

## **WEB COPY**

### **Court**

#### **Minute of Meeting held on Wednesday 11 April 2018 in the Senate Room**

##### **Present:**

Clr Susan Aitken Glasgow City Council Assessor, Mr Graeme Bissett Co-opted Member, Ms Heather Cousins Co-opted Member, Professor Lindsay Farmer Senate Assessor, Mr David Finlayson Co-opted Member, Professor Carl Goodyear Senate Assessor, Professor Nick Hill Senate Assessor, Dr Simon Kennedy Senate Assessor, Professor Kirsteen McCue Senate Assessor, Dr Morag Macdonald Simpson General Council Assessor, Ms Margaret Anne McParland Employee Representative, Mr Ronnie Mercer Co-opted Member, Dr June Milligan Co-opted Member, Mr David Milloy Co-opted Member, Professor Sir Anton Muscatelli Principal, Mr Elliot Napier SRC Assessor, Ms Elspeth Orchardon Co-opted Member, Ms Elizabeth Passey Co-opted Member (Convener of Court), Ms Kate Powell SRC President, Mr Gavin Stewart Co-opted Member, Ms Lesley Sutherland General Council Assessor, Dr Bethan Wood Senate Assessor

##### **In attendance:**

Professor Anne Anderson (VP and Head of College of Social Sciences), Dr David Duncan (Chief Operating Officer [COO] & University Secretary), Professor Jon Cooper (Vice Principal KE&I) (to item 4 inclusive), Mr Robert Fraser (Director of Finance), Professor Neal Juster (Senior Vice-Principal), Ms Deborah Maddern (Administrative Officer), Professor Miles Padgett (Vice Principal Research) (to item 4 inclusive); Dr Dorothy Welch (Deputy Secretary) (to item 6 inclusive)

##### **Apologies:**

**Members:** Mr Dave Anderson Employee Representative, Mr Aamer Anwar Rector, Dr Ken Sutherland Co-opted Member

#### **CRT/2017/36 Announcements**

Professor Anne Anderson was welcomed to the meeting and was thanked for the Pre-Court briefing on the College of Social Sciences and related KPIs. Professor Jon Cooper, Professor Miles Padgett and Dr Dorothy Welch were welcomed to the meeting.

There were the following declarations 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 triennial valuation of the scheme; and Professor Anne Anderson in relation to the QMU.

#### **CRT/2017/37. Minutes of the meetings held on Wednesday 14 February 2018**

The minutes were approved.

#### **CRT/2017/38. Matters Arising**

There were no matters arising.

### **CRT/2017/39. Annual Report on Research and Knowledge Exchange and KPIs**

Professor Miles Padgett, Vice Principal Research, briefed Court on progress against the institutional research KPIs and the activities being conducted across the University to strengthen the quality of research, particularly outputs, in order to enhance performance in the next REF exercise. Court received a summary of the rules and processes for REF2021, and details of local preparations for the exercise.

Court noted details of the Research Beacons, six broad cross-disciplinary areas of research that had a track record of attracting major external investment. Court received details of initiatives to nurture talent, that went beyond the established staff-development programmes: these included the Glasgow Crucible and Senior Research Leaders Programme. Court noted the report and progress against research KPIs, these relating to research income, PGR:academic ratio, research output quality, and continual improvement with regard to research impact; and a secondary KPI relating to staff holding grants.

In discussion, Court heard that the research groups to be accommodated in the Research Hub were still work in progress. With regard to the next REF, one of the key risks related to the number of staff who would be submitted compared to competitor institutions in Scotland. In terms of local assessment of submissions and which Units of Assessment that staff were returned in, this had and would continue to be a team effort. Engagement with the Impact agenda was well embedded. Increased engagement with industrial strategy and Innovate UK was becoming increasingly important.

With regard to analysing REF data in terms of equality and protected characteristics, further data would be provided to Court members. Court noted that recent changes to the REF process had been helpful in this area, with provisions made for staff who worked part-time and to acknowledge team efforts as well as individual contributions.

