our activities. Other volunteers enjoy helping out on the meal delivery run by taking food to the vulnerable in the community who look forward to their visit and may only be the visitor they receive on that day or week. A friendly, helpful face is also appreciated by staff." - Margaret Elliot, Volunteer Coordinator, Possibilities Ltd.

SMART WORKS SCOTLAND

As Stylist Volunteers, our students help Smart Works Scotland in supporting thousands of women into employment. The women who come to Smart Works are referred from Job Centres, mental health charities, women's refuges, homeless shelters, the prison service, care service and youth organisations. Smart Works set out to give their clients not just the practical tools, but the self-belief and confidence to succeed.

VICTORIA JUNIOR PARKRUN

Over the last year we have worked with Parkrun on their junior events, for children aged 4 - 14 years old, which take place across various parks around Glasgow. Parkrun gives an opportunity for all in the community to exercise for free on a weekly basis in a fun and friendly environment. Our students help set up the course and ensure that everyone gets around the route safely.

NORTH GLASGOW COMMUNITY FOOD INITIATIVE

Our volunteers work with North Glasgow Community Food Initiative, to empower individuals to lead practical and sustainable food-related activities that improve health and wellbeing and help to build stronger, more cohesive communities. Students offer support as cooks within the community cafes and volunteer in the gardens and allotments, teaching the community how to grow their own fruit and vegetables.

"By volunteering with an organisation that I hadn't met prior I was able to see and learn about how they operated to make social changes in the community with respect to food waste, enabling me to become more socially

aware as well as learning how to improvise and be resourceful." -

Thea Buksh, Student Volunteer

WOODCRAFT FOLK

Woodcraft Folk help children and young people grow in confidence, learn about the world, and begin to understand how to value our planet and each other. Our student volunteers host weekly groups across the city as well as day trips and camps during the school holidays. These involve a wide range of activities, with an emphasis on the outdoors, exploring nature and bushcraft.

"I choose to volunteer to give back to my community, make a positive impact, and shape the attitudes of children towards social and ethical issues. Volunteering allows me to gain new skills and meet new people" -

Verónica Ortiz, Student Volunteer



COMMUNITY INFOSOURCE

Students continue to help Community InfoSource deliver their Wellbeing Project, which provides a range of activities for refugees and asylum seekers to help improve their mental health and overcome feelings of isolation. Activities include befriending, digital support, ESOL classes, cycling trips, hill walks, and city tours.

"Mohammad is directly responsible with supporting 12 people gaining access to further education with colleges in Glasgow. In total, Mohammad has supported 60 learners in Glasgow accessing services that are available to them whilst building confidence in English language and knowledge of people's new city." - **Stuart Radose, Wellbeing Project Coordinator, Community InfoSource**

I love volunteering because I love to serve people, it's really rewarding, and it makes me feel content and happy. The reason I volunteer for Community InfoSource is because they deliver ESOL classes, so it's a really good opportunity for me to educate people and help them to improve their English ... It really makes me feel thrilled when I see a student improve their English step by step. When they come to us they often don't speak a word of English, and in a couple of weeks can say phrases, ask questions, go grocery shopping on their own, or speak on the phone to a doctor, so it's really rewarding to me." - **Mohammad AL Khatib, ESOL Student Volunteer with Community InfoSource**

"I think my volunteering has made a big impact. It can be so isolating when you don't know the language of the country you're living in and you can't read the letters that you're getting from the government or read the signs on the bus or subway, or even Google Maps. If you don't have the same alphabet, it's difficult to read the titles of the buildings, and just getting to know that basic level of English that can help you move around the city, meet new people and make new connections is so empowering." - **Lucia Badiola, ESOL Student Volunteer with Community InfoSource**

Student Opportunities & Community Engagement

Student Media

GUSRC continues to support a range of student media, attracting around **500** volunteers* per annum and providing a host of personal development opportunities whilst promoting student engagement and encouraging discourse and debate.

THE GLASGOW GUARDIAN

This year has been a year of transition and growth for The Glasgow Guardian.

The Guardian produced, news content reflecting a pro-student viewpoint and a culture team that covered every major cultural festival in the city. Additionally, they launched a new World section and redesigned the print issue.

The Guardian continued to grow their alumni network, hosting a series of careers workshops with successful journalists such as Ewen MacAskill and Catherine Salmond. The impact of these talks is hard to quantify, but the events were very well attended and have resulted in their team members gaining professional work experience through these connections fostered at The Glasgow Guardian.



GUST

Glasgow University Student Television (GUST) resumed having regular in-person meetings and studio sessions after a two-year break. This helped the station grow considerably and produce regular programmes again. During Welcome Week, as usual, GUST covered a full week's worth of programming. Throughout the year, members worked on a range of projects that were broadcast on their website as well as submitting to the National Student Television Awards. Additionally, holding regular socials, taking on video commissions, and live-streaming of multiple events as well as organising pub quizzes and bake sales, helped not only to fundraise for the station but also to get new members involved and excited about creating programmes.



500
volunteers
per annum
engage with
our thriving
student
media*

(GUM)

GUM is Scotland's oldest student publication which offers a range of high-quality commentary and coverage of culture, art, politics, and fashion. Over the past year, the magazine has published three issues which have been distributed throughout the West End of Glasgow. As well as this, the team has worked tirelessly to host a number of successful events and to continue to grow the publication's online presence.

At the recent Student Publication Association National Awards, GUM was shortlisted five times. The publication won the award for 'Best Magazine Design' and was highly commended in the 'Best Lifestyle Piece' category. This strong showing is a testament to the hard work and dedication of team members throughout the year.



SUBCITY RADIO

Subcity Radio (est. 1995) is a non-profit, volunteer-run freeform radio station, arts collective, and events promoter based at the University of Glasgow. The station is known for its inclusive community, inviting not only students but those outside the GU student bubble to be part of its infrastructure.

Subcity Radio is proud to host over 100 shows, broadcasting at various times of the day, 7 days a week, all year round. They particularly encourage women, LGBTQ+, POC, and unemployed individuals to apply for both team and show applications.

A core component of their presence in the Glasgow music scene, Subcity's events are as iconic as they are diverse. The station continues to fund itself through successful events ranging from club nights, audio-visual ambient nights, and special broadcasting, all sound-tracked by DJs from the station.

Student Media Awards

Glasgow Guardian

- **Best Journalist:** Luke Chafer
- **Highly Commended**
- **Best Journalist:** Athina Bohner
- **Outstanding commitment:** Luke Chafer and Kimberley Mannion
- **Best Scottish Political piece:** Luke Chafer
- **Highly Commended Best Publication**

GUM

- **Winner of Best Magazine Design**
- **Highly Commended for Best Lifestyle Piece** (also received an additional shortlist in this category)
- **Shortlisted for Best Science or Tech Piece**
- **Shortlisted for Best Science Publication or Section**



www.glasgowunsrc.org

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

“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.”

**University of Glasgow
Outcome Agreement 2022-23**



UNIVERSITY OF GLASGOW
STUDENTS' REPRESENTATIVE COUNCIL

Strategic Plan 2022-2027

A photograph of the University of Glasgow's Main Gate, a large stone archway with Gothic architectural details, set against a purple gradient background. The gate is flanked by stone pillars and has a sign that reads 'MAIN GATE'.

Our Purpose

Read more about our Purpose, Mission, and Vision on **Page 12.**

We exist to be the independent student voice at the University of Glasgow.

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WELCOME

GUSRC is delighted to present to you this, our fourth Strategic Plan...

GUSRC is delighted to present to you this, our fourth strategic plan. Our previous plan covered the period 2015-2020 and we had envisaged issuing a refreshed plan in 2020. The COVID-19 pandemic then arrived and so we took the time during the course of the pandemic to consider carefully and consult widely on the content of this plan, given the huge changes in the environment for students at Glasgow and for the SRC itself. This plan covers a 5-year period from 2022 to 2027. It provides an overall framework for our development over this period, whilst recognising that we must approach our work in a flexible way to reflect the pace of change within the University, the student community and wider society.

The SRC is a democratic organisation, and it is important that the year-to-year priorities and focus are reflective of the aims of the elected Council members and the Executive team of student sabbatical officers. **This Strategic Plan provides an overall structure within which the SRC operates, defining our Purpose, Mission and Vision and outlining the broad aims that we will follow over the next five years.**

The plan reflects the SRC's status as the only cross-campus representative body recognised as such by the University, and our unique ability to facilitate student-led services and opportunities for students, with strong organisational capabilities built up over time.

As well as **what** we do, it is important for an organisation like the SRC to consider **how** we do this and so we have taken the opportunity to revise and update our organisational values. These reflect a need for us to collaborate with the University and others – *"collaborate where we can, challenge where we should"* – and to reflect the growing consciousness within the student community around issues such as Equality, Diversity, Inclusion, and Environmental Sustainability.

We know that the coming five years will bring both challenges and opportunities for students and the SRC is committed to working alongside our diverse student community to address these challenges and exploit these opportunities.

Rinna Väre
President
2022/23



Bob Hay
Permanent
Secretary



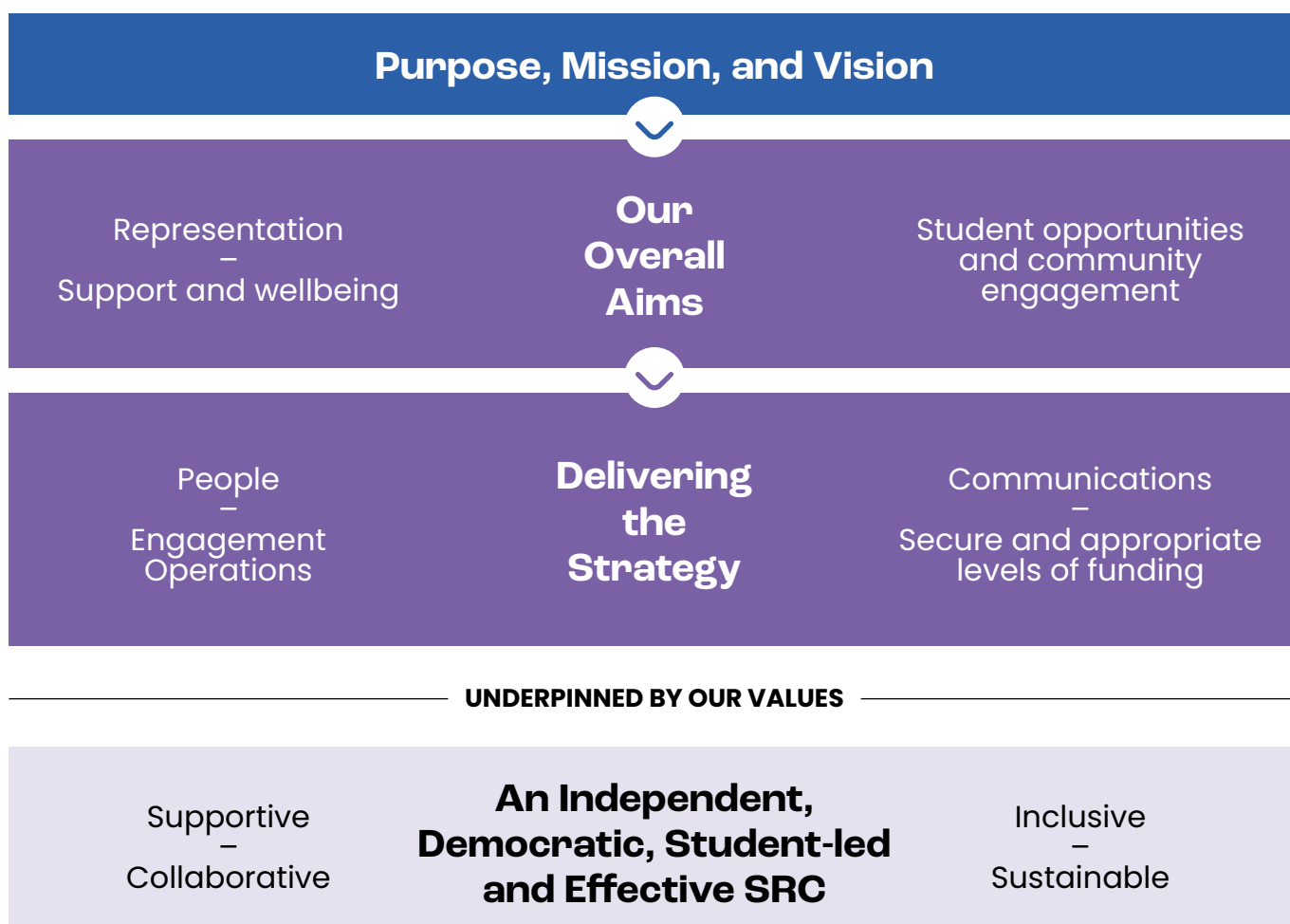
DEVELOPING THE PLAN

...for an independent, democratic, student-led, and effective SRC.

Overview of the strategic plan:

The strategic plan draws heavily on a programme of consultation undertaken throughout 2021 and early 2022, which involved extensive input from a range of stakeholders, including senior University staff, GUSRC staff, student clubs and societies as well as the student body as a whole. We are indebted to everyone that has contributed, whether through this formal process of consultation or more generally.

We concluded that the previous Strategic Plan had served the organisation well and that the new plan should be seen as an evolution from the previous iteration. Our consultations did, however, highlight areas where the plan could be given even greater clarity, focus and coherence, whilst identifying a number of significant issues in the external environment that the strategic plan (and the activities that flow from it) should address.



ABOUT THE SRC

We are the only organisation with the remit and responsibility to represent the interests of UofG students.

Glasgow University Students' Representative Council (GUSRC) is a student-led, non-incorporated charity. We are the only organisation with the remit and responsibility to represent the interests of UofG students to the University and beyond. All students at the University are members of GUSRC (unless they choose to opt out) and membership entitles students to vote for and stand in elections – all students can use and benefit from our services, even if they have opted out of membership.

1895 Ordinance

At Edinburgh, the Fourth day of February Eighteen hundred and ninety-five years.

(Preamble)

I. The Students' Representative Council in such University shall submit to the University Court for approval the regulations under which it has been formed or now exists, and these regulations as approved, or with such alterations as may from time to time be approved by the University Court, shall form the constitution of the Students' Representative Council, and shall, subject to the provisions of this Ordinance, determine the functions thereof, and the mode of election thereto.

II. After the University Court has approved of the constitution of a Students' Representative Council in any University, alterations of the said constitution shall be of no effect unless and until they receive the approval of the University Court.

III. (1) The Students' Representative Council shall be entitled to petition the Senatus Academicus with regard to any matter affecting the teaching and discipline of the University, and the Senatus Academicus shall dispose of the matter of the petition, or shall, if so prayed, forward any such petition to the University Court, with such observations as it may think fit to make thereon.

(2) The Students' Representative Council shall be entitled to petition the University Court with regard to any matter affecting the students other than those falling under the immediately preceding sub-section.

(3) Nothing contained in this section shall be held to prejudice any right of appeal which may be competent under section B, sub-section 2, of the said Act, nor the powers and jurisdiction of the Senatus Academicus with regard to the teaching and discipline of the University.

IV. This Ordinance shall come into force from and after the date of its approval by Her Majesty in Council.

In witness thereof these presents are sealed with the Seal of the Commission.

A.G. Kinnear, Chairman

Approved by Order in Council,
dated 29th June 1895.

Council is the governing body of GUSRC; there are currently 47 elected positions on Council, increasing to 49 in July 2023, including the Executive team of four sabbatical officers (President and Vice Presidents for each of Education, Student Activities and Student Support). These are the Trustees of the organisation and benefit from annual induction and training support.

Council and the Executive Team are supported by the Permanent Secretary (who fulfils a Chief Executive role) and a staff team that is responsible for day-to-day delivery of the organisation's objectives and its administrative functions, with staff roles relating to Advice, Policy, Training, Volunteering, Administration, Reception, and Marketing and Communications.

GUSRC is largely funded by a University Block Grant, which is negotiated on a year-to-year basis, alongside a range of fundraising and miscellaneous income from the delivery of its activities.

Driven by the three strategic aims of the previous strategic plan (Representation and Engagement, Support and Wellbeing, Volunteering and Community Engagement) the SRC delivers an extensive programme of activity each year, some illustrative examples of which are shown below.



Our preceding strategic aims

REPRESENTATION AND ENGAGEMENT

- Providing the necessary support to elected officers including Council, Executive and Class Representatives;
- Influencing decision making at all levels of the University;
- Providing student input on important academic issues, such as the Student Code of Conduct, subject reviews, library access, and approaches to remote and blended learning;
- Providing student input on social and support issues such as student accommodation, period poverty, mental health issues and gender-based violence;
- Proactive activities and events to engage with postgraduate and international students.

SUPPORT AND WELLBEING

- Operating the "Welcome Point", which is a key entry point for students, prospective students, and a range of visitors to campus;
- Delivering GUSRC's Advice Centre, which provides high quality, impartial advice and representation on a range of welfare and academic issues;
- Delivery of additional "money saving" services for students including the second-hand bookshop, printing and photocopying facilities and the "Student Job Hub" service in partnership with UofG Careers;
- Producing "The Guide", which is the key introductory document for students to life at the University and Glasgow in general;
- Coordination and administration of UofG Welcome;
- Coordination and delivery of peer-to-peer educational projects around Mental Health and Gender-based Violence.

VOLUNTEERING AND COMMUNITY ENGAGEMENT

- SRC Volunteering, which has a particular focus on developing external links and volunteering opportunities throughout the city and beyond;
- Contributing to a wide range of civic engagement projects in areas such as environmental improvement, refugee support and support to homeless people;
- Delivery of University of Glasgow tours, with students employed as tour guides;
- Support (including promotional and marketing support, funding, financial management and other practical support to an extensive range of student clubs and societies);
- Specific support to student media including Glasgow Guardian, Glasgow University Student Television (GUST), Glasgow University Magazine, Subcity Radio.

HOW WE MAKE A DIFFERENCE



It is crucial that we continue making a genuine positive difference to the lives of students and, as set out later in this strategic plan, we have refined our three key strategic **aims** (under the headings of Representation, Support and Wellbeing and Student Opportunities and Community Engagement) where we look to make such a difference. We deliver a range of **activities and services** in support of these aims; these are typically aligned with one or other aim but sometimes make a contribution across the aims. Within this overall picture, we have set particular **priorities** for areas that we wish to focus on during the 5-year period of this plan.

GUSRC believes that we must be clear about the specific and unique capabilities that we will bring to the delivery of our Purpose, Mission and Vision. This reflected in our **Capability Statement**.

We are committed to continuous improvement in what we do and how we do it, building on the below capabilities and responding to the ever-changing environment that we describe in the following section.

Capability Statement

FUNDAMENTAL CAPABILITIES

We are recognised by Ordinance of the University as **the representative student body** for the University of Glasgow.

We are a **student-led** body, which is **independent** of the University, and therefore able to engage with students, and deliver activities, in ways that the University may not be able to.

Having **universal membership** amongst students (except for the very small number of students that opt out) puts us in a unique position to deliver services that are not linked to other student bodies and are made available and promoted to all students.

SUPPORTING CAPABILITIES

We have in place **clear and effective organisational structures** to perform our purpose and specific activities.

We have a **highly experienced and committed staff team** with deep knowledge of our role and expertise in delivering our activities.

We retain the **organisational flexibility and agility** to make things happen quickly.

We are able to deliver services and activities in a way that offers **significantly greater value for money** than would be the case for alternative means of delivering functions and services.

OUR MEMBERS

The student body is changing, and our efforts must reflect that.

Student numbers continue to grow and there are increasing numbers of part-time students, adult returners and postgraduate students. The number and diversity of international students continues to grow as does the number of online learners. This brings significant challenges and resource requirements in terms of engaging with, and representing the needs of, the student body.

The effects of the pandemic have extended and amplified the **wellbeing and support** needs of many students, who need additional support, delivered in the right way, to ensure that they gain the most from their university experience.

Our consultations highlighted strong indications of a **broader social consciousness** re-emerging within the student body, relating particularly to issues such as climate change and equality, diversity and inclusion.



How the University's strategy links to our own.

The University issued its own strategy in 2021 with the theme of World Changers Together and the key elements of this are summarised below.



World Changers Together: World Changing Glasgow 2025

VISION

To be The World Changing University. Our inventions, interventions and innovations have helped to shape the social, cultural and economic prosperity of our city, our country and civilisation itself.

PURPOSE

Transforming lives through ideas and action. Our teaching inspires our students. Our research inspires the world... Our staff and students use their developing skills and newfound knowledge to educate, to heal, to fight for justice and equality, to advance global society and to flourish as purposeful individuals.

MISSION

To bring a community of world changers together. We seek the finest minds from around the world to join Glasgow's growing international University community... driven by a unifying desire to change the world for the better.