Professor Jon Cooper, Vice Principal for Knowledge Exchange and Innovation, briefed Court on progress against the main KEI priorities and on the related KPIs. Court noted: outcomes related to the national University Innovation Fund; that in the past year the University had obtained the highest-ever levels of innovation and impact-related funding; that the University had participated in Science and Innovation Audits which were sponsored by UK Government to provide UK regions with opportunities to promote their particular innovation strengths; details of the Innovation District in Glasgow; an update on innovation and spinouts; highlights of public engagement activity; details of projects in receipt of Industrial Strategy Challenge Fund awards, totaling £3.2m; and a summary of successes connected to the Global Challenges Research Fund, where 40 successful proposals had resulted in Glasgow being involved in £20.3m of funded projects.

Court heard that there were opportunities for growth connected in particular to engagement with Innovate UK/KTP, the Industrial Strategy Challenge Fund, and the Innovation District, the latter of which would assist engagement with industry and related funds.

Court noted details of Innovate UK awards over 5 years. Court received and noted statistical trends in the agreed reporting areas for KE&I over the period 2013/14 – 2017/18.

In discussion, Court heard that spinout activity was in line with that at other similar HEIs, although reporting varied since some institutions included student as well as staff spinouts. There was a positive interaction with the REF in that spinouts made excellent impact case studies, underpinned as they were by high quality research. There were some complexities around the creation and operation of companies, including to some degree the location of venture capital sources, but also the incentivisation structure and the skills sets required for business management to occur in tandem with an academic career.

Court thanked Professors Padgett and Cooper for the briefings.

## **CRT/2017/40. Report from the Principal**

### *CRT/2017/40.1 Higher Education Developments*

#### *Scotland Higher Education Budget for 2018-19*

At the last meeting, Court had received a summary of the budget for SFC HE resource and capital. Guidance had since been received from the SFC on priorities for Further and Higher Education. The indicative funding allocation was noted by Court. The Teaching Grant, Research Excellence Grant and University Innovation Fund percentage increases were all in line with the overall sectoral increase. The Research Postgraduate Grant increase was greater than the overall sector increase of 1.8%, with differences reflecting PGR activity within individual institutions.

The outcome of some strategic grants, such as the museums grant, was still awaited.

#### *Review of HE funding in England*

As had been referred to at the previous meeting, the review of HE funding in England could impact on Scotland and on some Scottish HEIs in particular, if there were changes in the fee regime for Rest-of-UK Undergraduate students, or to the regulatory regimes, e.g. the TEF and the Office for Students. The fees review would be led by UK government via an independent panel, which would seek input from the Russell Group amongst other stakeholders, but not from individual institutions. The review was scheduled to be concluded in early 2019. Some scenario planning and impact studies were being done by the University, given the possibility of headline fees changing, but given the current uncertainties, the situation was complex. Court would be kept updated.

#### *CRT/2017/40.2 USS/pensions update*

Every three years there was a statutory valuation of USS, to ensure there were sufficient funds to pay pensions earned, and that future contributions into the scheme would cover the payments and other benefits. The latest valuation, dated 31 March 2017 had shown an increase in the estimated funding deficit to £7.5 billion. The independent Pensions Regulator had expressed concern about aspects of the assumptions in the valuation. The USS Trustee was required to sign off the valuation and submit a report and recovery plan to the Regulator by 30 June 2018.

Over recent months, Court had been updated on discussions between employers and the employees' representatives. The UCU and UUK had negotiated an agreement at a national level, with details published in March; however, this had been rejected by UCU branches and its Higher Education Committee. Following this, a proposal had been made under the auspices of ACAS, to establish an independent expert panel to review the 2017 valuation. Subject to support from UCU members and employers in principle to the proposal, detailed terms of reference would then be agreed and published. The proposal was subject to consultation with union members and USS employers. As part of the ACAS proposal, UCU would consult its branches and members on suspending industrial action while the review took place.

The University had indicated its support for the establishment of the panel. As at the end of March, UUK had indicated that employers' responses received to date had also been supportive of the establishment of the panel. UCU branches and their Higher Education Committee had indicated their support for the proposal to be taken to consultation with UCU members. The outcome of the ballot of UCU members was awaited. Court would be kept updated.

*CRT/2017/40.3 Outcome Agreement*

Court had received regular updates on the content of the University's Outcome Agreement, which was required to be submitted to the SFC as a condition of funding. The Agreement set out what the University would deliver in return for Government funding. The document's focus was on the contribution made towards improving life chances, supporting world-class research and creating sustainable economic growth for Scotland.

In 2017, Court had approved a new agreement for the period 2017/18 to 2019/20. At the time, Court had been advised that the University was expected to update this annually.

The updated agreement was received by Court, which noted in particular that:

- the agreement had been updated to reflect new developments and initiatives across the University in the past year. Examples included: the launch of the Medical School Glasgow Access Programme; an £8m award from CRUK to design clinical trials that would accelerate treatment for pancreatic cancer; the Innovation District;
- the SFC had strengthened its stance on Widening Access and there were now targets for full-time MD20 entrants;
- the national table of measures had replaced the previous SFC targets table and contained many more measures than the previous Outcome Agreement, with several having associated targets for the next three years.

As in the past, the large majority of SFC funding would continue to be formula based, through allocations for teaching, research and knowledge exchange funding. Specific sums might be linked to the achievement of specific outcomes.

It was noted that the document had become lengthier and more directive in recent years. It was also noted that the University's focus was on areas in the document that were most aligned with the agreed institutional strategy, but that providing detail on all the areas was nevertheless a requirement.

It was agreed that details of MD20 cohorts' progression would be circulated to Court members. Information and explanatory narrative on mature students' progression would also be provided.

Court approved the updated Outcome Agreement and recorded its thanks to those who had compiled the document.

*CRT 2017/40.4 Vice Principal and SMG appointments*

Ms Bonnie Dean, OBE, had been appointed to the post of Vice Principal, Corporate Engagement and Innovation.

Professor Miles Padgett's appointment as Vice Principal Research had been extended from 31 July 2019 to 31 December 2020 to coincide with the end of the current REF cycle.

Ms Rachel Sandison, currently Executive Director External Relations, would join SMG on 1 January 2019 and be appointed as Vice-Principal at that time in addition to her existing role.

Ms Christine Barr, Director of Human Resources, would join SMG with immediate effect.

*CRT 2017/40.5. Queen's Anniversary Prize*

On 22 February, the University had been presented with its Queen's Anniversary Prize for Higher Education, in recognition of a half century of work on the Historical Thesaurus.

*CRT 2017/40.6 Key Activities*

Court noted a summary of some of the main activities in which the Principal had been involved since the last meeting of Court, covering internal and external activities beyond daily operational management and strategy meetings. The activities were under the broad headings of: Academic Development and Strategy; Internationalisation activities; Lobbying/Policy Influencing and Promoting the University; Internal activities and Communications.

**CRT/2017/41. Report from the University Secretary**

*CRT/2017/41.1 Industrial Action Working Group/USS*

Since the last meeting, Court had received updates on industrial action arising from the ongoing USS triennial valuation and the potential for the scheme to be changed. More than 400 members of staff had taken part in the strike action, which had run over 14 days from 22 February to 16 March.

Throughout the period of industrial action, the University had maintained a consistent position, calling for a negotiated settlement which was affordable and enduring. The University had recognised the concerns expressed by many students about the disruption to classes and had sought to keep them informed through regular information releases, answers to frequently asked questions and more detailed advice on academic matters. Good relations had been maintained with local UCU representatives. There had been a peaceful sit in by a group of 14 students.

With regard to exams/assessment and the concern that students might be adversely affected in their preparation for these, advice had been given to Schools and contingencies put in place in case of further industrial action.

As Court had heard earlier in the meeting, there was a proposal that a joint expert panel be established to review the valuation of USS, with UCU to ballot its members on the proposal.

*CRT/2017/41.2 General Data Protection Regulation*

Dr Dorothy Welch explained that the General Data Protection Regulation (GDPR) would come into force on 25 May 2018, as part of revised UK legislation. The GDPR would replace provisions under the Data Protection Act. The Regulation would strengthen individuals' rights and put corresponding new requirements on organisations to demonstrate accountability, with new penalties for non-compliance.

Key changes included: strong rules about record keeping and new financial penalties for not being able to evidence accountability for processes; a broader definition of 'personal data'; a new approach to consent; freely given positive opt-in and easy withdrawal; mandatory privacy impact assessments for new services/projects where risks were high; and a requirement for larger organisations to appoint a Data Protection Officer.