VISION IN ACTION

Inspiring People
Global Perspective

World-Class Research
Lasting Impact

Outstanding Teaching
Life-Changing Experiences




VALUES

Ambition and excellence
Curiosity and discovery
Integrity and truth
An inclusive community

STRATEGY

Community
Connectivity
Challenges



**“Collaborate
where we
can, challenge
where we
should”**

THE UNIVERSITY CONTINUED

GUSRC can make common cause in contributing to the delivery of the University's strategy, being supportive of the Purpose, Mission and Vision set out therein. We also have a key role in shaping and contributing to the delivery of the University's Learning and Teaching Strategy and the recently developed Student Experience Strategy.

GUSRC's role with respect to the University's strategy has always been that of a "critical friend" and "collaborating partner"; this will continue. We will look to hold the University to account in terms of whether its actions and decisions live up to its respective strategies and best serve the student body, whilst also delivering activities and services that assist with the delivery of the strategy, where we are particularly or uniquely positioned to do so.

Within the "strategy" element of World Changers Together there are areas of particular relevance to our work. All of these areas impact on the learning and wider experiences of students as well as on their potential to develop as "world changers".

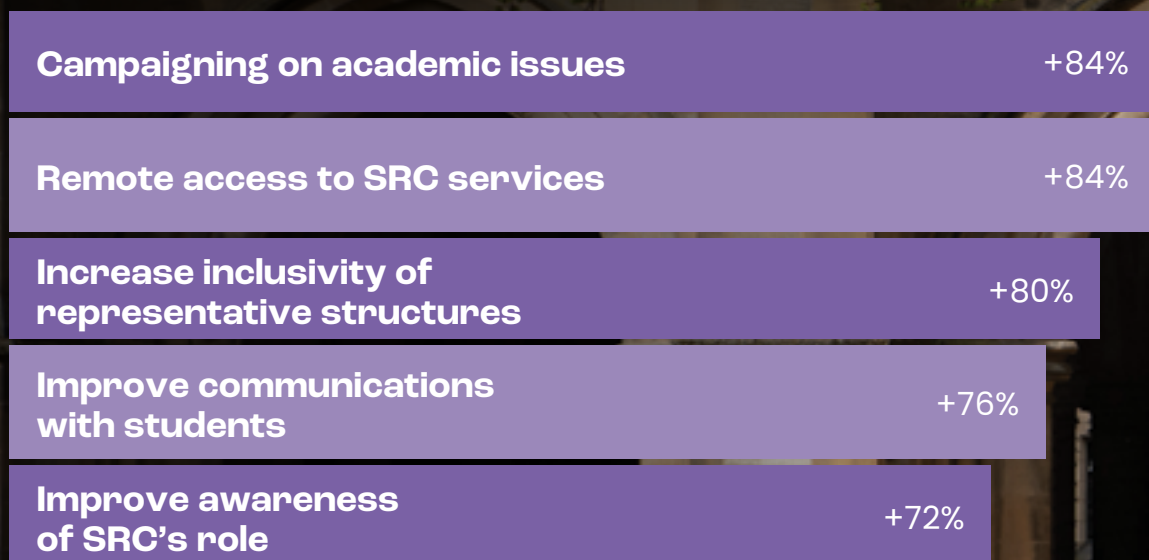
Under the theme of **Connectivity**, the University sets out aspirations to create collaborative and social space on campus, to invest in digital relations and to adopt collaborative technologies for flexible work and study; under our engagement and representation activities we will aim to assist the University in ensuring that the implementation of such themes in practice is of genuine benefit to the student experience.

The University strategy references certain **Challenges** in relation to challenge-led research, reimagining and building a sustainable future through its research and actions. Again, it is important that we effectively represent students, including research students, in relation to the pursuit of these aspirations.

Under the theme of **Community**, the UofG strategy refers to leading with its values, putting people first, engaging with its civic mission and strengthening partnerships to amplify the University's local and global impact. Work we have already undertaken as well as projects in development under our

Student's top priorities*

* Based on % that say more important less % that say less important.



Student Opportunities and Community Engagement aim, will contribute significantly to the achievement of this part of the University's strategy.

Most importantly, we will reflect the priorities of students.

The consultations which shaped this strategy highlighted our campaigning and policy work along with our direct support to individuals on academic matters as of particular importance to students.

In a wider sense, students saw GUSRC as having an important role in contributing to **a shared sense of community amongst University of Glasgow students** – particularly important given changes in the student population, burgeoning mental health issues and physical changes in the University Estate.

A fairly common issue raised by students related to how we approach our business, in particular, our **communications and engagement** activity. Student feedback highlighted a desire to better understand the broad range of activities

we undertake and a desire that we offer a variety of ways to engage with and through our work. We recognise that effective engagement is important in carrying out our representative functions and that we must continue to strengthen and develop our approach to communications.



PURPOSE, MISSION, AND VISION

The independent student voice at the University of Glasgow.

The mission adopted in the previous strategy was *“To provide effective representation, support, opportunities and services for and on behalf of the students at the University of Glasgow”*. This remains a valid articulation of the SRC’s functions, but we believe that our representation role should be placed front and centre. This is our fundamental *“purpose”* and other functions follow on from this, with the strategic rationale for these deriving ultimately from the fact that GUSRC is **the only representative student body and the only student body of which all University of Glasgow students are a member**.

The vision set out in the previous strategy was to be *“The Independent Student Voice at the University of Glasgow”*. This statement has enduring relevance and appropriateness. However, we believe that greater clarity and coherence as to our overall positioning is helped by our adopting the structure of Purpose, Mission and Vision (reflecting that adopted by the University in its latest strategy).

PURPOSE

The reason for our existence.

MISSION

How we go about achieving our purpose – the *“business”* of the organisation.

VISION

What the future looks like for the organisation and the people we work with – the difference that we make.



Our statement of **Purpose** sets out WHY we do what we do, reflecting our fundamental reason for existence as an organisation.

OUR PURPOSE

The Independent Student Voice at the University of Glasgow.

Our **Mission** describes WHAT we will do over this business plan period in pursuit of this purpose and the way that we go about this.

OUR MISSION

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

Our **Vision** is a statement of WHERE the organisation is going and what we want the future to look like for GUSRC; this reflects strongly our organisational values.

OUR VISION

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

OUR AIMS

Our aims have been refined to provide a clearer focus to what we do.

Extensive consultation with our members and other University stakeholders **found a very strong consensus that the main thrust of our existing aims** Representation and Engagement, Support and Wellbeing, and Volunteering and Community Engagement **remain appropriate for GUSRC**. However, we also concluded that we could refine the articulation of these aims to provide a clearer focus to what we do. We have therefore set out our aims for this new strategic plan under three headings:

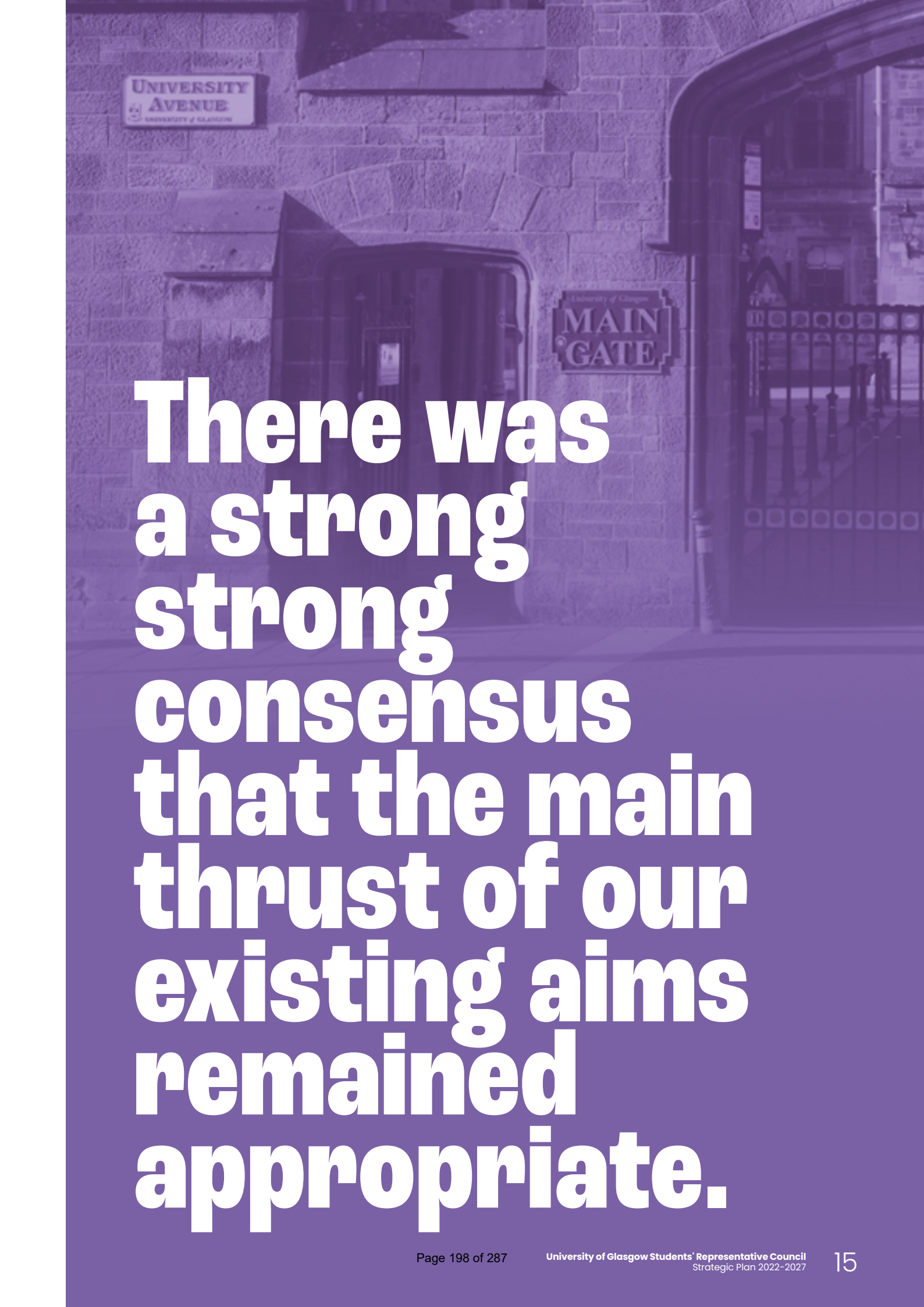
Representation

Support and Wellbeing

Student Opportunities and Community Engagement

The feedback we received from students confirmed the importance of all of these aims.

In the pages that follow we provide an overview of our approach and future priorities in relation to each of these Strategy Aims.

The background image shows the Main Gate of the University of Glasgow, a stone building with a large arched entrance. A sign above the gate reads 'UNIVERSITY AVENUE' and 'UNIVERSITY OF GLASGOW'. To the right of the gate, a sign reads 'University of Glasgow MAIN GATE'. The image is overlaid with a purple gradient.

**There was
a strong
strong
consensus
that the main
thrust of our
existing aims
remained
appropriate.**

Representation.

This means: being the voice of students within the University and elsewhere.

"Representation" is central to the existence of GUSRC, and we recognise that it should remain our central over-riding priority.

We believe that effective engagement is a necessary enabling factor for us to fulfil our representative functions. The challenge of broadening and deepening engagement has become even greater given the significant growth in student numbers, alongside changes in the characteristics and profile of the student body.

Enhanced engagement requires investment of time and resources to better understand the evolving student community and, thereafter, the capabilities and resources to effectively communicate, consult and engage with the student community. The latter is likely to have multiple components including direct engagement by student representatives at all levels (Sabbatical Officers, Council Members, Class Representatives) as well as the continued and enhanced development of marketing communications activity to engage with students.

UNIQUE ACTIVITIES AND SERVICES WITH A PARTICULAR FOCUS ON REPRESENTATION

- Democratic organisation with a University wide student constituency and statutory representative function;
- Providing support to SRC Officers in fulfilling their representative functions thereby enabling effective and informed evidence-led representation and campaigning;
- Delivery of training and ongoing support to Class Representatives;
- Student representation on all University decision making structures up to and including Court and Senate;
- Supporting campaigns on academic matters and wider issues as they relate to students;
- Facilitating the input and engagement of the student community as a whole into decision making and campaigning.

REPRESENTATION – OUR PRIORITIES

- Continue to maximise the effectiveness of our democratic, representative structures and, ensure that these structures are accessible to all students;
- Enhance campaigning activity by developing and further investing in our communications and engagement activity;
- Maintain support to evidence-based campaigning, lobbying and representational activity in the interests of our membership on campus and at local and national government level;
- Ensuring our elected officers including Council Members and Class Representatives are effectively supported in influencing decision making on academic and related matters at all levels in the University;
- Work alongside the University to broaden our understanding of and response to the changing behaviours, wants, and needs of the student population;
- Work with the University to improve postgraduate engagement with campus life.

REPRESENTATION – KEY OUTPUTS AND OUTCOMES

- We will continue to view feedback through the Enhancement Led Institutional review (and its replacement) as a benchmark of success;
- We will provide training to an average of at least 900 Class Reps each year with a target of 80%+ of participants indicating that they feel well prepared for their role through this training;
- A minimum of 1,000 students will take part each year in the nomination process for the annual Student Teaching Awards;
- We will provide support to at least 4 significant student-led campaigns each year, on issues relating to academic and/or welfare matters;
- We will monitor the profile of students involved in our representative and democratic structures and seek to optimise engagement with underrepresented groups;
- We will participate in 100% of PSRs and 100% of feedback will agree that the student representative made a constructive contribution to the process.

Support and Wellbeing.

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

These needs should be seen in the context of a very significant growth in student numbers.

There was a strong consensus across our stakeholder groups that there is a distinct role for support and wellbeing services that are independent from the University and student-led. Such services play a significant role as part of a mixed market of support provision, having particular benefits in more effectively engaging with students who may, for any reason, feel uncomfortable in engaging with services provided directly by the University. The concept of “*Student-led*” comprises different models of delivering support, including the support

of professional staff, through GUSRC’s Advice Centre and Welcome Point, as well as the significant and highly successful peer support and education programmes, such as Suicide Prevention (Mind Your Mate) and Gender-based Violence (Let’s Talk) delivered directly by students, and supported through the SRC.

The delivery of support on a student-led basis (either directly or indirectly) through GUSRC also delivers greater value for money as compared to more traditional or mainstream service delivery models.

In summary, there is a recognised need for student-led support and wellbeing activities but the demands on such services are increasing with the growth of the University and changes within it. Such services need to be properly resourced within a mixed economy of support activities.

ACTIVITIES AND SERVICES WITH A PARTICULAR FOCUS ON SUPPORT AND WELLBEING

- The SRC Welcome Point and Reception Services;
- The Advice Centre, providing a confidential information and representation service;
- Money saving services such as the printing and binding service and the second-hand bookshop;
- Campaigns on issues of direct relevance to student welfare such as mental health, safety and gender-based violence;
- Support to student-led groups that directly provide wellbeing support to the student population;
- Delivery of peer-led education and support programmes;
- Student-led UofG Welcome programme and associated induction activities;
- Activities programmed at The Gilchrist Postgraduate Club.

SUPPORT AND WELLBEING – SELECTED PRIORITIES

- Continue to provide a friendly and informed frontline Welcome Point service, which serves as a welcoming and effective gateway and source of signposting to services, and which enhances the reputation of the University;
- Ensure that the Advice Centre is appropriately resourced, to meet the growing and varying demands placed upon it. In particular, ensuring flexible service delivery methods to reflect changing needs and preferred means of accessing services;
- Continuous review of “*money saving*” services to ensure that provision is cost effective and offers value for money;
- Maintain provision of peer-led education as a vehicle for social education and attitudinal change. Identify new subject areas that would be a good fit for our delivery model;
- Review and enhance our communications activities and channels to maximise awareness of student-led support services, whether delivered directly by GUSRC or peer-led;
- Lead and manage an inclusive and accessible UofG Welcome, working with the University and facilitating links with other student bodies where appropriate.

SUPPORT AND WELLBEING – KEY OUTPUTS AND OUTCOMES

- Respond to increasing student numbers by increasing the capacity of the Advice Centre by 50% over the period of this plan;
- By the final year of this plan, over 50% of students involved in formal University procedures during that year e.g. Student Conduct, Complaints, Appeals will have consulted with the Advice Centre;
- We will continue to facilitate the development of student-led training initiatives that integrate with broader SRC and University priorities for student wellbeing with the aim of 1,000 students per annum participating in our peer-led training;
- We will provide support to at least 4 significant student-led campaigns each year, on issues of specific relevance to student wellbeing.

Student Opportunities and Community Engagement.

This means: enhancing students' experience of university, their personal and professional development, and their opportunity to contribute to wider society.

Students and other University Stakeholders generally have a good understanding of our "representation" and "support and wellbeing" aims. However, they have not always associated student media, peer-support, and clubs and societies support etc. with our previous strategic aim of "volunteering and community engagement". We have therefore developed a revised strategic aim of "Student Opportunities and Community Engagement" to better capture our work and priorities in relation to such areas.

This is an area where we believe there is a need, and opportunity, to significantly develop what we deliver. From the perspective of University stakeholders, this was seen as being very consistent with the "World Changers" strategy, both in relating to the institution's "civic mission" and the issue of "preparing students for a challenging and changing world". Students themselves have an appreciation of the potential for activities under this broad theme to enhance their immediate lives, to develop a wider set of skills and appreciation of the society we live in, and to enhance their future employability.

Through our 'SRC Volunteering' project, students are offered a gateway into Glasgow's voluntary and civic sector. Our brokerage model enables a broad range of quality opportunities to be offered to accommodate the interests, abilities and language skills of our students.

We also support a host of student opportunities through our engagement with around 250 Clubs and Societies per annum as well as through several hundred students who volunteer through our student media every year.

While the above highlights our significant contribution in relation to student opportunities, activities and clubs and societies, there are also significant challenges. A number of activities are significantly constrained by the equipment, resources and appropriate available space on campus, which only adds to the challenge of encouraging students to invest their time in such activities.

The systems of recognition and reward are piecemeal, the HEAR recognition system which is opaque and arbitrary requires review. To incentivise engagement the SRC offers recognition for volunteering through its "Volunteering, Clubs and Societies" (VCS) Awards, the national "Saltire" Scheme (under 26 only) and is in the early stages of implementing a digital "badges" system

We believe this is a particular area where the University should look to be "best in class" in terms of the provision of volunteering and other participation opportunities. The University's ambitions are reflected in the "Learning and Teaching Strategy 2021/2025 – We will work in partnership with students to support their development as flexible and adaptable graduates who can work effectively with others to bring disciplinary skills and knowledge together to form creative solutions to complex world problems".

Whilst the SRC may be the organisation on campus best placed to lead on this, we recognise that real success will only be achieved through a strong, coherent and consistent partnership with the University, along with a clearly resourced plan and sustained long-term investment in various aspects of staffing, training, support, facilities and equipment.

In summary the further development of opportunities for volunteering and participation as a whole is a significant opportunity for the SRC and the University as a whole and an area where, with appropriate resourcing and support, we can further build our position, contributing to the University's own strategies and enhancing the student experience. This means both improving the quality of opportunities that already exist and taking on a development role to help foster a wider range of opportunities.

ACTIVITIES AND SERVICES WITH A PARTICULAR FOCUS ON STUDENT OPPORTUNITIES AND COMMUNITY ENGAGEMENT

- The SRC Volunteering programme;
- Support to Clubs & Societies and to Student-Led Support Services;
- Support to Student Media;
- SRC Website and Apps.

STUDENT OPPORTUNITIES AND COMMUNITY ENGAGEMENT – SELECTED PRIORITIES

- We will increase the range of personal development opportunities based upon what our students want, with a particular focus on leadership, volunteering and skills development;
- We will provide quality opportunities, and aim to ensure all volunteering and experience gained is meaningful and recognised;
- We will work closely with the University in ensuring personal and skills development are embedded into the curriculum and supported by academic departments;
- We will work with the University in delivering more systemic and sustained support to recognising and delivering student opportunities;
- Continue to promote student development through a range of informal employment opportunities made available to students directly through GUSRC including campus tours, peer-led education, visitor welcome and communications;
- Encourage a rich and culturally diverse University life by promoting the development of a rich ecology of student-led clubs and societies as well as our student media teams;
- Continue to work with the University in the creation of an estate that is conducive to the development of a thriving campus based clubs and society scene;
- Work proactively with student-led media and with student-led peer support services to put in place clear plans for their long-term development and to secure the resources needed to facilitate this.