As the governing body, Court had ultimate responsibility for ensuring compliance with the GDPR. The University's business was particularly broad in terms of data processing, covering for example the student and alumni bodies, and research. Ahead of the new regime, the University was adopting an 'Information Asset' approach to manage data consistently, to bridge the transition to the new legislation and to address privacy management. Court noted details of the actions being taken by the University via the Data Protection Office, a data governance group and a programme to ensure compliance. Actions included: awareness raising; establishment of a clear legal basis for the University's data processing and clarity about how informed consent should be obtained; developing communication methods with data subjects; and developing data retention protocols. The latter would

include consideration of risk and drafting of robust rules to ensure that any data that did need to be retained, was so retained. In terms of adherence to the timescales for compliance, the high risk areas were being identified to ensure timely compliance.

Court noted details relating to governance, in the context of members needing to be satisfied that there was sufficient oversight. The governance board contained owners of staff, student and alumni data, and representatives (data owners) from each College; in addition, all units were being required to complete the information asset register, with the internal auditors to provide an additional, ongoing layer of assurance. An audit of GDPR readiness had taken place in the autumn of 2017; at that time, the audit had identified a lack of awareness and training. The possibility of bespoke training was being investigated, and awareness-raising was ongoing.

There would be regular updates to Court via the Audit and Risk Committee and the Secretary's Report. These would include details of any material breaches if these occurred.

### *CRT/2017/41.3 Student Bodies/Union Finance*

At the last meeting, Court had asked for more detail about the financing of the student bodies, including background information about the structure of the student bodies, and the budget allocation process. Court now received and noted these details.

Dr Dorothy Welch, Deputy Secretary, explained that the student bodies (SRC, GUU, QMU, GUSA) worked closely together, guided by five broad themes that had been agreed in discussion with them in 2017 – covering mental health, volunteering, international student integration, societies and employability. The aim was to provide a holistic experience for students and to avoid duplication. The bodies' funding allocations from the University had remained relatively static in recent years; this was because the allocations came from the University Services budget, which itself had been subject to pressure. However, as had been reported at the February meeting of Court, there had been a significant increase (16%) in the bodies' funding for the 2018/19 year, found from additional savings being required of University Services. Funding for significant capital items, such as the proposed fire-safety related works at the QMU, was made separately.

Court noted that some limited information on student body funding at other HEIs was available, but that comparing like with like was very difficult, given the numerous and different financial models in operation.

In discussion about the principles behind the funding and the potential for duplication of offer by the student bodies, it was noted that the student experience was the fundamental driver behind the five broad themes outlined earlier, with each body being asked to set out what it contributed and what it was proposing to provide, on an annual basis. Both 'social' unions (GUU and QMU) had between 4,000 and 5,000 members and were well used, including by student societies which regularly booked space in the buildings. The unions served an identifiable need, and would change the offer if demand changed. With regard to the funding model, Court noted that deficits were not permitted to be run by the student bodies: there had been top-up funding made available to GUU while the Hive was being refurbished, but a recurring deficit model was not one which the Student Finance Sub-committee would approve. The GUU, which had in past years received some financial assistance, had turned itself around financially and had a good operating model which did not rely on a budgeted deficit. Funding for the GUU and QMU was at the same level; this was because the capacity was broadly the same. In response to a question about governance matters including complaints management within the student bodies, it was noted that the committee had required relevant policies to be put in place. Court noted a suggestion that employment matters, including best practice, should be included in the committee's oversight of the student bodies.

Dr Welch would advise the Sub-committee about Court's discussion. Court confirmed it was content that the request for information about the unions had been addressed.

It was noted that the operation of the Sub-committee and the new Student Experience Committee would be kept under review to establish if there were opportunities for co-ordination.

*CRT/2017/41.4 Student Experience Committee*

At the December meeting, Court had approved the establishment of the Student Experience Committee. Arrangements for its membership had been made since then. Court approved a recommendation from the Nominations Committee that David Finlayson and Morag Macdonald Simpson be appointed as lay members on the Committee. A Senate Assessor on Court would also be identified for the Committee. Court would receive a report from the Committee in June.