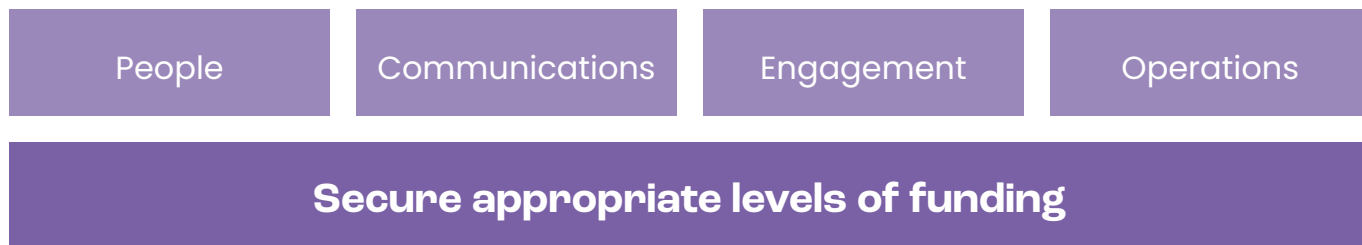
STUDENT OPPORTUNITIES AND COMMUNITY ENGAGEMENT – KEY OUTPUTS AND OUTCOMES

- Each year, we will support at least 50 community groups / initiatives and place at least 1,000 students into volunteering opportunities, through the SRC Volunteering programme;
- We will build on our current systems for volunteering recognition through the development and establishment of a “badge” system to acknowledge work carried out by volunteers;
- We will seek to affiliate and support a minimum of 250 affiliated clubs & societies annually;
- By the end of this plan 100 clubs/societies will have signed up to our online banking system;
- At least 80% of volunteers through our programme will agree that their experience has had a beneficial effect on their personal and/or professional development;
- At least 50% of the student population to be involved in at least one club or society;
- At least 50% of eligible clubs and societies’ office bearers each year to seek HEAR (Higher Education Achievement Report) accreditation.

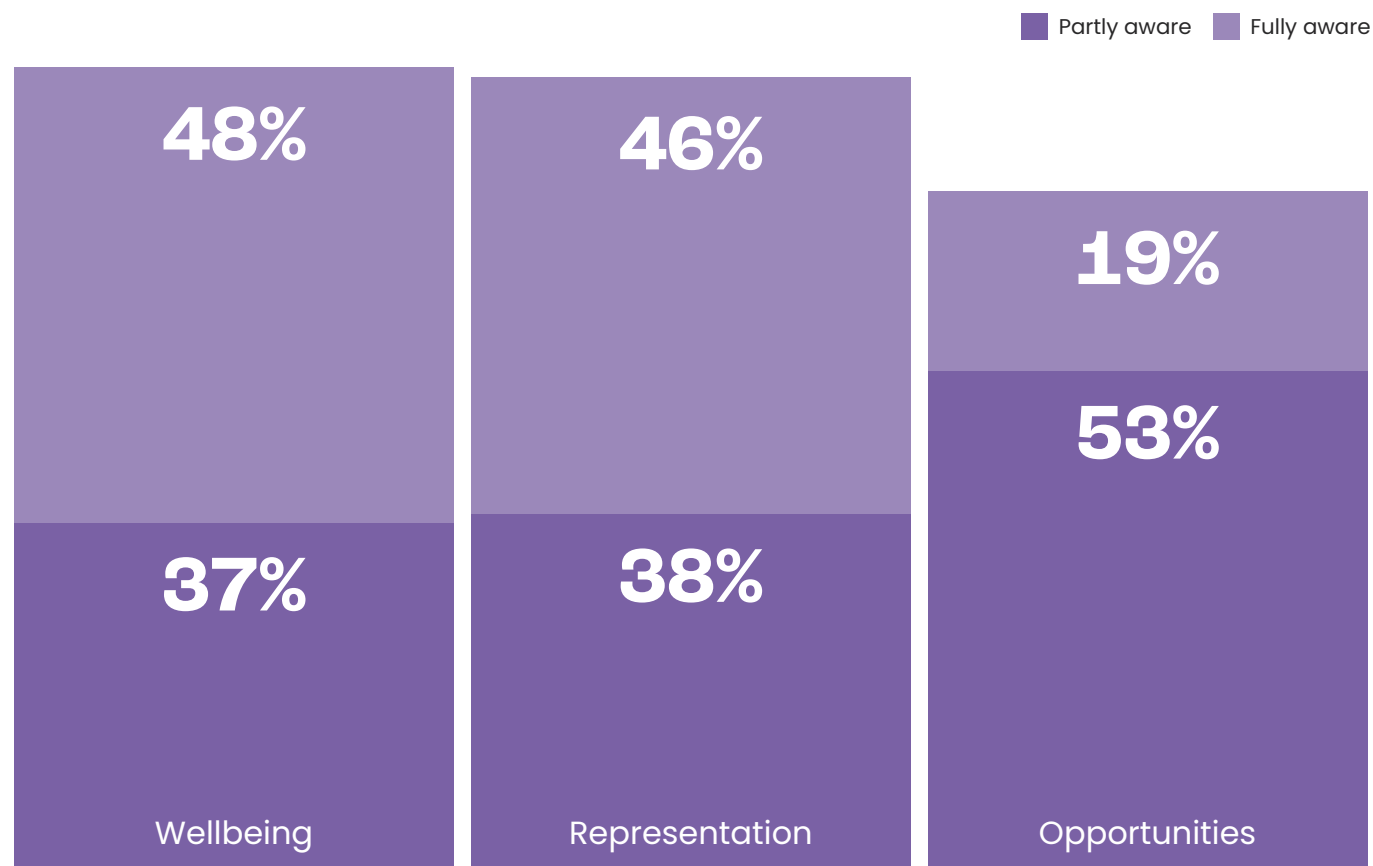


How we pursue our Aims, and associated Priorities.

As part of the strategy development process we considered the particular areas of capability and capacity required in order to ensure that we can pursue the aims, and associated priorities, set out in previous sections. We have captured these areas under the themes of People, Communications, Engagement, Operations and Funding.



Awareness of SRC's broad aims



PEOPLE

In relation to the **People** theme there was recognition, amongst University consultees in particular, that consistency of staffing throughout the organisation had contributed to the SRC's successes. Key challenges for the future will be to ensure that appropriate succession planning is in place and to enable the SRC to continue to attract and retain staff of the highest calibre.

The full-time Executive team, comprised of student sabbatical officers, represent a key people resource and the current roles and remits (President and Vice Presidents for each of Education, Student Support and Student Activities) align well with the aims set out in this strategic plan; we will continue to ensure that the sabbatical officer positions have clear responsibilities that align with the plan whilst allowing them the space to pursue their own democratic mandates.

COMMUNICATIONS AND ENGAGEMENT

Communications and Engagement have been recurring themes of this strategic plan and it is important to recognise the distinctions and relationships between these two elements.

The key communications challenges are awareness and understanding – helping to make sure that people know what we do overall, that they know about our specific activities and how they can participate. The engagement challenge is a reflection of our fundamental representative nature – we need to know what students need and how we can deliver but, more than this, the active involvement of students in the range of work that we do is essential to our ethos. We therefore need to continue to engage the student population as active participants in what we do.

We have already made progress with, for example, investment in a communications team, the launch of our new website and enhanced social media activity but are in no doubt about the scale of the communications and engagement challenge that remains. In part, this will be about overcoming the “noise” created through the sheer volume of communications targeted at students through the University.

In addition, however, we recognise that the effectiveness of our communications is influenced by wider communications issues such as our brand identity, and overall messaging approach, and these are areas that we will continue to review as we progress the aims and priorities set out in this strategic plan.



DELIVERING THE STRATEGY CONTINUED



OPERATIONS

As a forward-thinking organisation we will ensure that our **Operations** – the way we work together and with others, and the way we deliver services – continue to be fit for purpose. Changes brought about by the pandemic in relation to working practices and new approaches to service delivery have highlighted the value of flexible and agile working within the organisation, whilst continuing to ensure our key focus and priority is delivering services and activities in ways that most suit students.

Appropriate space within our home, the McIntyre Building, remains a challenge and we will continue to engage constructively with the University to ensure that adequate, fit-for-purpose space can be made available to allow us to deliver services within an appropriate, professional and confidential environment.

The context and issues set out earlier mean that ‘business as usual’ is not a realistic option if we are to fulfil our role to the full. We will need to augment our current student engagement activities through the development of new mechanisms that provide additionality to our current offer and contribute to our three stated strategic aims. We will need to respond to increasing demands on our current services and we will further develop and enhance the opportunities we can provide in areas of civic engagement, student activities and student engagement.

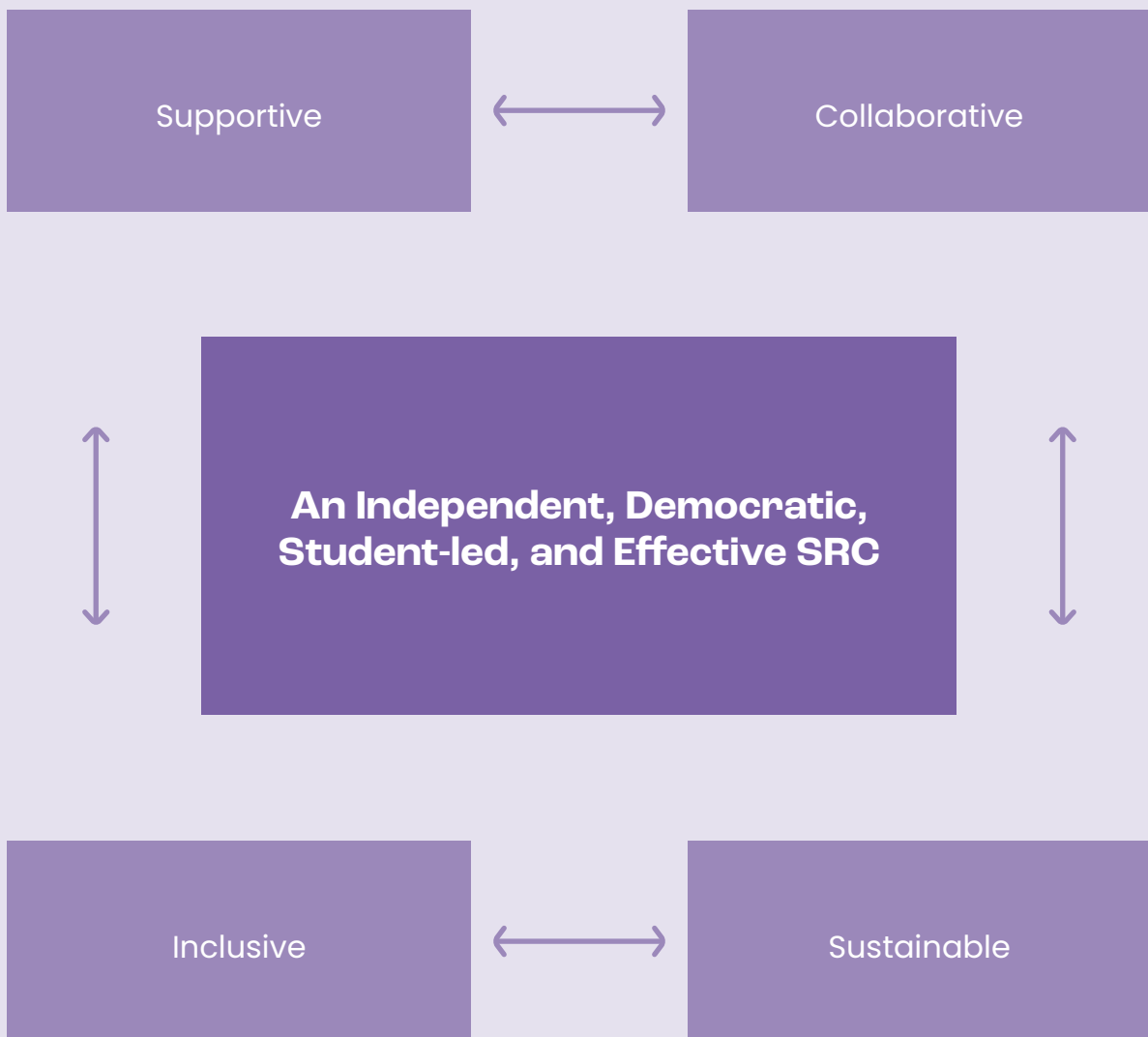
Whilst our student consultees highlighted a clear need for our existing services and potential demand for expansion of our role in the life of the University, future funding decisions will be a significant influencer in the level to which we can meet that demand. The key GUSRC functions and services we deliver, as well as the supporting elements of **People, Communications, Engagement, and Operations**, will realistically require sustained funding from the University. We believe that this should be based on a long-term commitment from the University but with the opportunity to address specific issues as they arise. We will work with the University to build on the constructive working dialogue which has emerged in recent years and work to develop future funding arrangements along these lines. We will continue to report annually on our outcomes and activities as they relate to our stated objectives and we will maintain and further enhance our systems for measuring success across the aims that we have set out in this plan.

We will continue to exploit appropriate opportunities to generate revenue directly from service provision, advertising and sponsorship. However, these revenue generation opportunities are relatively modest and need to be seen in the context of resources expended in order to generate such revenue. That said, in the past, the generation of earned income has provided us with an additional element of financial flexibility.

OUR VALUES

We're committed to living our values through our actions.

In taking forward our strategic plan we believe it is not only important what we do but how we do it – the values we exhibit. We explored this theme in our consultations using as a starting point the values set out in the previous strategic plan: Student-led, Effective, Democratic, Supportive; Socially Responsible. From these discussions, we have prepared the refined statement of GUSRC's values that is illustrated below:



The consultations identified the importance of GUSRC's independence, its democratic status and it being student-led, but considered that these were intrinsic to the organisation's character rather than being distinctive values that characterised the organisation. Similarly, the concept of effectiveness was best thought of as being an outcome of what we do.

A value of being "collaborative" emerged from our discussions, this reflecting the principle set out earlier of "collaborate where we can, challenge where we should" and the importance of working alongside others, whilst being clear about the unique and distinctive capabilities that we bring to bear as GUSRC.

Two distinct additional Values concepts arose in our discussions:

- Equality, Diversity and Inclusion.
- Sustainability.

We believe that our statement of values needs to more clearly articulate our commitment to these concepts, which are consistent with the University's own aspiration to "fight for justice and equality" and "to advance global society".

All the concepts explored were considered important by students and by the other stakeholders. However, to reflect our belief that our Values statement should be more than "wish list" but a more targeted and measurable set of values against which we can be held accountable. We have therefore adopted the underpinning statement of 'An independent, democratic, student-led and effective SRC' with four specific Supporting Values as follows:

SUPPORTIVE	Providing a welcoming environment for all our activities and services, which everyone can feel comfortable in, and which is sensitive to individuals' specific needs.
COLLABORATIVE	Recognising that we can achieve more by working together for a common purpose with a range of stakeholders, while being clear about the unique and distinctive capabilities we offer as GUSRC.
INCLUSIVE	Ensuring that everyone has an equal opportunity to take part in our activities and to access our services, whilst also acting as a proactive advocate for equality, diversity and inclusion.
SUSTAINABLE	Minimising the extent to which resource use today impacts on future generations and so actively looking to reduce waste and wasteful consumption, whilst also advocating for others to do the same.

We aspire to demonstrate best practice in relation to these Values and to encourage others to do the same. They will be closely embedded in the work that GUSRC does, and we will report on the extent to which we have achieved this within future Annual Reports, drawing on feedback from students and other stakeholders as well as considering specific measures such as participation profiles and our carbon footprint.



UNIVERSITY OF GLASGOW STUDENTS' REPRESENTATIVE COUNCIL

The University of Glasgow Students' Representative Council is a charity registered in Scotland.

Registration number SC006970
www.glasgowunisrc.org



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Court Context Card 20 June 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	May-23
Topic discussed at Committee	Apr-23
Court members present	Court members present at last meeting: J Loukes, E Passey, R Mercer, G Stewart, R Vare, D Haydon, S Kennedy, E Orcharton
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	High
Timing	Immediate
Red-Amber-Green Rating	Green
Paper Type	For information and discussion

Paper Summary

The Committee discussed the budget plan for 2023/24 which will be reported under item 5 at the Court meeting. The Committee received a presentation by Professor Frank Coton - Senior Vice Principal & Deputy Vice Chancellor (Academic) and Gregor Caldwell - Executive Director of Finance on the 2023-24 Budget, forecast and investment plan.



The Committee concluded that the University continued to perform well, both academically and financially and this provided a strong base which, with further investment over the budget period to support initiatives in line with the University strategy, could transform the impact and performance of the institution during the budget period and provide capacity, flexibility and momentum to accelerate impact beyond this.

The Committee also discussed the proposed University infrastructure investment plan to support the 2023/24 Planning and budgeting round and noted that the Keystone Building was a key component. Considering the significant cost of the building, support from the Estates Committee and Finance Committee to progress with its design given its strategic importance to the future growth of the institution and its impact on longterm maintenance liabilities would be essential. The current request was within the delegated authorities of FC but it was noted that the next request for investment, which is expected in Autumn, would be at a level that required full Court approval. The final go/ no go decision on Keystone is expected to be made by Court around Feb 2024.

The Committee approved in principle an RCF of between £120m and £200m and delegated authority to the Chair, Vice-Chair and Executive Director of Finance to sign documentation so as long as covenants are no more restrictive than present conditions. The Committee approved: the investment request for £5.9m for the Keystone RIBA stage 3 design; the investment request for £4.5m for the co-located data centre; the Tax Strategy for 2023-24; and the closure of a bank account. The Committee agreed changes to the financial framework around capital commitments, specifically to remove the requirement to count financial commitments as part of cash reserves

The Committee agreed to recommend to Court the approval of the 2023-24 Budget, 3 year forecast and Investment Plan



Topics to be discussed	As Court wishes
Action from Court	the approval of the 2023-24 Budget and 3 year forecast and investment plan (Under item 5)
	other items for noting
Recommendation to Court	Finance Committee RECOMMENDS the approval of the 2023-24 Budget and 3 year forecast and investment plan

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	
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Any other observations	
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University of Glasgow
Finance Committee
Minute of Meeting held on Wednesday 31 May 2023

Present:

Gavin Stewart (GS (Chair)), Gregor Caldwell (GC), Prof Dan Haydon (DH), Prof Simon Kennedy (SK), Jonathan Loukes (JL), Arleen McGichen (AMc), Ronnie Mercer (RM), Elspeth Orcharton (EO), Elizabeth Passey (EP), David Thompson (DT), Rinna Väre (RV)

In attendance:

Prof Frank Coton (FC), Ian Campbell (IC), Dr David Duncan, Angus Ross (AR), Amber Higgins (Clerk), Stuart Hoggan (SH), Adrian Griffiths (AG), Nicola Cameron (NC), Brenda Massie (BM), Alasdair Thomson (AT)

Apologies:

Prof Anton Muscatelli

The Chair welcomed Stuart Hoggan, General Council Assessor on Court to the meeting as an observer and it was noted that Stuart would be taking over the Chair of the Estates Committee from September 2023.

FC/2022/51. Summary of main points

- The Committee received a presentation by Professor Frank Coton - Senior Vice Principal & Deputy Vice Chancellor (Academic) and Gregor Caldwell - Executive Director of Finance on the 2023-24 Budget, forecast and investment plan.



The Committee concluded that the University continued to perform well, both academically and financially and this provided a strong base which, with further investment over the budget period to support initiatives in line with the University strategy, could transform the impact and performance of the institution during the budget period and provide capacity, flexibility and momentum to accelerate impact beyond this.

- The Committee also discussed the proposed University infrastructure investment plan to support the 2023/24 Planning and budgeting round and noted that the Keystone Building was a key component. Considering the significant cost of the building, support from the Estates Committee and Finance Committee to progress with its design given its strategic importance to the future growth of the institution and its impact on long-term maintenance liabilities would be essential. The current request was within the delegated authorities of FC but it was noted that the next request for investment, which is expected in Autumn, would be at a level that required full Court approval. The final go/ no go decision on Keystone is expected to be made by Court around Feb 2024.

- The Committee approved in principle an RCF of between £120m and £200m and delegated authority to the Chair, Vice-Chair and Executive Director of Finance to sign documentation so as long as covenants are no more restrictive than present conditions.
- The Committee agreed to recommend to Court the approval of the 2023-24 Budget, 3 year forecast and Investment Plan.
- The Committee approved: the investment request for £5.9m for the Keystone RIBA stage 3 design; the investment request for £4.5m for the co-located data centre; the Tax Strategy for 2023-24; and the closure of a bank account.
- The Committee agreed changes to the financial framework around capital commitments, specifically to remove the requirement to count financial commitments as part of cash reserves

FC/2022/52. 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/2022/53. Minutes of the meeting held on Wednesday 29 March 2023

The minutes of the 29 March meeting were approved.

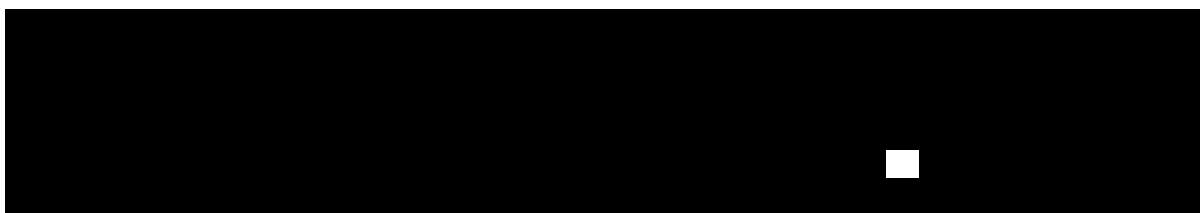
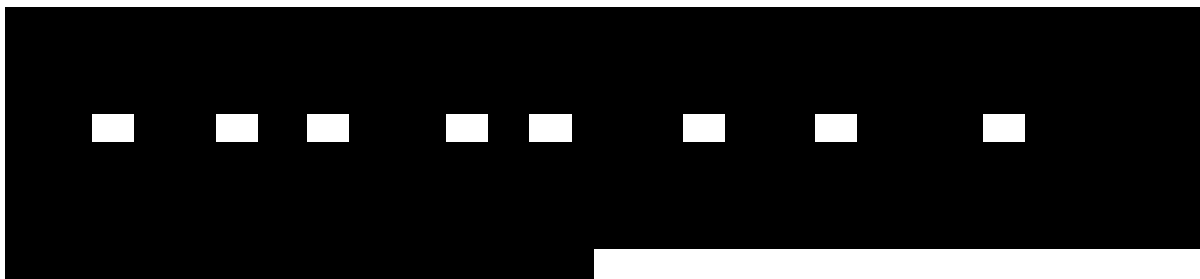
FC/2022/54. Matters Arising


No substantial matters were raised.

FC/2022/55. 2023-24 Budget, Forecast and Investment Plan

FC/2022/55.1 2023-24 Budget & Forecast

The Committee received a presentation by Professor Frank Coton - Senior Vice Principal & Deputy Vice Chancellor (Academic) and Gregor Caldow - Executive Director of Finance on the 2023-24 Budget, forecast and investment plan.






During the discussion it was reported that the following priorities had been agreed:

- People First
- Research Power and Funding
- Enabling Growth
- Student Experience
- Service Excellence

It was also noted that significant growth in MVLS had been included in the budget, although concerns about space were raised at the Committee. It was noted that this had been discussed with the Head of College who had reassured the team that there was capacity for growth.



GC outlined the risks and it was noted that geopolitical risks continued to dominate risk management. While international demand remained strong, economic and political uncertainty may weaken or threaten this during the budget period and beyond, although in the long-term diversification remained a priority. International tuition fees had been increased to offset the impact of inflation, however whilst demand from China was expected to be relatively price inelastic other markets were more price sensitive. £4m had been set aside for investment in the international strategy and there was a further £2m additional budget to support diversification through discounts and scholarships. The University retained significant levers to manage short term downturns in demand, although a prolonged reduction would require significant restructuring. Economic pressures also continued to impact government funding, although a prudent forecast had been assumed through the budget.

Over the budget period significant opportunities were noted in relation to the transformation project and improved timetabling and efficiency around the teaching estate.

The Committee concluded that the University continued to perform well, both academically and financially and this provided a strong base which, with further investment over the budget period to support initiatives in line with the University strategy, could transform the impact and performance of the institution during the budget period but provided capacity, flexibility and momentum to accelerate impact beyond this.

FC/2022/55.2 Keystone Building and Investment Plan

The Committee also discussed the proposed University infrastructure investment plan to support the 2023/24 Planning and budgeting round and noted that the Keystone Building was a key component. Considering the significant cost of the building, support from the Estates Committee and Finance Committee to progress with its design given its strategic

importance to the future growth of the institution and its impact on long-term maintenance liabilities would be essential.

FC outlined the timeline for the completion of the building, the future estates plan and implications if there was a delay in the building. The Committee noted that at present it was not being asked to recommend to Court that they approve the building. It was noted the Committee had concerns that costs for the planning and initial stages of construction were being approved and could soon amount to a significant sum despite no formal approval of the building. The Committee felt it would be beneficial to have further details on the things that could not be done due to cost of the building and what the priorities would be on the maintenance of buildings if funds become available.

RM reported that the Estates Committee had approved the Keystone Stage 3 fees and were content that the building was the best way forward to ensure that the learning and teaching experience was equal across all colleges. It was noted that the final approval for the building would be required from Court by March 2024 to ensure that it was completed in time for 2027/28 intake. It was also noted that the next request for spend prior to that go / no go decision would be in the Autumn and would be at a level which Court would require to approve.

GC outlined the current policy on capital commitments within the financial framework and noted that previous discussions at the Committee had highlighted this was potentially overly restrictive. The Chair highlighted proposed changes to the policy on capital commitments, the key one being to remove the requirement that a reserve should be in place for all capital commitments when they are approved. Instead this would be replaced by a requirement that the University had sufficient total reserves for all approved capital commitments when they are approved. This approach would be less restrictive than the current policy but in the view of the Chair was still prudent. Following discussion the Committee approved the proposed change to the financial framework.

GC reported that given the significant commitments the University was expected to make in the forthcoming years, the impact a reduction in international income may have and the levers the University had at its disposal, the Committee were being asked to consider whether or not the Revolving Credit Facility (RCF) should be cancelled (or reduced), retained or increased.



FC/2022/55.3 Pricing and Discounting Summary

The Committee noted Paper 5.1.2 Pricing and Discounting - which provided a short summary of the University's position on pricing and discounting. It was reported that a full review of scholarships across University Services and the Colleges was to take place to better understand the ROI of existing investment. A case was currently being developed to support a new approach to UG Excellence Scholarships and a separate review would be undertaken for PGR support. It was noted that it would be beneficial for Court to have sight these reviews along with the number of scholarships available to students and the make-up of these i.e., fees, subsistence.

The Committee agreed to recommend to Court the approval of the 2023-24 Budget, 3 year forecast and Investment Plan.

FC/2022/56. Investments Applications

FC/2022/56.1 Keystone Building – stage 3 design fees

Following the discussion under *FC/2022/55.2 Keystone Building and Investment Plan* the Committee approved the investment request £5.9m Keystone RIBA stage 3 design.

FC/2022/56.2 Infrastructure as a Service

FC briefly outlined the investment request for £4.5m for the co-located data centre and for investing in the rental of space in a commercial data centre to host University IT infrastructure. The new facility would allow Information Services to substantively exit the ageing James Watt North facility as well as providing hosting capacity for other tenants across the University in the future. The Committee noted that this would not impact on data security and would provide increased security for data servers.

The Committee approved the investment request for £4.5m for the co-located data centre.

FC/2022/57. Tax Strategy 2023-24

The Committee noted and approved the Tax Strategy for 2023-24.

FC/2022/58. Financial Regulations

The Committee noted the Financial Regulations and agreed that they would come back for consideration at the next meeting in September 2023.

FC/2022/59. Director of Finance report

FC/2022/59.1 Directors Update

The Committee noted the Director of Finance report.

FC/2022/59.2 Bank Account Closure

The Committee approved the closure of bank account as outlined in the papers.

FC/2022/60. Table of Actions

Action	Date Due	Notes
Recommend to Court the approval of the final 2023-24 Budget and 3 year forecast and investment plan	June 2023	Senior Vice Principal & Deputy Vice Chancellor (Academic) /Executive Director of Finance
Approval of the investment request for £5.9m Keystone RIBA stage 3 design	May 2023	Executive Director of Estates
Approval of the investment request for £4.5m for the co-located data centre	May 2023	Executive Director of Estates
Approval of the Tax Strategy for 2023-24.	May 2023	Executive Director of Estates
Approval of the closure of a bank account	May 2023	Executive Director of Finance

Agree the governance process for the US GAAP with PwC	September 2023	Executive Director of Finance
Benefits realisation update	September 2023	Executive Director of Finance

FC/2022/61. AOB

The Committee noted that this would be Ronnie Mercer’s last meeting at Finance Committee as he would be stepping down in June. GS noted that Ronnie had been a member of Court for 8 years, and in that time had Chaired and been involved with several Committees. Over that time, he had made a huge contribution to the University and was leaving the University in a significantly stronger position. The Committee thanked Ronnie warmly for his huge contribution and dedication to the University and wished him well for the future.

FC/2022/62. Date of Next Meeting

The date of the next meeting was noted as 13 September 2023.

Court Context Card 20 June 2023 - Report from Estates Committee	
Speaker	Mr Ronnie Mercer
Speaker role	Estates Committee Convener
Paper Description	Report from Estates Committee (17 May 2023)
Topic last discussed at Court	Last report to Court was 19 April 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>The current biggest issue for EC is a review of the Investment Plan which includes progressing stage 2 of the design for the proposed Keystone building, and a further meeting discussed this separately on 30th May.</p> <p>The CBRE contract for property maintenance commenced following a four month mobilisation period, with the results of the asset survey producing a better result than anticipated.</p> <p>Teaching space continues to be number one risk on the register.</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 Melville Room
Wednesday 17 May 2023

Present: Mr R Mercer (Convenor), Mr I Campbell, Mr G Caldow, Mr D Duncan, Mr S Hoggan, Professor K McCue, Mr A Seabourne, Mr D Smith, 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, Mrs L Shaw, Mrs K Biggins (Clerk)

EC/2023/15 Apologies

Mr Mercer welcomed all and noted apologies received from Sir A Muscatelli, Mrs L Hanna, Mr C Kennedy and Mr B Morton.

Mr Mercer advised the Committee that the Investment plan was not ready to be presented today and therefore it is intended that an online meeting will take place on Tuesday 30 May at 3.30pm and asked the Committee to be available. A presentation set will be shared to Members ahead of this.

Mr Mercer introduced member of UofG Court Stuart Hoggan as the proposed new Convener of the committee, subject to due process. Mr Haggarty will be Interim Executive Director following Mr Campbell's retirement.

EC/2023/28 Declaration of Interests

Mr Hoggan advised that he is currently undertaking work for the Government Property agency.

EC/2023/29 Minute of the meeting held on 14 March 2023

The Committee approved the minute as an accurate record.

EC/2023/30 (a) Action Tracker

Item 10 Skills matrix to be updated for future lay members. This has been updated and been provided by Mr Duncan. Closed.

Item 23 Clarification of terms of Health Innovation Hub leases to be provided. Ms Cameron advised that the legals are in final form and matters have been slow and it is intended that this will be completed by end of May for authorised signatory. Closed.

EC/2023/31 Executive Director of Estates Report

Mr Campbell presented the report.

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

1. Finalising the review of the Investment Plan considering recent inflation updates
2. Progressing stage 2 of the design for Keystone
3. Continuing progress on ASBS and Western Site Infrastructure
4. Addressing concerns regarding the structural integrity of the Outpatients building
5. Finalising next year's teaching timetable
6. Progressing the University Workspace Programme
7. Introducing the new Property Maintenance contract

Mr Campbell advised that the updated Investment proposal will be presented to Investment Committee on Monday (23 May) as a joint Estates and Finance paper. Following the extra meeting of Estates Committee on 30 May the Capital plan will go to Finance Committee on 31 May and thereafter to June meeting of Court.

The Outpatients building was found to be in an advanced state of deterioration bringing into question its structural stability in parts. Work has been undertaken to make safe the building with further professional structural advice being commissioned on the next stages. GCC Planning, Building Standards and Historic Environment Scotland are being consulted.

The largest risk on the risk register remains teaching space . An attempt to minimise change to next year's timetable and de-risk the programme has been set back due to we are approaching more than 2,000 changes having been received. This has further highlighted the importance of the long-term timetabling project.

We have launched the workspace programme for the University. This is commencing for University Services and moving on to colleges thereafter.

The CBRE contract has launched, and its introduction was relatively smooth although it's still very early days.

Following a comment from the Committee around cultural change related to the timetable for next year is very important, Mr Campbell recognised that cultural change takes time. . Lessons learned from this year's exercise will be undertaken.. Mr Duncan advised the Committee that the importance of the timetabling project is recognised..

With regard the Workspace programme, the Committee agreed that leadership workshops and early consultation across wider stakeholder group is important to obtain 'buy in'. Mr Campbell advised surveys will be undertaken focussing on how people work, cultural attitudes and perceptions of how people wish to work. Design options will be produced based on the data input which will then be taken to consultation groups.

EC/2023/32 Safety & Compliance Report

Mr Harty presented the report and noted:

- CBRE have been issued with a Contractor Code of practice and suite of safety documents which have been agreed as part of the onboarding process.
- Works are ongoing to refresh and review 'near miss' data.
- There has been significant spend on fire safety to improve systems and risk assessments..
- Work has commenced on an application to RoSPA with a view to obtaining gold award for the fifth consecutive year.

Mr Haggarty advised that following several safety incidents he had spoken directly to Directors of Clerk Contracts and Taylor and Fraser. Following a question from the Committee relating to Dumfries Campus and an incident with falling ceiling tile in a laboratory; Mr Harty advised there will be a follow up to this incident and Mr Hall confirmed there will be regular Clerk of Work visits.

EC/2023/33 Investment Projects Update

Mr Haggarty presented the period 8 report.

- There were 96 live projects in the period.
- The Grand Stair project has been paused to review scope .
- The Pathology suite project is in the early stages of design; scope and cost have both increased.
- The team are experiencing delays from Building Control due to resource reduction. A meeting request to senior management has not yet had a response.
- There has been a slight movement in current balance of contingency.

EC/2023/34 Estates Risk Register

Mr Campbell presented the report:

- Top risks remain lack of available teaching space, material supply and post pandemic culture change.
- Risks due for review in the next period include utilities related risks and material supply as the Ukraine war impacts are not quite as acute as they were 12 months ago.
- Estates are monitoring a heat building strategy paper going to the City Council this month around how the City intend to enact 'heat zones'. We are in the process of establishing a new Sustainability team and working to put a heat strategy into place noting the benefits of the current district heating system albeit we will need to change the heating source.

EC/2023/35 Planning and Administration Update

Mrs Lee joined to present an update on her department's work which included:

- A current focus currently on workspace and ways of working. There is a need for improved data on space utilisation.
- Teaching space remain the primary risk. A resistance to adoption of revised timetabling planning methods is slowing progress.
- The team are also monitoring the potential impact of a Glasgow-wide Car park levy being introduced at a cost of circa £400 per space. It has been decided that the cost will be fully passed onto the user.
- New ways of working present huge opportunities in workspace
- Within Estates a recent consultation exercise surfaced a desire for further clarity regarding Hybrid working parameters.

Mr Campbell advised that a continuing debate around Hybrid Working is being felt across the majority of other Universities and organisations. Broadly the pattern appears to be 2 -3 days on Campus but the University decided not to propose a standard requirement.

EC/2023/36 Investment Budget & Keystone Schedule

Mr Hall presented the paper:

He noted that approval was in place for stage 2 fees but we need to be in a position to progress through Committees to stage 3 at the end of May to achieve building opening of 2027.

A paper will be prepared for stage 3 and Early Contractor Involvement by the end of the month and a further paper in October for stage 4 and advanced works. Early contractual involvement allows the contractor to look at buildability and delivery for materials, sustainability and design. To achieve cost benefits, a cost engineering process will take place with improved price clarity and specificity at the end of Stage Gate 3.

Following a query from the Committee Mr Hall confirmed that if the approval date for Stage Gate 3 fees is moved back then the project completion will be delayed a year: missing semester one of 2027.

EC/2023/37 Inflation Update

Mr Haggarty presented the report:

An updated forecast shows no significant change to the previous published position albeit there is a slight downward forecast in trend for maintenance activities. There is a general inflation stabilisation, but there remains caution over the outlook. Mr Griffin noted that inflation was impacting on the Investment plan and programme decisions are required.

EC/2023/38 Property Maintenance Update

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

EC/2023/38 Committee Reports for Approval

38a Summary of Investment approved under delegation.

The paper was provided for information. Following a question from the Committee Mr Campbell confirmed CBRE will be given opportunities to undertake work below £250,000.

EC/2023/39 Any other Business

Following a question from the Committee in relation to the current position of Cochno Farm, Mr Campbell advised we are undertaking more condition survey work on the House and Stables. Ms Cameron is meeting to discuss initial findings and a site visit is being arranged. A further report will go to SMG during August.

Mr Campbell advised that a paper on the Kelvin Building accessibility works (circa £5million) is progressing and will fall out of cycle; therefore the Committee will be contacted during June via email for approval.

Mr Mercer thanked everyone for their input and support during his tenure as Convenor. Mr Caldow thanked Mr Mercer on behalf of the Committee for his valued input and guidance during a period of considerable investment by the University.

EC2023/40 Schedule of Meetings for 2023/24

Tuesday 29 August 2023 at 9am
Wednesday 25 October 2023 at 9am
Tuesday 16 January 2024 at 9am
Tuesday 12 March 2024 at 9am
Wednesday 15 May 2024 at 9am

Court Context Card June 2023 - Minutes from Information Policy and Strategy Committee on 23 May 2023	
Speaker	Professor Frank Coton, Senior Vice-Principal and Deputy Vice-Chancellor (Academic)
Speaker role	IPSC Chair
Paper Description	Minutes of Meeting on 23rd May 2023
Topic last discussed at Court	19th April 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	
IPSC covered several topics including cyber security, a review of the IT Code of Conduct, an updated presentation on the proposed approach for Technology Strategy and Governance and a review of the Data Centre Co-location Business case.	
It was reported that new students and staff would be automatically enrolled in Multi-Factor Authentication upon joining the University. MFA would soon be active on MyCampus and the University's Virtual Private Network and Agresso was due to follow later in the summer. There would be a detailed update provided to the next IPSC about MFA enablement across University IT systems.	
IPSC provided comments on the IT Code of Conduct prior to resubmission at a future meeting. IPSC endorsed the direction of travel for the proposed approach for Technology Strategy and Governance. IPSC endorsed the Infrastructure-as-a-Service Programme Phase 3 Co-location Data Centre Business Case.	
IPSC reviewed the vulnerability management dashboard. Work was ongoing to determine a vulnerabilities target, the required pace to reach the target and what the balanced position would be in the longer-term.	
[REDACTED]	
[REDACTED]	
Project Reports were reviewed; no major issues were highlighted.	
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 23 May 2023 at 11:00 – 13:00, Melville Room/Zoom

Present: Frank Coton (Chair), Susan Ashworth, Neil Bowering, Gregor Caldow, Paula Donoghue, Mark Johnston, Laic Khalique (Chair – Item 7), Chris Pearce, Gavin Stewart

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

Apologies: David Duncan, Nick Hill, Kenneth Robertson, Philippe Schyns, Rinna Väre

1 Minutes of the last meeting

The minutes of the previous meeting on 20 March 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):** It was agreed to close this action as the Cyber ScoreCard was now a standing item on the agenda.
- **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.*
- **Information and Cyber Security - Review of IT Security:** Kenneth Robertson (KR) had offered to visit the University with colleagues from his team to discuss IT security at the University with Alun McGlinchey (AMcG) and colleagues. The action remained open.
- **Vulnerability management:** It was agreed to close this action as this was now a standing item on the agenda.
- **Communications input to IPSC:** Frank Coton (FC) and David Duncan (DD) had met recently to discuss communications and they determined that IT projects were effectively communicating outwards and that no further action would be taken regarding communications on IT projects at this time. The action was closed.
- **Transformation Report:** The Report was included in the meeting paperwork as Paper 10. The Report would be provided on an ongoing basis for information. The action was closed.
- **Enterprise Architecture:** Enterprise Architecture was on the agenda under Papers 6a and 6b.
- **Co-location Business Case:** The updated case was included in the meeting paperwork under Papers 7a and 7b. FC advised that, as project sponsor, it would be inappropriate for him to discuss the business case so Laic Khalique (LK) would chair for that item of the agenda.

There were no further matters arising.

3 Information and Cyber Security

Mark Johnston (MJ) presented an update on Multi-Factor Authentication (MFA) including an overview of the Cyber Security Dashboard (Paper 3). The information included the following items:

- **Staffing:** A new Cyber Security Operations Manager had recently joined the team; their role would be focused on vulnerability scores and looking at key elements on the Cyber Security ScoreCard. Interviews were underway for two other posts within the team.
- **External audit:** External auditors had recently completed a fieldwork exercise that focused on financial governance. They looked at systems including payroll, finance, and HR. The written audit report was pending but no major concerns had been highlighted during the process. MJ advised that KPMG had been commissioned to undertake an audit on cyber maturity at the University.
- **Multi-factor authentication:** There had been a push on digital signage to encourage student self-enrolment in MFA and letters that were sent to new students would include information MFA

information. Students would be ‘force-enrolled’ in MFA when joining. MFA for MyCampus would go live during the next period of system downtime. The University VPN would go live with MFA from 2nd June and Agresso was expected to follow later in the summer. Similar to students, new members of staff were automatically enrolled into MFA upon joining. A final ‘mop-up’ exercise for MFA enrolment was taking place for ‘casual’ system users eg cleaners, estates colleagues whose risks were deemed negligible due to the nature of their roles. Gregor Caldwell (GC) referred to the recent breach of external USS data, which involved copying employee data. He advised that this would be raised at the University’s Audit and Risk Committee and GC planned to meet with the USS Chief Financial Officer imminently to discuss the steps they had taken to address this since the breach had occurred.

- **Cyber Security training:** Cyber Security training would be made mandatory, and the Committee discussed what was meant by ‘mandatory’ and how mandatory training could be enforced. People and Organisational Development had previously been asked by Senior Management Group to agree a methodology around mandatory training for staff. The timescale for this was unknown. FC agreed to speak to the Director of P&OD for an update.

ACTION: FC

- Paula Donoghue (PD) asked if the IT team were planning to conduct phishing tests to test system vulnerabilities. MJ advised that phishing tests were not planned imminently due to capacity limitations in the IT team however this was planned longer-term, and the team were looking at onboarding a partner for vulnerability and phishing testing.
- Gavin Stewart (GS) requested clarification around the target for vulnerability testing and the progress that was being made towards the target. GS also requested clarification around cyber security training, particularly the target to achieve and the gap that remained.
- GS requested clarification on which of the University systems were not covered by MFA, particularly research systems. Chris Pearce (CP) explained that the University did not utilise any separate research systems and MJ advised that the University had implemented common authentication methods for all University systems.



ACTION: AMcG

The Chair, on behalf of the Committee, thanked MJ for the update.

4 IT Code of Conduct

MJ presented an updated version of the University IT Code of Conduct for approval (Paper 4).

MJ drew the Committee’s attention to point 29 in the paper. Concern had been raised by the Clerk of Senate with regards to his ability to invoke IT sanctions in the case of student conduct cases. FC stated that the Clerk of Senate has the authority to exclude students from using IT services and that this authority exists under the existing Code of Student Conduct.

LK felt that the Code of Conduct did not adequately encompass the changing IT landscape ‘on the ground’ with regards to the breadth of applications and services that the wider student body was able to access, particularly if they were using their own equipment to access the University network and therefore exposing the network to applications that may be considered undesirable. LK also noted that the Code of Conduct did not seem to include an Equality Impact Assessment, which should be undertaken to ensure that the Code was not impacting certain groups over others. LK further noted that it was sometimes necessary for the University to

access confidential records relating to students eg clinical records, and that there did not seem to be any wording or policy around that to ensure that access to confidential records was appropriately tracked to ensure that access was appropriate. LK referred to the possibility of ‘digital stalking’ whereby there had been incidents of stalkers accessing confidential/private information such as postal addresses, and the Code of Conduct did not seem to include reference to that aspect. LK also felt that it would be useful to gather students’ opinions on information and technology use as their perspective on what was acceptable and that of the University’s would be different. LK cautioned against the use of the phrases such as ‘acceptable use’ or ‘reasonable use’ in the document because students’ perceptions of those phrases would be different. LK recommended engaging with students to find out about the types of devices that they used, particularly personal equipment, that was connected to the University’s network and whether some guidelines could then be issued around what was deemed acceptable and what applications should be switched off. LK also noted caution around the University restricting access to certain material without a good reason (aside from material that was harmful or illegal). LK felt that the Code of Conduct should be rewritten to account for these issues.

MJ agreed to undertake an Equality Impact Assessment for the Code of Conduct. He advised that this document was part of a larger policy framework and that concerns raised around other risks not covered by the document may be covered elsewhere in the framework.

CP asked why the document had come to IPSC and he was unclear as to the changes that had been made. He recommended including a communications plan around what the key messages were, to whom they were directed and the purpose. GS agreed and noted that paragraph 14 had not been updated to include information about personal devices and paragraph 18 around licenses should be reviewed with regards to allowing licensed copies of software for certain activities.

FC requested that when the paper returned to IPSC, that the changes that had been made to the existing policy should be made clear. An Equality Impact Assessment should be undertaken. Information should be presented with regards to the University’s policy landscape to show the policies that this document interacted with eg social media policy, Code of Student Conduct. FC reinforced the importance of having a connected policy landscape with no gaps. Where there was a particular student angle to what was in the policy, the voice of students would be important and FC recommended engagement with the Student Representative Council around the content of this policy before it returned to IPSC.

ACTION: SA, MJ

5 Investment plan

ND presented the Information Services Investment Plan Update (Paper 05).

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

- [REDACTED]
- ND discussed the general risks included in the plan:
 - Building internal capabilities: significant investment had been made in resource over the past year however there was still some progress to be made. Noted was the need to challenge 'optimism bias' and to manage expectations around a realistic programme of delivery.
 - [REDACTED]
 - Fast-paced industry: industry moves fast, and it makes it challenging to plan beyond 2-3 years.
 - Lead times: There is still an impact felt around long lead times requiring forward-planning.
- LK noted a possible gap in the report around the impact of efficiency savings as the result of the increase in this investment eg introduction of Teams/Zoom would have resulted in a significant cut in the expenses bills relating to meeting travel, introduction of AI and how that would impact the University resulting in wider efficiency savings etc. It would be helpful to see what the impact of the big investment programmes would be in terms of efficiency. GC advised that the budget paperwork being submitted to Court articulated the benefits that the University was aiming to achieve over the budget period. GC agreed that it would be useful to articulate the benefits around these developments more clearly in the Finance paperwork at future IPSC meetings.

ACTION: ND
- GC asked SA and MJ to share their views around what they saw as the major risks around the increase in spend from this year to next year. SA noted that the network programme included risks around getting potential building occupiers to work with IT around potential upheaval in buildings etc. SA also noted that for IAAS, there was a clear understanding on costs in terms of migration of infrastructure controlled by IT however there was further work to be done around cost profiling in other areas of the University more broadly. MJ also noted step-ups in spend around the Transformation Team where lots of plans were starting to solidify as well as a step-up in spend for corporate applications and how greater value could be driven from our student and finance systems.
- CP requested clarification around how these activities would support core University business and the strategies that underpinned those activities. FC agreed that it would be helpful to bring the IT strategy back to IPSC to explore areas of connectivity between the IT strategy and other strategies to identify what the investments being made in IT are doing to support University strategies, to identify any gaps or where quicker progress should be made. This would be a future agenda item for IPSC.

ACTION: Clerk

The Chair, on behalf of the Committee, thanked ND for her presentation and thanked colleagues for their input into the discussions. FC asked if IPSC was content with the content of the Investment Plan, which would be submitted to Finance Committee and Court. **IPSC ENDORSED the Investment Plan submission.**

6 Proposed Approach for Technology Strategy and Governance

Neil McChrystal (NMCC) presented Paper 6 - Our "Technology Sat-Nav": Strategic Technology Governance in The University of Glasgow.

The presentation was a revised submission following feedback received from the previous meeting of IPSC. The revised submission described two key services which the Technology Strategy function was implementing, namely: Strategic Technology Roadmaps and Enterprise Design Authority.

NMcC used a sat-nav analogy to describe how Strategic Technology Roadmaps can be used to plan our journey to technology provision and an Enterprise Design Authority can help to keep progress on track.

Strategic Technology Roadmaps would be created for four key aspects of the University's technology provision, to support Student Experience, Learning & Teaching, Research, and University Services.

The first task of the Enterprise Design Authority would be to triage to allow focus on where effort would most be needed, to ensure pace for business as usual (BAU) and small change, and quickly halt initiatives which run counter to strategy. The second task of the Enterprise Design Authority would be to shape projects and set them up for success.

The Enterprise Design Authority would be integrated into the Business Case process, driving quality and consistency, removing extraneous initiatives, and streamlining the governance process by ensuring initiatives were fit-for-purpose before they reached IPSC or the Transformation Board, reducing rework and resubmissions, and increasing confidence on those boards. Key benefits and risks were outlined in Paper 6.

Neil Bowering (NB) expressed his support for the direction of travel however felt that information was missing around innovation; mainly in terms of allowing colleagues to innovate our systems and to allow for that to be done in a safe space. GS agreed and felt that the diagram in Paper 6 was perhaps too linear, and it was important to demonstrate that the right things could still be done quickly. GS made a further point about where College initiatives sat within this.

The Chair, on behalf of the Committee, confirmed IPSC's support for the direction of travel however based on comments made, it would be useful for this to return to IPSC in a year's time for an update on progress including feedback from the userbase on how it was progressing.

ACTION: Clerk, NMCC

7 Co-location Business Case (for Approval)

LK chaired for this item.

Alasdair Thomson (AT) presented Paper 7, the Infrastructure-as-a-Service Programme Phase 3 – Co-location Datacentre Business Case.

The need for co-location data centre capacity was driven by the challenges with existing provision and the consulting work to assess alternative options.

The recommended option was to enter into a commercial colocation agreement for hosting.

- This would secure a right-sized provision of space and power with room for future expansion.
- A commercial co-location facility would also allow the out-sourcing of risk associated with the running and operating of a data facility and a simplified path to expand as requirements arise.
- Commercial co-location would facilitate any future potential migrations to a hybrid private / public cloud solution.

Procurement under the Scottish Government Cloud Services Framework selected DataVita as the preferred bidder. The state-of-the-art, purpose-built facility opened at Chapelhall in 2016. It is approximately 20 minutes' drive from the University main campus, it features high levels of physical security and is staffed 24/7 x 365.

The committee was asked to approve the business case for £4.5M over 5 years.

LK requested clarification on the resilience of the premises, in terms of power and whether that issue had been considered, and he asked how cloud migration would fit into the strategy. AT advised that power

resilience had been considered. The centre was supplied by a different part of the Scottish grid with two generators with three days of diesel to supply to different providers; the generators were tested weekly.

LK asked if the power sources being used were renewable. AT advised that a dedicated wind turbine was intended to be built to power the data centre however it had not been mentioned in the business case because it was not yet a committed development and was currently under discussion.

AT advised that considering had been given to migrating systems to the cloud, particularly through the virtual/remote desktop and storage. In terms of business systems, it would be preferable for them to move to cloud as they came up in their natural cycles for renewal/upgrade. LK requested confirmation that the majority of data migrating to the new collocated facility because it was unsuitable for transferring to the cloud and MJ confirmed that was correct – Agresso and the student record system would migrate to the new facility.

PD asked about cyber resilience in the new facility and AT advised that Rubrik appliances would be located in Saughfield House and the collocated facility with flexible options in the event of needing to recover information.

GS suggested including information around the benefits of moving out of James Watt North and what the risks might be in contractual terms. ND advised that she had included 10% inflation from the lock-in price to account for the five-year contract period. AT agreed to update that information in the case paperwork.

IPSC **APPROVED** the revised business case.

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 9.

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

- 25 August 2023 at 13:00 – 16:00 – **note change of time**. This extended session was arranged to allow time for a Technology Futures presentation/discussion at 13:00 – 14:00 before the formal IPSC meeting at 14:00 – 16:00.
- 9 October 2023 at 10:00 – 12:00

Court Context Card 20 June 2023 - Audit & Risk Committee Report

Speaker	Elspeth Orcharton
Speaker role	Audit & Risk Committee Chair
Paper Description	Minute of Committee meeting 24 May 2023
Topic last discussed at Court	Last Audit & Risk Committee report April 2023
Topic discussed at Committee	See paper summary section.
Committee members on Court who were present at meeting	Elspeth Orcharton, Professor Simon Kennedy, Stuart Hoggan
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	Low
Timing	NA
Red-Amber-Green Rating	Green
Paper Type	Information;

Paper Summary

The Committee noted that the pre-meeting briefing had been a presentation on Trusted Research

The Committee noted that personal information held by USS had been accessed by hackers via their Capita computer servers. Investigations had shown that personal data was "exfiltrated" (i.e., accessed and/or copied) by the hackers. The information accessed included title, initial(s), and name, date of birth, National Insurance number, USS member number and retirement date.

KPMG advised that the outstanding actions list had increased by 15, with 79 outstanding recommendations. The number of actions completed since the last meeting was 13. The Committee noted that of the 66 actions in the tracker 60 actions were not due and 6 action was overdue but management had requested an extension to the deadline. The Committee received two internal audit reports – Intellectual Property; and the Transformation Team advisory report.

The Committee noted the draft Internal Audit Plan for 2023/24. The plan was driven by the University's organisational objectives and priorities and the risks that might prevent the University from meeting these. Determination of the timing and scope of audit work would also be based on the University's risk appetite. The Committee approved the Internal Audit Plan for 2023/24 and it was agreed that Value for Money would be a key consideration and where appropriate the reports would contain details about the controls in place. The Committee also approved the Internal Audit Charter.

The Committee noted that the 2021/22 audit of the University of Glasgow consolidated financial statements came in higher than the agreed fee, with an additional £40,000 costs incurred above the agreed audit fee. There were several areas that contributed to the increase in hours and costs and to avoid a repeat of the issues, PwC and the University of Glasgow Finance team have identified the actions required to prevent / mitigate it for the 2022/23 audit. The Committee agreed that going forward the Committee would receive early sight of any additional fees.

The Committee received a report setting out the proposed External Audit approach for the year to 31 July 2023, in accordance with the requirements of auditing standards and other professional requirements. The Committee also noted that PwC audit engagement began with an evaluation of the risk of the University audit through their audit acceptance assessment. This highlighted an overall engagement risk assessment and any other specific areas of heightened risk. There were no specific risk factors relevant to the University that had been highlighted from their acceptance procedures. The Committee also noted that PwC had not performed any internal audit services in respect of the Financial year ending on 31 July 2023. The report discussed levels of materiality that would be applied and it was noted that there would be a Group Materiality of £18.7m, which represents approx. 2% of the prior year's total income. Group performance materiality had been set at £14m, which represents 75% of planning materiality due to the low number of misstatements identified in previous years. The Committee noted the timelines, resources and team as outlined in the plan and were reassured that the External Audit would be able to be completed in time for a formal report to be made to the Committee at its November 2023 meeting. The Committee noted the offer from PwC to provide a briefing on Climate change as part of the External Audit. The Committee approved the External Audit plan for the year ending 31 July 2023. The Committee noted that the non-audit fees outlined were in line with the University's policy on non-audit fees.

Other areas discussed included the External lay committee member appointment process; the Fraud Risk Management Policy; and the Fixed Assesst Policy

Topics to be discussed	As Court wishes
Action from Court	To note and discuss if desired.
Recommendation to Court	To note.

Relevant Strategic Plan workstream

Most relevant Primary KPI it will help the university to achieve

Most relevant Secondary KPI it will help the university to achieve

Risk register - university level**Demographics**

% of University 100% Cross University application on several items

Operating stats

% of 100% operating stats per UoG accounts

Campus All

External bodies

Conflict areas None Highlighted

Other universities that have done something similar

Other universities that will do something similar

Relevant Legislation Accounting regulations incl FRS102; Statements of Recommended Practice (for audits)

Equality Impact Assessment

Suggested next steps N/A

Any other observations

**UNIVERSITY OF GLASGOW
Audit & Risk Committee**

**Minute of Meeting held on Wednesday 24 May 2023
held in the Melville Room**

Present:

Elsbeth Orcharton ((EO) (Chair)), Simon Bishop (SB), Vincent Jeannin (VJ), Stuart Hoggan (SH), Professor Sir Anton Muscatelli (Principal), Martin Sinclair (MS).

In attendance:

Dr David Duncan (DD), Amber Higgins (Clerk) (AH), Angus Ross(AR), Harriet Fisher (KPMG) (HF), James Lucas, (KPMG) (JL), Neil Thomas, (KPMG) (NT), Matthew Hall (PwC) (MH) and Fateen Afzal (PwC) (FA).

Apologies: Gregor Caldow (GC), Craig Chapman-Smith (CC-S), Professor Simon Kennedy (SK).

AUDIT/2022/38. Welcome and Briefing

The Committee noted that the pre-meeting briefing had been a presentation on Trusted Research

AUDIT/2022/39. Declarations of Interest

There were no declarations of interest.

AUDIT/2022/40. Minutes of the meeting held on 15 March 2023

The minutes were approved.

AUDIT/2022/41. Matters Arising

No matters were raised.

AUDIT/2022/42. Management update*42.1 Audit-related policies/information for Committee*

DD reported that personal information held by USS had been accessed by hackers via their Capita computer servers. Investigations had shown that personal data was “exfiltrated” (i.e., accessed and/or copied) by the hackers. The information accessed included title, initial(s), and name, date of birth, National Insurance number, USS member number and retirement date.

42.2 University Business

DD reported that the budget cycle was ongoing and was on target to be completed 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. The Committee noted that the University was working closely with staff and students to mitigate the impact of the marking and assessment boycott.

AUDIT/2022/43. Internal Audit Update*43.1 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 15, with 79 outstanding recommendations. The number of actions completed since the last meeting was 13. The Committee noted that of the 66 actions in the tracker 60 actions

were not due and 6 action was overdue but management had requested an extension to the deadline. The Committee noted that the recommendations from the MyCampus Security - Follow up review from 2020/21 were still outstanding and encouraged Management to ensure that these were completed as soon as possible.

43.2 Internal Audit Update Report


43.2.1 Internal Audit Update Progress Report – Activity up to May 2023

The Committee noted the report prepared by KPMG which outlined the progress against the 22/23 internal audit plan. As at May 2023, 5 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.

43.2.2 Intellectual Property 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 processes for identifying and evaluating Intellectual Property (IP) and the alignment of these processes with the new Innovation Strategy.

Areas of good practice had been identified which included: the Intellectual Property and Commercialisation Policy (IPCP) was in date and was easily accessible via a link on the University's website, ensuring staff have easy access; each School/College had a dedicated IP and Innovation Manager to help facilitate the identification of opportunities and provided training and support to staff; the role and responsibilities of the IPC team were clearly defined on the University's website, and key contact information for each College's IP and Innovation Manager was clearly signposted for staff; the Single Institutional Process (SIP) Triage Document Diagram clearly summarised key stages of the Project Evaluation Process, and included a high level summary of the actions under each stage, with clear leads, resource requirements and outcomes; the design of the IP evaluation process included set templates for the first pass and triage evaluations ensuring a consistent framework was adopted and review and approvals were sought at a College level and at a University level through the Commercial Opportunities Panel; and an Innovation Strategy Action Plan had been developed and identifying actions were being implemented.



The Committee discussed the key findings and agreed management actions. During the discussions it was noted that there was more work to be done in relation to communication with key staff and around raising awareness.

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.

43.2.3 Transformation Team Advisory 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 current portfolio contributed indirectly to delivery of the strategy and was seen as an enabler; senior sponsors understood that it was necessary to put in place strong operational foundations that enabled successful transformation; the composition of the current portfolio illustrated that these operational improvements were being prioritised; the Transformation Team (based on stakeholder interviews) were widely well regarded for the expertise they bring, their approach in delivering the portfolio and

their style in learning lessons and evolved the approach as they went; there senior leadership interviewed expressed a strong commitment to their roles as sponsors; there was a procurement framework in place and financial flexibility which enabled the Transformation team to utilise contract and consultancy resources to expand the existing team as required; and there was a change strategy and approach in place and various mechanisms were used to conduct engagement with stakeholders.



During the discussions a query was raised about the transformation programme and if it needed to be more strategic in focus. The Committee noted that a new Executive Director had recently been appointed and that the report would help to steer the direction for the team. It was agreed that it would be beneficial for Court to receive an update on the strategic direction for the transformation project and be able to provide feedback on this which could be incorporated at an early stage.

The Committee noted the report and the recommendations.

43.3. Internal Audit Draft Plan for 2023/24

The Committee noted the draft Internal Audit Plan for 2023/24. The plan was driven by the University's organisational objectives and priorities and the risks that might prevent the University from meeting these. The methodology included: analysis of an 'audit universe' through identification of all of the auditable units within the University, be they functions, processes or locations assessing the inherent risks in these areas, based on impact and likelihood criteria; assessing the strength of the control environment within each auditable unit to identify auditable units with a high reliance on controls; and calculating an audit requirement rating which would inform the finalised plan. Determination of the timing and scope of audit work would also be based on the University's risk appetite.

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

The Committee approved the Internal Audit Plan for 2023/24 and it was agreed that Value for Money would be a key consideration and where appropriate the reports would contain details about the controls in place. The Committee also approved the Internal Audit Charter.

The Committee agreed that the TOR for each review would be shared with Committee members for information outside of the Committee papers.

Action: KPMG

AUDIT/2022/44. External Audit

44.1 External Audit Over Run Fees

Committee members had received email correspondence on this matter prior to the meeting and this item allowed an expanded discussion and minuting of matters.

AR reported that the 2021/22 audit of the University of Glasgow consolidated financial statements came in higher than the agreed fee, with an additional £40,000 costs incurred above the agreed audit fee. There were several areas that contributed to the increase in hours and costs and to avoid a repeat of the issues, PwC and the University of Glasgow Finance team have identified the actions required to prevent / mitigate it for the 2022/23 audit.

The Committee noted that the contact was signed late and there was no interim audit with the planning meeting occurring late in the process. It was reported that for this year an interim audit was underway, with planning and walkthroughs completed, leading on to sample selection and testing being done during late May and early June. This would ensure a sizeable portion of the work was done prior to year - end.

The Committee agreed that going forward the Committee would receive early sight of any additional fees.

Action: PwC

44.2 External Audit Plan – year ending 31 July 2023

The Committee received a report setting out the proposed External Audit approach for the year to 31 July 20223, in accordance with the requirements of auditing standards and other professional requirements.

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

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

The Committee also noted that PwC audit engagement began with an evaluation of the risk of the University audit through their audit acceptance assessment. This highlighted an overall engagement risk assessment and any other specific areas of heightened risk. There were no specific risk factors relevant to the University that had been highlighted from their acceptance procedures. The Committee also noted that PwC had not performed any internal audit services in respect of the Financial year ending on 31 July 2023.

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

It was reported to the Committee that the approach would involve the identification and understanding of the key processes and internal controls, supplemented by substantive tests of

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

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

PwC noted the most significant change related to a new auditing standard (ISA 315) in relation to risk assessment that was effective for this year end. PwC will also work with their Pension Centre to determine the appropriateness of any assumptions used in the calculation of the defined benefit pension liability and to support our work over the valuation of pension assets, including any complex pooled investment vehicles.

The Committee noted that given the challenges in prior year surrounding the use of payroll data audit techniques, PwC will continue to adopt a substantive testing approach to payroll. However, PwC were continuing to engage with their digital audit specialists to evaluate the opportunity for great use of data auditing.

The report discussed levels of materiality that would be applied and it was noted that there would be a Group Materiality of £18.7m, which represents approx. 2% of the prior year's total income. Group performance materiality had been set at £14m, which represents 75% of planning materiality due to the low number of misstatements identified in previous years.

The Committee noted the timelines, resources and team as outlined in the plan and were reassured that the External Audit would be able to be completed in time for a formal report to be made to the Committee at its November 2023 meeting. The Committee noted the offer from PwC to provide a briefing on Climate change as part of the External Audit.

The Committee approved the External Audit plan for the year ending 31 July 2023.

The Committee noted that the non-audit fees outlined were in line with the University's policy on non-audit fees.

AUDIT/2022/47. External Committee Recruitment

The Committee noted the job advert and further particulars for the recruitment of an External Lay Committee member. It was agreed that this would be advertised following minor amendments.

Action: Clerk

AUDIT/2022/48. University Policies

The Committee noted the Fraud Risk Management Policy and the Fixed Asset Policy.

AUDIT/2022/49. Any Other Business

It was noted that briefing for the next meeting would be on data governance.

AUDIT/2022/48. Dates of Next Meetings

The Committee noted the dates of the meetings for 2023/24 were:

Wednesday 6 September 2023

Wednesday 1 November 2023

Wednesday 13 March 2024

Wednesday 15 May 2024

Court Context Card - REPORT FROM Health Safety & Wellbeing Committee 2nd of June 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 March 2023
<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
<i>Topics to be discussed</i>	N/A
<i>Action from Court</i>	N/A
<i>Recommendation to Court</i>	N/A
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	All staff, students and visitors
<i>% of University</i>	
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	

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University of Glasgow

Health Safety and Wellbeing Committee

Minute of Meeting held on Friday the 2nd of June 2023 at 10am in the Melville Room

Present: David Duncan, Ian Campbell, James Gray, Peter Haggarty, David McLean, Gary Stephen, Selina Woolcott, Hazel Bookham, David Harty, Louise Stergar, Mhairi Docherty, Gordon McKellar, Sharon Burns, Chris Kennedy, Mark Wildman, Jenna Millar

In Attendance: Debbie Beales

Apologies: Cyril Pacot, Hailie Pentleton, Gillian Shaw, Paula McKerrow, Rosie Thompson

Convenor's Business

The Committee welcomed new members to the HSWC:

- Mhairi Docherty, People and Organisational Development, who replaces Elise Gallagher.
- Gordon McKellar, UNISON.
- Rosie Thompson, not in attendance today, will replace Billy Howie as the CoSS rep.

Minutes of the Meeting held on Tuesday 7th of March 2023

The Minute of the previous meeting was approved.

Matters arising

Estates Safety Report (Paper 1)

The Committee noted the Paper which was circulated for information only. The report includes details on near miss reporting, safety performances, incidents, accidents, audits and inspections. A new Compliance Advisor, John O'Donnell is now in post, bringing a wealth of health and safety experience to the role.

E-scooters fire risk (verbal update)

The Committee discussed the issue of e-scooter batteries catching fire due to a potential design fault. The fire is caused by chemical reactions within the lithium-ion battery which causes a runaway reaction, making it impossible to extinguish using traditional methods. The Committee agreed that University guidance will state that e-scooters are not allowed within University buildings, including University-owned student accommodation. This will be reviewed as other relevant guidance, such as that of the Scottish Fire & Rescue Service, is amended. It is currently illegal for private E-scooters to be used in public places, including on public roads and footpaths, but this could change.

Gas inspection protocol (Paper 2)

The Committee noted the Paper that was circulated. Mr McLean informed the Committee that the purpose of the paper was to explain what a manifold system is and what the legal requirements are for maintenance and statutory examinations. Within the University the Unit/School in control of the system is currently responsible for their maintenance. The Committee agreed that a sub-group should meet to discuss whether this should be at College

level. Maintenance is typically arranged via a specialist gas systems company and statutory examinations by surveyors employed by Zurich Engineering.

Following an issue with manifold pipework within Nanotechnology, it was found that maintenance was not happening at all sites. Some systems are not being recorded and there is currently no centralised asset register. A survey is underway to identify all manifold systems across campus. Relevant Units/Schools will work with SEPS to ensure that all systems are recorded. Once completed, Zurich Engineering will add this list to their schedule to check that maintenance is taking place at all locations. SEPS will revise and expand their existing guidance and issue it to the relevant Units, as well as publishing it on their webpages.

Occupational Health and Wellbeing Report (Paper 3)

The Committee noted the Paper that was circulated. Hazel Bookham informed the Committee that there were no significant findings to report. Usage of the EAP is still low, and Hazel asked the Committee to try and think of ways to publicise the service to staff.

SEPS Report (Paper 4)

The Committee noted the Paper that was circulated for information only. David Mclean informed the Committee that, from the 1st of July 2023, the Scottish Fire and Rescue Service (SFRS) will stop attending automatic fire alarm (AFA) call outs to commercial business and workplace premises, such as factories, offices, shops and leisure facilities - unless a fire has been confirmed. This will not affect student accommodation where the automatic turnout will still apply. The impact of this policy change on the University is expected be minimal as it implemented the practice of investigating alarm activations prior to calling SFRS a number of years ago.

Audit update (Paper 5)

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

Sickness absence stats (Paper 6)

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

Stress Risk Assessment (Paper 7)

The Committee noted the Paper that was circulated. Selina Woolcott informed the Committee that this paper was created to provide an organisational level risk assessment for work-related stress following the results of the 2022 staff survey. Selina asked the Committee that if they felt that any of the risk ratings were incorrect or had any other initiatives to include in the control measures, to email her directly.

Covid (verbal update)

Selina Woolcott informed the Committee that moving forward the Scottish Covid Enquiry will, in the first instance, be liaising with Universities Scotland rather than with individual Universities, although institutions are likely to be approached for finer detail if required. Selina has volunteered to work, in consultation with David Duncan, with a newly appointed Public Health Scotland led pandemic preparedness group.

Any Other Business

There was no other business.

Date of Next Meeting

The next meeting of the HSWC will take place at 10am on Friday the 22nd of September 2023, Location TBC.

Created by Debbie Beales

DRAFT

Court Context Card 20 June 2023 - REPORT FROM Nominations Committee	
Speaker	Ronnie Mercer
Speaker role	Nominations Committee Convenor
Paper Description	Nominations Committee Report to Court
Topic last discussed at Court	Apr-23
Topic discussed at Committee	Jun-23
Court members present	
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	Low
Timing	Immediate
Red-Amber-Green Rating	Green
Paper Type	For approval, information and discussion
Paper Summary	
Following the last meeting of Court an interview took place with the Nominations Committee and Kerry Christie.	
The Nominations Committee agreed to recommend to Court that Kerry Christie be appointed to Court as a Co-opted Lay member of Court. Court is asked to approve the appointment.	
As reported to Court 3 candidates - Nicola Dandridge, Stuart Hoggan and Gavin Stewart were put forward for the election. An open meeting took place on the 9 June 2023 and the recording for the meeting is available on the Court website https://www.gla.ac.uk/myglasgow/courtoffice/courtelection/ . All staff and students will receive emails and reminders about the election and voting process. The outcome of the election will be reported to a Nominations Committee meeting on Friday 16 June 2023 and a verbal update will be given at the Court meeting.	
Court will be asked to approve the appointment of the Convenor of Court/Senior Lay Member	
The Nominations Committee agreed to recommend to Court that Stuart Hoggan be appointed as the Chair of Estates Committee. Court is asked to approve the appointment of the Estates Committee Chair.	
Topics to be discussed	as Court wishes
Action from Court	To approve the appointment of Kerry Christie as a Co-opted Lay member of Court To approve the Convenor of Court appointment To approve the appointment of Stuart Hoggan as the Chair of Estates Committee
Recommendation to Court	Nominations Committee RECOMMENDS the approval of the appointment of Kerry Christie as a Co-opted Lay member of Court Nominations Committee RECOMMENDS the approval of the Convenor of Court Nominations Committee RECOMMENDS the approval of the appointment of Stuart Hoggan as the Chair of Estates Committee
Relevant Strategic Plan workstream	
Most relevant Primary KPI it will help the university to achieve	
Most relevant Secondary KPI it will help the university to achieve	
Risk register - university level	
Demographics	
% of University	100% students 100% staff
Operating stats	
% of	
Campus	All
External bodies	
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	
Suggested next steps	
Any other observations	

Court Context Card 21 June 2022 - Remuneration Committee Report to Court

Speaker	June Milligan
Speaker role	Remuneration Committee Convener
Paper Description	Remuneration Committee Report to Court
Topic last discussed at Court	Nov-22
Topic discussed at Committee	May-23
Committee members present	Court members present at last meeting: June Milligan (Convener), Ronnie Mercer, Elizabeth Passey, Rinna Vare, Craig Daly, Jonathan Loukes
	Other members present: Kerry Christie, Rob Goward
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	Low
Timing	Immediate
Red-Amber-Green Rating	Green
Paper Type	For information
Paper Summary	<p>The last report to Court was in November 2022. This report details the minutes of the meeting of Remuneration Committee 31 May 2023 at which discussion focused on the Principal's report relating to SMG performance and reward; Grade 10 professorial and professional staff performance and reward; Voluntary Severance since the last meeting; Contractual/appointment changes (SMG); expenses report.</p> <p>The Committee noted the recent pension tax changes implemented by the Westminster government following the spring budget announcement effective from 6 April 2023. The changes announced reflected a number of adjustments to pension taxation rules and regulations that impacted on the operation of the University's Salary Augmentation Policy and in particular, on those colleagues who had opted out of their pension scheme provision.</p> <p>The Committee noted that this would be June Milligan's last meeting as Chair and Co-opted Member of Court as she would be stepping down in October 2023 before the next meeting. The Committee noted that discussions would take place with the Nominations Committee in relation to a new Chair of the Committee. The Committee agreed that the Vice-Chair would be added to the Remit of the Committee and submitted to Court at its September meeting for approval. The Committee agreed that the list of political appointments laid before the People and Organisational Development Committee would also be submitted to the Remuneration Committee on an annual basis.</p>
Topics to be discussed	as Court wishes
Action from Court	to note the report
Recommendation to Court	
Relevant Strategic Plan workstream	
Most relevant Primary KPI it will help the university to achieve	
Most relevant Secondary KPI it will help the university to achieve	
Risk register - university level	
Demographics	
% of University	
Operating stats	
% of	
Campus	
External bodies	CUC
Conflict areas	
Other universities that have done something similar	HE sector as a whole
Other universities that will do something similar	
Relevant Legislation	Scottish Code of Good HE Governance
Equality Impact Assessment	
Suggested next steps	
Any other observations	

University of Glasgow

Remuneration Committee

Minutes of the Remuneration Committee held on 31 May 2023 at 1000 via Zoom

Present: Dr June Milligan (Convener), Kerry Christie, Dr Craig Daly, Rob Goward, Ronnie Mercer, Elizabeth Passey, Rinna Väre

Apologies: Professor Sir Anton Muscatelli,

Attending: Christine Barr, Dr David Duncan (not present for items 4.2 & 4.4), Amber Higgins (Clerk)

1. Welcome and Introductions

The Convener welcomed Members to the meeting and noted that in the absence of the Principal, Christine Barr would present his proposals relating to senior salaries. The Principal had spoken with the Convenor and Christine Barr last week to ensure that the broader context and his rationale were clearly understood.

2. Notes from the meeting held on 14 November 2022

The notes from the meeting held on 19 November were approved as an accurate record.

3. Matters Arising

No substantive matters were raised.

4. Remuneration Committee - Interim Report

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

4.1 Current Operating Principles

Christine Barr confirmed the Committee's terms of reference; remit and membership-

4.2 Senior Performance and Reward – SMG

The Committee noted that the Principal had exceptionally sought approval at its last meeting to defer a number of proposed salary recommendations for members of the senior team (to the forthcoming meeting of the Committee). Ordinarily, salary recommendations of this nature would have been considered at the November meeting of the Committee. However, these were postponed given the additional uplift applied across SMG at that time, and the need to benchmark against updated data from UCEA and Russell Group comparators. CB reported that the Committee were now asked to consider the Principal's proposals for adjustments to the remuneration levels of those SMG members where review was merited in accordance with the remuneration principles and parameters agreed with Court and consistent with the relevant Russell Group market median comparative salary data for AY 2021-22.

The Committee agreed to approve the salary recommendations for:

- Deputy VC (External Engagement) & VP External Relations – (DVC - Level 2)
- VP Research & Impact (PVC - Level 2)
- VP Clerk of Senate (PVC - Level 2)
- VP Economic Development & Innovation (PVC - Level 2)

During the discussion the Committee also noted a request to review two VP/HOC current remuneration levels and the context for the requests. The Committee felt that it would be beneficial to have further information in relation to the total costs of SMG salaries and the past trajectory for pay awards. It was also felt that it would be beneficial for the Committee to have sight of comparative salary breakdowns within the Colleges at the next meeting of the Committee in November.

It was also noted that the challenging context for retention when taken together with the recent improved relative performance of the University in UK and global league tables meant that it could be timely to consider whether the market median positioning for University of Glasgow salaries (at all grades) remained appropriate.

Having assessed all the information before the Committee it was agreed that a wider review of SMG pay should take place as usual at the November meeting of the Committee and that, in the meantime, the Principal would be given delegated authority to provide an interim uplift to the VP/HoC of Social Sciences, the level of which would be reported to the Committee.

4.3 Rewarding Contribution

The Committee noted the Rewarding Contribution scheme would be reintroduced for 2022-23.

4.4 Employee Relations

The Committee noted the economic challenges experienced across the UK and the wider economy which had been well-documented and which inevitably impacted upon the University at a local level resulting in the sustained industrial unrest that had been commonplace in recent years, culminating in the current Marking & Assessment boycott effective from 20 April 2023. CB noted that this it was highly regrettable that industrial action continued despite the University's best efforts in having recognised the impact of the financial pressures on colleagues through the distinctive consolidated uplift payable across the University of Glasgow workforce in November 2022 which effectively resulted in a minimal uplift of 6% and up to 12.9% for lower paid colleagues, up to SCP 20 on our substantive pay spine. The University continues to work hard with Heads of Schools and Services to minimise the disruption from the marking and assessment boycott to the student body with a particular emphasis on PhD and Honours students and all students due to graduate this year.

CB reported that Committee approval was sought to award an interim uplift of 2% to SMG members payable in the June salary payment backdated to 1 February, consistent with the uplift awarded to the wider UoG community. Consideration of the balance of the payment to be awarded was part of the national pay settlement for AY 2023-24 applicable from 1 August 2023 would be the subject of the Committee's wider deliberations at its next meeting in November.

The Committee agreed that consideration of the interim uplift of 2% for SMG would be deferred until November 2023, so that the level of policy uplift appropriate for individual SMG members could be considered as is normal practice in the context of adjustments made in AY 2022-23.

4.5 Market related premia

The Committee noted that the retention and market related uplifts payable in the period of which there have been 24 in total since the last meeting in accordance with the University's Retention & Market Supplement related policies.

4.6 Clinical Academic Excellence & Innovation Award Scheme

Following formal approval by Remuneration Committee in November 2020, it was noted that there had been four awards of £15,000 per annum since the scheme was introduced with the most recent awarded in August 2022.

4.7 Vice Chancellors Remuneration – Current Landscape

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

The Committee noted that this was important data to have cognisance of with respect to succession planning purposes in the coming years.

5. Contractual Changes

The Committee noted a number of forthcoming SMG contractual changes including one re-appointment.

6. Expenses Report

A summary of expenses incurred by SMG members over the period from 1 August 2022 to 31 January 2023 was noted. This information included travel expenses booked on behalf of SMG members for University business, in addition to expenses claimed directly by members.

It was noted that a low level of subsistence costs that had been submitted by some SMG members. The Committee agreed that it was important for colleagues to claim costs as these are incurred. It was agreed that Dr David Duncan would remind SMG members to in a timely manner submit expense claims in accordance with the University's Expenses Policy.

7. Salary Augmentation Approvals

The Committee noted the recent pension tax changes implemented by the Westminster government following the spring budget announcement effective from 6 April 2023. The changes announced reflected a number of adjustments to pension taxation rules and regulations that impacted on the operation of the University's Salary Augmentation Policy and in particular, on those colleagues who had opted out of their pension scheme provision.

These changes were:

- the removal of the Lifetime Allowance (LTA) charge in advance of its abolishment from April 2024;
- an increase in the Annual Allowance (AA) from £40,000 to £60,000;

- any tax-free lump sum payable would be capped at a maximum of £268,275 (25% of the current LTA) and frozen thereafter, unless those affected had protection for a higher amount;
- any lump sum payable above the capped value would be taxed at the marginal rate in the same way as any pension in payment, rather than at the LTA charge level of 55%.

The removal of the Lifetime Allowance charge was of particular relevance given the implications of its removal in relation to the USS pension scheme. Further, the current Lifetime Allowance cap of c£1.07m would be abolished from April 2024.

The University's Salary Augmentation Policy in lieu of pension contribution was introduced in 2016 for those in scope having reached the LTA, and therefore subject to LTA tax charges. The current salary in lieu of pension contribution policy enabled colleagues in scope choice to remain members of the USS pension scheme, to pay a contribution for Death in Service and ill-health benefits but to cease accrual of their pension benefit. Consequently, the removal of the LTA charge had direct implications on the University's policy as the underlying eligibility criteria were no longer applicable. It was therefore prudent to suspend the policy to new applicants given that the eligibility criteria no longer applied.

The Committee noted that currently 25 colleagues were part of the salary augmentation arrangements when the LTA was abolished having previously sought enhanced opt-out membership of USS given the previous tax implications, having exceeded the lifetime allowance. It was reported that those currently benefitting from these arrangements may choose to retain them or alternatively to opt back into their pension scheme.

The Committee noted that colleagues in receipt of salary augmentation payment had been notified of these pension tax changes and had been advised to review their future pension provisions, and associated retirement plans. Staff in scope had been encouraged to seek appropriate IFA advice with regards to their options and to institute any further action that they may wish to take.

It was reported that no colleagues had yet opted to re-join their relevant pension scheme and that the Committee would be kept apprised if that occurred. The Committee agreed the policy to suspend the Salary Augmentation in lieu of Pension Contribution Scheme to new entrants.

8. Recent Voluntary Severance Approvals

Since the last meeting of the Committee on 19 November 2022, 3 severance packages had been approved within the standard terms of the University's Voluntary Severance Scheme. The split was as follows: Social Sciences 2 and University Services 1 at a total cost of £58,744 with an average payback period of 5.01 months.

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

9. Any Other Business

9.1 Chair of Remuneration Committee

The Committee noted that this would be June Milligan's last meeting as Chair and Co-opted Member of Court as she would be stepping down in October before the next meeting. DD noted that June had been a member of Court for 8 years, and a member

of Remuneration Committee for 8 years. Over that time, she had made a substantial contribution to the University and was leaving the University in a significantly stronger position. The Committee thanked June warmly for her huge contribution and dedication to the University and wished her well for the future.

9.2 Remuneration Committee remit

The Committee noted that discussions would take place with the Nominations Committee in relation to a new Chair of the Committee. The Committee agreed that the Vice-Chair would be added to the Remit of the Committee.

9.3 Political Appointments

The Committee agreed that the list of political appointments laid before the People and Organisational Development Committee would also be submitted to the Remuneration Committee on an annual basis.

10. Date and time of next meeting

The next meeting will be held on 16 November 2023.

University of Glasgow

University Court – Tuesday 20 June 2023

Communications to Court from the meeting of Senate held on 8 June 2023

Helen Butcher, Director of Academic Policy & Governance

(Item 1 is for formal approval and all other matters are for noting)

1. Proposed name changes

1.1 College of Arts

Senate received a proposal to change the name of the College of Arts and all associated branding, designations, agreements and internal references, from the start of the 2023-24 academic session. The proposed new name for the College was the 'College of Arts & Humanities'. The proposed name change had already been considered and supported by the Arts College Management Group on 25 January 2023, and by the University's Senior Management Group on 24 April 2023.

Senate approved the proposal to change the name of the College of Arts to the College of Arts & Humanities.

Following approval by Senate, it was agreed that the proposed name change for the College of Arts would be submitted to the University Court for approval (see Appendix 1 for full proposal).

1.2 School of Interdisciplinary Studies

Senate received a proposal to change the name of the School of Interdisciplinary Studies from the start of the 2023-24 academic session. Following an internal consultation with School staff, a recommendation had been made to rename the School to the 'School of Social & Environmental Sustainability'. The proposed name change had already been considered and supported by the University's Senior Management Group on 16 May 2023.

Senate approved the proposal to change the name of the School of Interdisciplinary Studies to the School of Social & Environmental Sustainability.

Following approval by Senate, it was agreed that the proposed name change for the School of Interdisciplinary Studies would be submitted to the University Court for approval (See Appendix 2 for full proposal).

2. Draft Budget and update on the University Strategy - Presentation by Professor Frank Coton, Senior Vice-Principal and Deputy Vice-Chancellor

Professor Frank Coton, Senior Vice-Principal and Deputy Vice-Chancellor, provided Senate with an update on progress towards the objectives set out in the University Strategy, the priority themes from the planning round, the University's current and projected financial position, and a summary of Budget discussions relating to: student growth (with zero growth in 2023-24 as agreed with the Students' Representative Council (SRC), and a slow down in growth over the following years); staff growth; the College of Medical, Veterinary & Life Sciences; non-staff investments; strategy and transformation; research; learning and

teaching; innovation; student experience; and infrastructure. Professor Coton informed Senate that the Budget was still provisional until it was approved by the University Court.

Members of Senate enquired about whether the University's plans to increase academic staff recruitment over the budget period would also result in an increase in postgraduate research (PGR) student numbers. Professor Coton confirmed that increased recruitment of academic staff would inevitably result in more PGR students due to new staff members supervising PGR students and obtaining funding for PGR students to work on research projects. However, this increase in PGR student numbers had already been accounted for in the University's plans for student growth. Members of Senate also asked about the University's plans to increase student accommodation beyond the budget period. Professor Coton informed Senate that the University was liaising with the Scottish Government, Glasgow City Council and other universities in Glasgow to secure more student accommodation for future years. Regarding the 2023-24 academic session, Professor Coton informed Senate that the University was closely monitoring accommodation application volumes and that emergency accommodation was in place in case capacity exceeded demand. In relation to sports facilities, members of Senate enquired about when the sports hall would be reopened in the Stevenson Building and what factors had delayed its reopening. Professor Coton informed Senate that the reopening of the sports hall had been delayed due to various factors, including issues with the roof of the building. However, the University was exploring options to secure more space for staff and students to participate in sporting activities.

Regarding research, members of Senate asked about why there had been a decline in research volume in the College of Medical, Veterinary & Life Sciences between the 2014 and 2021 Research Excellence Framework (REF) exercises. Professor Coton informed Senate that there were a number of reasons for this, including the high proportion of professorial staff within the College relative to other Colleges, which had increased wage bills without increasing the number of staff or the volume of research submitted to REF. Members of Senate enquired about the split between Research & Teaching, and Learning, Teaching & Scholarship staff in the University's plans for staff growth. Professor Coton informed Senate that the University had consulted with Schools and Colleges to allow local determination of staffing requirements. Based on this feedback, overall, there would be a higher number of Research & Teaching staff recruited than Learning, Teaching & Scholarship staff. However, the ratios would vary significantly between different Schools.

3. Mental Health Group - Update from Dr David Duncan, Deputy Vice-Chancellor, Chief Operating Officer & University Secretary

Dr David Duncan, Deputy Vice-Chancellor, Chief Operating Officer & University Secretary, provided Senate with an update on the University's mental health provision. Dr Duncan informed Senate that the Mental Health group had met on 22 February 2023 and 6 June 2023.

Regarding student support, Dr Duncan reported that mental health provision for students was structured in line with the University's Student Wellbeing Strategy, which involved a five-layered pyramid of provision:

- Self-help and mutual assistance
- Awareness amongst staff
- A cohort of Student Support Officers across all Schools and Colleges, together with Living Support Assistants in the residences
- Specialist assistance in the Student Services team
- Liaison with specialist provision in the NHS

Currently, the central Counselling team was receiving 60-80 referrals per week, and changes made to the triage process meant that it was possible to keep waiting times down to less than four weeks, with the most urgent cases being dealt with immediately. The service had received positive feedback from students, and the team was based on campus about 60% of the time due to an increased demand for face-to-face appointments.

Regarding online mental health provision, Dr Duncan informed Senate that Health Assured (the same provider that the University used for staff) was now the University's online service provider, and that efforts had been made to promote the service, which was available to all students, on a 24/7 basis. A system was also in place to refer cases to Student Services staff where necessary. In addition to this, the University's Security team were playing an increasing role in taking calls throughout the day and night and referring students to the Crisis Team when appropriate.

There was evidence to suggest that some undergraduate students had experienced more difficulties with independent living post-COVID than hitherto, which may be related to a lack of opportunities to develop their social skills in the last two years of secondary school. It was also noted that the housing challenges during Semester 1 of the 2022-23 academic session may have impacted on mental health and wellbeing across the student population.

In relation to PGR students, Dr Duncan informed Senate that the University was piloting specialist provision on a six-month basis, recognising the unique challenges that this student cohort faced. This provision would be evaluated and extended if proven successful.

In terms of communications, Dr Duncan informed Senate that the University had worked closely with the Students' Representative Council (SRC) Advice Centre in order to reach as many students as possible through multiple channels.

Regarding support for staff, Dr Duncan informed Senate that Health Assured was the University's new online provider for staff, and that the service was available for all staff, free of charge, on a 24/7 basis. Feedback on this service had been positive, but the numbers of staff seeking assistance had been relatively low, with a predominance of female over male members of staff using the service.

In addition to this, Dr Duncan noted that the University's restructured Occupational Health team had experienced increased numbers of staff facing mental health and wellbeing challenges. Many of the issues brought forward by staff were non-work related but they often involved a complex mix of relationship difficulties, cost of living worries and workplace issues.

The Occupational Health team was using a new system of electronic referrals to reduce administrative burdens and improve staff and student access. A link had also been established with University of Glasgow Sport, in recognition of the positive impact that physical activity could have on mental health.

As with students, the University had developed a robust Staff Wellbeing Strategy, and the University had used Mental Health Week in May 2023 to highlight the importance of good mental health and wellbeing in order to destigmatise the issue. In October 2023, the University would sponsor the Mental Health Arts Festival in order to raise the profile of mental health, urge staff members to think about what actions they could take to improve their own mental health, and to encourage staff who required help to come forward.

Finally, Dr Duncan informed Senate that the University had liaised with NHS Greater Glasgow and Clyde to ensure the seamless referral of cases from the University to the NHS.

Members of Senate noted that students were often unaware about the sources of support available to them and asked if any work was being carried out to improve student awareness of support services. Dr Duncan informed Senate that the University had disseminated

information about mental health support via social media, emails, and through its sponsorship of the Mental Health Arts Festival. Dr Duncan also noted that he hoped that the appointment of a specialist PGR mental health adviser would help to raise awareness of the University's mental health support services to PGR students. Members of Senate suggested that a poster campaign around campus might assist in raising student awareness about sources of support. Dr Duncan agreed to take this suggestion forward, and to explore options for electronic signage around campus to highlight sources of mental health support.

4. Innovation Strategy 2022-2025 – Presentation by the Executive Director of Innovation & Engagement

Dr Declan Weldon, Executive Director of Innovation & Engagement, informed Senate that the University had developed a three-year Innovation Strategy with a view to improving the University's innovation performance, which linked in with, and contributed to, the University's existing Institutional, Research, and International Strategies. The University's Innovation Strategy was also informed by, and intended to contribute to, the Scottish Government's 'Scotland's National Strategy for Economic Transformation', Glasgow City Region's 'Innovation Accelerator' (which formed part of the UK Government's 'Levelling up' strategy), and the Glasgow Riverside Innovation District.

Dr Weldon informed Senate that the aims of the Innovation Strategy were to clarify the vision, mission, priorities and actions of the Strategy, and to enhance buy-in and implementation of the Strategy through:

- Extensive engagement with the academic community and external partners
- A foundational innovation team to execute the Strategy
- Greater ambition and inclusion of goals with associated metrics
- Connectivity and alignment to related strategies

Dr Weldon also noted that the Innovation Strategy process would include a review of the University's innovation performance to identify areas of strength and opportunity, and a stakeholder consultation programme, which would involve interviews with members of the University's Senior Management Group (SMG) and external stakeholders, and five staff consultation workshops with representatives from all four Colleges.

Describing the case for strategic change, Dr Weldon informed Senate that, although the University was world-leading for its teaching and research, it was lagging behind its competitors in relation to its innovation performance. Feedback from internal and external stakeholders had revealed that Glasgow was perceived as an institution where it was difficult to carry out innovation, and that there was a need for the University to:

- Develop a clear and inclusive vision for innovation
- Have strong leadership to change mindsets
- Provide clear incentives for innovation
- Significantly augment the resources, support and environment for innovation
- Review processes to reduce barriers to innovation
- Strengthen its role in leading the Glasgow Riverside Innovation District (GRID), and develop a clearer vision for GRID

The following aspects of the University's Innovation Strategy were noted:

- **Vision and mission**
 - Ensure that the University's innovation changed the world for the better.

- To empower innovation in every part of the University
- **Values**
 - Challenge everything
 - Focus on solutions
 - Build resilience for future challenges
 - Embed fairness in all of the University's decision making
- **Enabling themes**
 - Change mindsets
 - Connect the University's innovation community
 - Invest in the University's enabling infrastructure
- **Delivery pillars**
 - Grow and accelerate the University's innovation portfolios
 - Create partnerships that mattered
 - Expand the University's access to its knowledge and expertise
 - Create impact within the University's communities
- **Outcomes**
 - For the University to be recognised as an entrepreneurial university
 - To double the University's performance against all elements of the innovation portfolio

In order to enable innovation, Dr Weldon noted that the University's Innovation Strategy would focus on three core themes:

- **Changing mindsets**
 - Raise the profile of innovation across the University
 - Reward innovation
 - Promote inclusive innovation
 - Market the University's innovation brand
- **Connect the University's innovation community**
 - Strengthen the University's professional support services
 - Work closely with Colleges and University Services
 - Invest in staff development and careers
 - Establish an innovation community and leverage the University's networks
- **Invest in the University's enabling infrastructure**
 - Build a unique Innovation Quarter on campus
 - Expand the University's Clinical Innovation Zone and support clusters
 - Deliver the Health Innovation Hub
 - In partnership, develop brownfield sites within the GRID

Dr Weldon highlighted the following strategic priorities for the University's Innovation Strategy:

- **Grow the University's innovation portfolio**
 - Identify opportunities and accelerate the creation of intellectual assets that could be scaled, with impact
 - Adopt a leading position on incentives
 - Improve access to investment funds and capital to support innovation opportunities
- **Create partnerships that mattered**
 - Build capability in innovation partnerships to drive and support greater partnering
 - Promote the University's partnership capabilities externally

- Develop strategic partnerships across all Colleges
- **Expand access to the University's knowledge and expertise**
 - Create effective, responsive and transparent consultancy support
 - Grow engagement in consultancy and reward success
 - Lead a change in the perception of consultancy
- **Create impact in the University's communities**
 - Mobilise the University's knowledge capabilities on GRID
 - Strengthen links with the local communities who lived, learned and worked in the area
 - Deliver on the legacy of 'levelling up'

Dr Weldon informed Senate that the following benefits had been identified from the University's Innovation Strategy:

- **Strengthens team**
 - Establishes two new functional teams in 'Consultancy' and 'Economic Development'
 - Accelerates the University's growth partnerships team/capability
 - Adds new cross-functional expertise, including: Customer Relationship Management (CRM), marketing, and data analysis
- **Managed intellectual property**
 - Centralised existing University patent spend
 - Aligned with predicted growth in activity
 - Included costs for prosecuting and maintaining patents for three to seven years
- **Professional operations**
 - Enhanced budget for legal services
 - Operational budgets for attending industry trade shows
 - Marketing
 - Procurement relating to specialist Intellectual Property (IP) IT systems, including: Sophia/Inteum (IP), a consultancy booking system, and a CRM solution
- **Cultural change initiatives**
 - Innovation leadership programmes
 - Women in Enterprise
 - Founders Club (including University staff, alumni and students)
 - Entrepreneurial Campus Initiative
- **Major programs**
 - Development of GRID partners charter and GRID Discovery
 - Development of advanced proposals for the Church Street Innovation Zone, the Health Innovation Hub, and the Clinical Innovation Zone

Regarding the metrics that would be used to measure the success of the University's Innovation Strategy, Dr Weldon informed Senate that the Strategy aimed to double the University's performance across all elements of its innovation portfolio, including: the value of strategic innovation awards; the number of spin-outs; the number of patents filed; the number of industry awards; the number of opportunity disclosures; the number of licences granted; the value of industry awards; the value of consultancy awards; and the number of consultancy projects. The Innovation team would also produce an innovation metric dashboard to monitor the University's progress against the Key Performance Indicators (KPIs) that had been set for 2025. Furthermore, the University would celebrate its innovation successes through annual recognition awards and through a range of innovation events.

Members of Senate asked if students had been consulted during the development of the Innovation Strategy. Dr Weldon informed Senate that student innovation had not been included in the current version of the Innovation Strategy. However, student innovation was now being considered by the Innovation team in consultation with Professor Moira Fischbacher-Smith, Vice-Principal, Learning & Teaching. Innovation and executive education also formed a key part of the curriculum in Schools such as the Adam Smith Business School. Members of Senate enquired about how staff would be incentivised and rewarded to undertake innovative entrepreneurial research activities. Dr Weldon informed Senate that incentivisation was a key element of the Innovation Strategy, and that innovation would be considered as part of the University's promotions process. Members of Senate noted that some members of staff could be deterred by the use of corporate language and suggested that examples of innovative research could be disseminated to staff to encourage them to engage with the Innovation Strategy. Dr Weldon agreed that the use of commercial language could be off-putting for some members of staff, and informed Senate that a conscious effort had been made to avoid the use of corporate terminology in the Strategy. He also noted that examples of innovation in research would be shared with staff through a variety of channels. Members of Senate enquired about whether there were plans to incorporate educational innovation into the Innovation Strategy. Dr Weldon informed Senate that, although the Strategy currently focused on research innovation, it was hoped that the Strategy's focus could be extended to education and teaching-related innovation once a firm innovation foundation had been established across the University.

5. Convener's Business

5.1 Withers review of Scotland's skills delivery landscape

The Principal informed Senate that Mr James Withers had recently published his independent review on Scotland's skills delivery landscape. The review proposed a number of changes to the way that skills provision was planned and funded in Scotland. However, the University was waiting until the Scottish Government had responded to the report before formulating its own response.

5.2 Collaboration with the African Research Universities Alliance (ARUA) and The Guild of European Research-Intensive Universities

The Principal informed Senate that the University had recently signed a 'Cluster of Excellence' agreement with the African Research Universities Alliance (ARUA) and The Guild of European Research-Intensive Universities to embark on transformational research across Europe and Africa. Thanks were expressed to colleagues for this positive and comprehensive engagement, which had been well-received by European partners and the European Union.

5.3 Times Higher Education (THE) World Impact Ranking

The Principal reported that the University had been ranked 13th in the 2023 THE World Impact Ranking, which was an improvement on its 2022 position, where the University had been ranked 19th. The Principal noted that the rankings were widely recognised across the Higher Education sector as a benchmark for measuring universities' support for social, economic and environmental sustainability through their contributions to the United Nations (UN) Sustainable Development Goals (SDGs). The improvement in Glasgow's position in the rankings meant that the University was now the top placed University in Scotland, and the second placed institution in the UK. The Principal thanked colleagues for helping to deliver this strong performance.

6. Clerk of Senate's Business

6.1 Honorary Degrees Committee

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 SCIENCE (DSc)

Dr Tedros Adhanom GHEBREYESUS
Director-General, World Health Organisation (WHO)

DOCTOR OF MUSIC (DMus)

Errollyn WALLEN
Composer

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 Future Semester 2 Session Dates

The Clerk of Senate informed Senate that, during the 2022-23 academic session, concerns had been raised by staff and students about the impact of increased workloads on health and wellbeing. In order to relieve some of the pressure on staff and students, the Clerk of Senate had met with Professor Moira Fischbacher-Smith, Vice-Principal, Learning & Teaching, and colleagues from Academic Services, to develop a proposal to change the shape of the University's academic year by making some revisions to Semester 2. The proposal, which had been noted at the University's Learning & Teaching Committee (LTC) and would be discussed with the University's Education Policy and Strategy Committee (EdPSC), involved:

- Incorporating a mid-semester non-teaching week into Semester 2, where no teaching activities would be scheduled
- Reducing the length of the post-Semester 2 spring break from three to two weeks
- Providing a later start to Semester 2 teaching in years where the first or second working Monday in January was particularly early

Although it would not be possible to implement any changes to the shape of the academic year until the 2024-25 academic session, at the earliest, the Clerk of Senate invited members of Senate to comment on the recommendations made in the proposal. Members of Senate welcomed the proposal and agreed that moving the start of Semester 2 teaching back a week would provide staff with more time to mark Semester 1 assessments, and would allow staff to take a longer break over the Christmas period. Members of Senate noted that the School of Psychology & Neuroscience had introduced a reading week in Semester 2 during the COVID-19 Pandemic, which had received positive feedback from staff and students. Members of Senate suggested that it might be beneficial to allow Schools to decide whether they wished to introduce a non-teaching week at the beginning of Semester 2 or mid-way through the Semester. However, it was acknowledged that a lack of consistency in timing could prove challenging for students studying courses across different Schools or for students undertaking joint degree programmes. Concerns were also raised that a reduction in the length of the Semester 2 teaching period could result in the under-utilisation of the University estate, and that the compression of teaching into a shorter period could pose challenges for timetabling.

6.3 Marking and Assessment Boycott

The Clerk of Senate informed Senate that the University was working to limit the impact of the Marking and Assessment Boycott (MAB) on the spring 2023 examination diet, and to ensure that assessments were marked on time to enable students to graduate and progress on their degree programmes. Senate was reminded of the two core principles being applied in managing the situation: i) to minimise the disruption caused by the MAB, particularly for students who are due to graduate or at significant progression points in their programme of study; and while doing so, ii) to maintain and uphold the academic integrity and standards of the University's degrees.

Members of Senate asked for reassurance that all student work would be marked. The Clerk of Senate confirmed that the intention was for all assessments to be marked in due course. Members of Senate also asked if degree classifications could change if students were permitted to graduate with some of their assessment marks missing. The Clerk of Senate confirmed that any degree classifications awarded to students would be final and could not change after being confirmed.

6.4 ChatGPT

The Clerk of Senate informed Senate that guidance about the use of ChatGPT by students had been circulated to staff and students, and that further guidance would be sent to students at the start of the next academic session. Links to resources for students would also be added to Moodle. Members of Senate asked if a reference to ChatGPT could be added to the University's standard 'Plagiarism Referral Form', which staff completed when they referred students to the Conduct team for suspected academic misconduct. The Clerk of Senate agreed to pass this suggestion on to the Student Conduct team.

7. University Court: Communications from the meeting held on 19 April 2023

Senate received and noted a report from the University Court meeting held on 19 April 2023. Items included:

- Student Experience Strategy and Action Plan
- Report from the Principal
- Report from the University Secretary
- Student matters, including: Rector's Report; SEC Report; SRC President update
- Senate matters

University of Glasgow

Senate – Thursday 8 June 2023

Proposal to Rename the College of Arts

Professor Jo Gill, Vice-Principal & Head of the College of Arts

1. Executive Summary

This paper proposes to change the name of the College of Arts and all associated documentation, branding, designations, agreements and internal references. The paper establishes the case for making the change and seeks approval from Senate as part of a broader governance process, with a view to implementing a change of name from the start of the 2023/24 academic year.

This proposal was considered and supported by the Arts College Management Group on 25 January 2023, and by Senior Management Group on 24 April 2023.

2. Proposal

The proposed new name for the College is the **College of Arts & Humanities**.

3. Rationale

- a. The title 'College of Arts' has been in place since 2010. The College has successfully operated under this title for more than a decade, even as its work has significantly expanded in range and reach such that the term 'Arts' no longer seems sufficient to cover the breadth of research, teaching and related activity that we do. Meanwhile, the sector in which we operate has changed over this time, with an increasing emphasis on broad cross-disciplinary collaborations and strong competition for external funding (e.g. from the Arts & Humanities Research Council), market presence and reputational position. As the College looks to the future through its emerging College Strategy, and in order to position itself well to make the most of future opportunities, we propose to change the College's name to better reflect the true scope and potential of our work.
- b. As the attached **Appendix** indicates, we are unusual in the Russell Group in having a name that identifies only one area of our work. And although it is possible to argue that 'The Arts' encompasses a vast range of subjects, this is not necessarily visible to external, or even internal, audiences. Others in the sector, from the AHRC to our comparator institutions – including some with a narrower range of subjects – go further than us in expressly articulating the breadth of their portfolios. [Moreover, we sometimes go further ourselves – e.g. in internal documentation relating to the College's previous Strategic Enhancement Project (SEP), such as the July 2022 End of Phase Report, we note that: "SEP was approved by CMG in August 2021 with the overall goal of positioning Arts and Humanities as an area of strength within the University's portfolio".]
- c. Information from External Relations suggests that, in global contexts (e.g. when talking to international recruitment agents), the College of Arts is often confused with Glasgow School of Art (GSA). An external Google search for 'Glasgow College of Arts' can often return GSA as the first result and 'side-bar' entry.

4. Process and next steps

This proposal has been considered and endorsed by the Arts College Management Group (25 January 2023) and Senior Management Group (24 April 2023); discussed in general terms with other senior University colleagues and key functions; and shared with staff in Arts as part of engagements relating to the development of the College's new strategy.

- a. As part of formal governance, Senate is asked to approve this proposal, after which final approval will be sought from Court at its meeting on 20 June.
- b. Subject to the completion of formal governance, the new name will be adopted formally from 1 August 2023 and implemented across systems, processes and functions during the first half of the 2023/24 academic year. Senate is invited to advise the College regarding any particular actions and considerations that might be required/prudent during this period.

University	Faculty/College/School?	Key departments (or disciplines/subjects)	URL
Bristol	Faculty of Arts (School of Arts, School of Humanities, School of Modern Languages, Centre for Academic Language and Development, Centre for Innovation and Theatre Collection)	Anthropology and Archaeology Film and Television Music Philosophy Theatre Classics and Ancient History English History History of Art Religion and Theology French German Hispanic, Portuguese and Latin American Studies Italian Russian Centre for Academic Language and Development Centre for Innovation and Entrepreneurship	https://www.bristol.ac.uk/arts/
Birmingham	College of Arts and Law	Classics African Studies Archaeology Law English, Drama and Creative Studies History and Cultures Language, Cultures, Art History and (Music) Philosophy, Theology and Religion	https://www.birmingham.ac.uk/university/colleges/artslaw/index.aspx

<p>Cardiff</p>	<p>College of Arts, Humanities and Social Sciences (School of Business, School of English, Communication and Philosophy, School of Geography and Planning, School of History Archaeology and Religion, School of Journalism, Media and Culture, School of Law and Politics, School of Modern Languages, School of Music, School of Social Sciences and School of Welsh)</p>	<p>Accounting and Finance, Economics, Business Management, English Language and Literature, Philosophy, Geography and Planning, Ancient History, Archaeology and Conservation, History, Religious Studies and Theology, Journalism, Media, Law, Politics and International Relations, Modern Languages, Music, Welsh, Criminology, Education, Sociology, Social Policy, Human and Social Science, Social Analytics</p>	<p>https://www.cardiff.ac.uk/colleges/arts-humanities-social-sciences</p>
<p>Durham</p>	<p>Faculty of Arts and Humanities</p>	<p>Classics and Ancient History English Studies History MLC (Music) Philosophy Theology and Religion Liberal Arts</p>	<p>https://www.dur.ac.uk/arts-humanities/aboutfaculty/</p>
<p>Edinburgh</p>	<p>College of Arts, Humanities and Social Sciences (School of Business, School of Divinity, School of Economics, School of Health in Social Science, School of History, Classics and Archaeology, School of Law, School of Literatures, Languages and Cultures, School of Education and Sport, School of Philosophy, Psychology and Language Sciences, School of Social and Political Science, Edinburgh College of Art, Centre for Open Learning)</p>	<p>Accounting and Finance, Business and International Business, Religious Studies, Theology, Philosophy, Divinity and Classics, Economics, Architecture and Landscape, Art, Design, History of Art, Music, Clinical Psychology, Counselling, Nursing, History, Classics, Archaeology, Law, Asian Studies, Celtic and Scottish Studies, English Literature, European Languages and Cultures, Islamic and Middle Eastern Studies, Sport Science, Primary Education with Gaelic, PE, Sports Management, Philosophy, Linguistics and English Language, Sociology, European Studies, Social Policy, International Relations, Politics, Sustainable Development</p>	<p>https://www.ed.ac.uk/arts-humanities-soc-sci</p>

<p>Exeter</p>	<p>Faculty of Humanities, Arts and Social Sciences (HASS)</p>	<p>Arab and Islamic Studies Archaeology and History AHVC Classics, Ancient History, Religion and Theology Drama English Film Studies FCH History Liberal Arts Modern Languages Theology & Religion Education Philosophy and Anthropology Politics Geography</p>	<p>http://www.exeter.ac.uk/departments/hass/</p>
<p>King's College London (KCL)</p>	<p>Faculty of Arts and Humanities</p>	<p>Classics Comparative Literature Culture, Media & Creative Industries Digital Humanities English Film Studies French German History Liberal Arts (Music) Philosophy Spanish, Portuguese & Latin American Studies Theology & Religious Studies</p>	<p>https://www.kcl.ac.uk/faculties-departments#artshums</p>

<p>Lancaster</p>	<p>Faculty of Arts and Social Sciences</p>	<p>Educational Research English Literature & Creative Writing History Contemporary Arts (Architecture, Art, Design, Film, Theatre) Languages and Cultures Law Linguistics and English Language Politics, Philosophy and Religion Sociology</p>	<p>https://www.lancaster.ac.uk/arts-and-social-sciences/</p>
<p>Leeds</p>	<p>Faculty of Arts, Humanities and Cultures (School of Design, School of English, School of Fine Art, History of Art and Cultural Studies, School of History, School of Languages, Cultures and Societies, School of Media and Communication, School of Music, School of Performance and Cultural Industries, School of Philosophy, Religion and History of Science, Institute for Medieval Studies)</p>	<p>Design English Fine Art, history of Art and Cultural studies History Languages Cultures and Societies Media and Communication Music Performance and Cultural Industries Philosophy, Religion and History of Science Medieval Studies Ethics</p>	<p>https://ahc.leeds.ac.uk/</p>
<p>Leicester</p>	<p>College of Social Sciences, Arts and Humanities (School of Archaeology and Ancient History, School of Arts, School of Business, School of Criminology, School of Education, School of History, Politics and International Relations, School of Law, School of Media Communication and Sociology, School of Museum Studies)</p>	<p>Archaeology & Ancient History English History of Art Modern Languages History American Studies Film Economics Accounting and Finance Business Management Media and Communication Sociology</p>	<p>https://www2.le.ac.uk/colleges/ssah</p>

<p>Liverpool</p>	<p>Faculty of Humanities and Social Sciences (School of the Arts, School of Histories, Languages and Cultures, School of Law and Social Justice)</p>	<p>Architecture Communication and Media English Music Philosophy Archaeology, Classics and Egyptology History (Irish Studies) MLC Politics Law Sociology Social Policy Criminology</p>	<p>https://www.liverpool.ac.uk/humanities-and-social-sciences/</p>
<p>(London) Queen Mary</p>	<p>Faculty of Humanities and Social Sciences (School of English and Drama, School of Language, Linguistics and Film, School of History, School of Business and Management, School of Economics and Finance, School of Geography, School of Law, School of Politics and International Relations)</p>	<p>English Drama Comparative Literature Film Studies MLC (Language Centre?) Linguistics Business and Management Economics and Finance Geography History Law Politics International Relations</p>	<p>https://www.qmul.ac.uk/about/hss/</p>

<p>University College London</p>	<p>Faculties of Arts and Humanities</p>	<p>Arts & Sciences English language and Literature Classics European & International social and Political Studies Hebrew and Jewish Studies European Languages Cultures & Society Fine Art Information Studies Philosophy Advanced Studies</p>	<p>https://www.ucl.ac.uk/arts-humanities/</p>
<p>Loughborough</p>	<p>Split into Several Individuals Schools</p>	<p>English and Liberal Arts Architecture Creative Arts Design Business and Economics Communication and Media</p>	<p>https://www.lboro.ac.uk/departments/</p>
<p>Nottingham</p>	<p>Faculty of Arts</p>	<p>American and Canadian Studies Classics and Archaeology Cultural Media and Visual Studies Cultures, Languages and Area Studies English French and Francophone Studies German Studies History MLC Music Philosophy Russian and Slavonic Studies Spanish, Portuguese and Latin American Studies Theology and Religious Studies</p>	<p>https://www.nottingham.ac.uk/arts/index.aspx</p>

Sheffield	<p>Faculty of Arts and Humanities (School of Asian Studies, School of English, School of history, School of Languages and Cultures, School of Music, School of Philosophy)</p>	<p>Archaeology East Asian Studies English History Modern Languages Music Philosophy Languages and Cultures Interdisciplinary Biblical Studies</p>	<p>https://www.sheffield.ac.uk/faculty/arts-and-humanities</p>
St. Andrews	<p>Faculty of Arts (School of Art History, School of Classics, School of English, School of Economics and Finance, School of History, School of Modern Languages, School of International Relations, School of Management, School of Philosophical, Anthropological and Film Studies)</p>	<p>Art History Classics English History Modern Languages Philosophy Anthropology Film Studies Economics Finance International Relations</p>	<p>https://www.st-andrews.ac.uk/subjects/study-options/faculties/arts/</p>
Sussex	<p>School of Media, Arts and Humanities</p>	<p>American Studies Art History Drama, Theatre and Performance English Language and Linguistics English Literature and Creative Writing Film Studies History Liberal Arts Media, Journalism and Cultural Studies Media Production and Filmmaking Modern Languages and English Language Teaching Music, Philosophy</p>	<p>https://www.sussex.ac.uk/about/who/schools-and-departments</p>

<p>Warwick</p>	<p>Faculty of Arts (School of Creative Arts, Performance and Visual Cultures, School for Cross-faculty Studies, School of Modern Languages and Cultures)</p>	<p>Classics and Ancient History English and Comparative Literary Studies Film and Television Studies History History of Art Cultural Media Policy Studies Theatre and Performance Studies Liberal Arts Global Sustainable Development</p>	<p>https://warwick.ac.uk/fac/arts/aboutus/</p>
<p>York</p>	<p>Faculty of Arts and Humanities</p>	<p>Archaeology English and Related Literature History History of Art Language and Linguistic Science (Music) Philosophy Theatre, Film, Television and Interactive Media Medieval Studies Renaissance and Early Modern Studies Eighteenth-Century Studies Modern Studies</p>	<p>https://www.york.ac.uk/about/departments/arts-humanities/</p>

UNIVERSITY OF GLASGOW

Senate – Thursday 8 June 2023

**Proposed Name Change for School of Interdisciplinary Studies to
School of Social & Environmental Sustainability**

Cover Sheet

Brief Description

Since the restructure across the University in 2010, the School of Interdisciplinary Studies based on the Dumfries campus has worked to create an identity and presence in the local and regional community and deliver higher education to the Dumfries and Galloway population and beyond. It is now a well-established School that has local, national and international reach. Thirteen years on, it is recognised that the name 'School of Interdisciplinary Studies' lacks clarity in what they represent and while they do focus on interdisciplinary approaches to research, and learning and teaching, the current name does not reflect a central theme; therefore, an internal consultation and workshop was undertaken with school staff to begin the process of renaming the school. That consultation has now concluded and a recommendation has been made to rename Interdisciplinary Studies to the School of Social & Environmental Sustainability. This was approved by SMG on 16 May 2023.

Action Requested

Senate is asked to note the inclusive approach taken to reach this recommendation and approve the recommended new name in time to implement this across the academic and financial year for 2023/24, and recruitment cycle commencing summer 2023. Following approval by Senate, the proposal will be submitted to University Court.

Recommended Person/s responsible for taking the action(s) forward

Prof. Fabrice Renaud and Laura Macfadyen.

Resource Implications

None.

Is this request included in current budgets? Yes.

Is this request included in future budget submissions? Yes.

Timescale for Implementation (where appropriate)

1st August or post June 2023 Senate and Court meetings.

Equality Implications

None.

Originator of the paper

Prof. Fabrice Renaud, Head of School of Interdisciplinary Studies, Prof. Sara Carter, Head of College of Social Sciences and Laura Macfadyen, Marketing Manager for the College of Social Sciences

12th May 2023.

Introduction

The University's School of Interdisciplinary Studies, Dumfries Campus, specialises in the areas of environmental science and sustainability, health and well-being, education and tourism, and they are focusing increasingly on themes linked to broad sustainability issues and human-environment interactions which is evidenced by their research and new degree programmes.

It is widely recognised that the name 'School of Interdisciplinary Studies' lacks clarity in what they deliver and while they do focus on interdisciplinary approaches to research, and learning and teaching, the current name does not reflect a central theme. This lack of clarity has been expressed by internal and external stakeholders and a barrier to connecting with prospective students, creating an identity for international markets, positioning the school through industry engagement, and articulating the intended trajectory moving forward.

Therefore, an internal consultation and series of workshops was undertaken with School staff to begin the process of renaming the school.

Approach

The school embarked upon a staff consultation process in the Fall of 2022 which included workshops at each subject area level where 13 potential names were elicited. These were discussed during a session of the School's Executive Group to arrive at a shortlist of three naming options and a couple of alternates. These options were sent to all staff where some objections were raised but where finally a consensus was reached. They were then presented to College Management Group where one of the options was voted out as too close to an existing School name. A reserve School name was reintroduced to have three agreed possible names:

- School of Social & Environmental Sustainability
- School of Environment & Society
- School of Sustainability

The School partnered with college marketing and External Relations to create an action plan to achieve wider consultation aims, and which clearly set out key project milestones. Progress was made to commence with wider consultation from January to March 2023.

Given the project title "*What's in a name?*" the following was established to support stakeholder engagement:

1. A web page was created and published explaining the rationale for change - <https://www.gla.ac.uk/schools/interdisciplinary/consultation/>.
2. A simple questionnaire was created to capture recipients preferred choice and requesting supporting comments, which was then embedded within the web page.
3. Direct emails were sent to all School of Interdisciplinary Studies students (UG, PGT and PGR) which included the web page URL.
4. Conducted internal consultation exercise to discuss views with all four Heads of College (or their representatives) and the leadership of the Centre for Sustainable Solutions.
5. Conducted external consultation exercise with key stakeholders to discuss views. These included Dumfries and Galloway Council, South of Scotland Enterprise Board, The Crichton Trust and The Crichton Campus Leadership Group.
6. Published consultation web page on the CoSS internal staff e-newsletter, the Internal Communications Hub for all UofG staff and requested specific responses from External Relations recruitment teams – all to extend reach.

Examples of the communications can be found in the Consultation PDF, **Appendix 1**.

Consultation questions

The aim of the questionnaire was to ask a simple question giving anonymous recipients one choice from three and asking for feedback in relation to their selection.

Question 1 *“From the options below and with the knowledge you have of the School, which name do you think reflects best the School's central theme/activities? Only 1 choice permitted*

1. School of Social and Environmental Sustainability
2. School of Sustainability
3. School of Environment and Society

122 responses received

Question 2 *Would you like to share any comments in relation to the choice you have made?*

67 comments provided

The questionnaire report can be found in the **Appendix 2**.

General Feedback

A small number of comments stated there was no need for a change of name, some alternative name suggestions were received through responses, and through the process, it was anticipated that there would be views about “wasting time and money on a rebrand when not required”. However the consultation delivered important feedback on the absence of “Education” in any name and therefore careful consideration will be used when addressing these concerns as the school takes forward the consultation outcomes. It is however important to note that at an all staff meeting of the School held on 19th April, colleagues were happy to move forward with two of the names that were retained after the consultation described here, with a preference for School of Environment and Society but with an agreement that either School names would be acceptable.

Overall, feedback from the majority of stakeholders was enthusiasm for a change as the current name is challenging to interpret.

Specific name feedback

Option 1: **“School of Social and Environmental Sustainability”** – views shared

- This name articulates school priorities and focus
- Option demonstrates interdisciplinary nature of the school...diversity of interest, research and teaching.
- *“This name reflects the very close alignment of the School to that agenda not just in environmental terms but socially too. The work the School does is enormously valuable from a sustainable development perspective, and this renaming helps us recognise that and tell the story.”*
- *“...we anticipate that this would be very positive in terms of student recruitment.”*
- Some concerns over a possible overlap and confusion with School of Geographical and Earth Sciences (GES)

Option 2: **“School of Environment and Society”** – views shared

- *“...not having the word ‘Sustainability’ in the title would be an error given this is where UofG is seeing most traction.”*
- *“This aligns with what we do here!”*
- *“Is the only title which incorporates any of the other disciplines – tourism, education, social policy”*
- *“More representative of the diverse courses and students”*
- *“...best encapsulates the environmental science, environmental literature and communication, and health and social sciences degree programs within the school. It places emphasis on the scientific nature and society research of the degrees.”*
- *“This option could be too broad and interpreted differently by external stakeholders”*

Option 3: **“School of Sustainability”** – views shared

- Generally seen as too broad/vague
- Sustainability - viewed as a buzzword and meaningless when it’s used on its own
- *“Sustainability is overused, word is devalued”*
- It encompasses society and the environment
- Simple, clean title (and shortest)

Of great importance to the School, are the views of the external stakeholders as they provided valuable support and understanding:

- Fully support a name change as they confirmed that *“the current name is difficult to understand for outsiders and does not say what we do”*
- *“regionally, this change sends a very positive signal and sense of direction of where we are and aim to be in the future”*
- *“whatever the outcome, we look forward to continuing the strong association with the school”*

Recommendation

After a pragmatic consultation over 3 months which generated feedback and insight from staff, students, internal and external stakeholders, a recommendation is being made. Meaningful dialogue has taken place, providing the first step to repositioning the school for the future which includes place, offer, connection, clarity, vision and a statement of strength. Positive and anecdotal praise has been forthcoming on the school’s approach to this consultation and there is widespread support to deliver a successful outcome for the School. From a marketing and student recruitment perspective there was complete consensus from all regions on one single name and clear encouragement to move swiftly to action the final decision.

Therefore robust evidence supports the key elements considered and enables a convincing decision and recommendation on the final name, which is the **School of Social & Environmental Sustainability**.

The outcomes of the consultation and of the recommendation that was made were thoroughly discussed at the School’s Executive Group meeting held on 3rd May. The proposed new School name was unanimously approved. Communication of the outcome was subsequently sent to all School staff and no objections were raised.

SMG endorsed the preferred new name at a meeting on Tuesday 16th May. CMG approved the chosen name at a meeting on Thursday 18th May, jointly enabling the school to make the following request.

Senate is asked to approve this new name and enable the school to commence with implementation in the coming months which will facilitate the required administrative and organisational changes to be made.

Appendix 1

Consultation on name change update PDF

INSERT APPENDIX 1 PDF

What's in a name?

122 Responses	09:29 Average time to complete	Active Status
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[Review answers](#)
[Post scores](#)
[Open in Excel](#)

1. From the options below and with the knowledge you have of the School, which name do you think reflects best the School's central theme/activities? Only 1 choice permitted. (0 point)

[More Details](#)

- School of Social and Environme... 60
- School of Sustainability 13
- School of Environment and Soci... 49



2. Would you like to share any comments in relation to the choice you have made? (0 point)

[More Details](#)

[Insights](#)

67
Responses

Latest Responses

"Consulted with a few colleagues. Key messages are: 1. "no alarm bells"; 2. P...
 "I welcome the opportunity to input given the importance of the University's ...
 "The overall consensus from all regions was School of Social and Environme..."

18 respondents (27%) answered **School of Social** for this question.