*CRT/2017/41.5 Organisational Change Governance Group*

David Finlayson had been appointed to a vacancy on the group.

Following discussion at the last meeting, a review of the Committee's role was taking place via the HR Committee. Court would be provided with a report in June.

*CRT/2017/41.6 Equality and Diversity Strategy Committee*

A report from the E&DS Committee would be made to the June meeting of Court, to allow for the full year's business to be covered.

*CRT/2017/41.7 Sexual and racial harassment*

Court received and noted the Gender-Based Violence Strategy Group Action Plan and key points and actions relating to it, including: a Personal Relationships Policy being developed; expansion of the number of Respect Advisers who could act as the first point of contact for students or staff members with concerns about any form of harassment or bullying; assessment of the value of an app which was widely used in other university campuses as a means of summoning assistance in moments of crisis; and continued implementation of the 'Let's Talk About Sexual Violence' training initiative, in collaboration with the SRC and Rape Crisis Scotland.

Evaluation of anonymous reporting tools implemented at a small number of other universities would take place, with Court being kept updated.

With regard to issues raised by the Rector at previous meetings, Court heard that the Principal had spoken to the Rector to provide assurances that any student complaints relating to alleged harassment would be dealt with; to date none had come forward, but the Rector had advised that this might occur after the exam period. Court also heard that the University had been contacting student associations and societies to explore any concerns they might have regarding racial harassment, Islamophobia or Anti-Semitism.

A paper on safeguarding issues would be brought to the next meeting of Court.

*CRT/2017/41.8 Court Assessment and Convener appraisal*

The externally facilitated review would cover areas normally included in the annual self-assessment, which would therefore not occur in 2018. The terms of reference for the externally-facilitated review were approved by Court.

As part of the good practice set out in the Code of Good HE Governance, Ronnie Mercer had undertaken an appraisal of the Convener's performance. The Convener left the meeting for this item. Court members were provided with a summary, which had previously been circulated. It was agreed

that a list of the main University-related business undertaken by the Convener between Court meetings would be provided on a regular basis.

*CRT/2017/41.9 Court Strategy Day*

The Strategy Day would be on 28 September. A draft programme would be circulated in the summer.

*CRT/2017/41.10 SFC Strategic Dialogue meeting*

The SFC had a cycle of dialogue meetings with all HEIs. The University's latest meeting had been on 13 February 2018. It had included sessions on: Governance and financial sustainability; the transformative impact of the campus redevelopment; creating growth in the city through city/University interaction, which had included a visit to the Kelvin Hall. The session had also highlighted the planned Interdisciplinary Innovation Zone, part of the campus development (Phase 1B of the capital plan) and a major contribution to the Glasgow University Innovation District.

The University team for the visit had included members of senior management and three lay members of Court. There had also been staff and student sessions, both involving a cross-section of representatives from all Colleges. A report from the SFC was awaited, but initial feedback had been very positive about the presentations and meetings with members of the University community.

*CRT/2017/41.11 Mental Health*

As reported at the last meeting, the Mental Health Working Group had met in January and agreed a number of actions covering both staff and students, the main areas relating to: specialist provision; training of non-professionals across the institution; and general awareness-raising.

At the beginning of March, Court members had been contacted with information about how the University had marked University Mental Health Day, a national campaign to focus on promoting mental health of the Higher Education community.

The Mental Health Group had met recently to review progress and agree future priorities. The key points from the meeting had included: all additional posts in Counselling and Psychological Services would be filled by early April; Mental Health First Aid training continued to be rolled out across the University, with strong uptake; the SRC had secured additional funding to extend the highly successful 'Mind Your Mate' training initiative; and support and training for Advisers would be a key component of work over the coming months, the aim being to raise awareness and ensure a basic level of training for all Advisers and PG Conveners. Ways of dramatically shortening the waiting time before students could have access to professional counselling support were also being explored.

*CRT/2017/41.12 Sustainability Working Group*

The Sustainability Working Group had met for the second time in March. The group had approved in principle a waste management strategy and had noted the work underway on a sustainable food strategy and a climate change adaptation plan. The group had discussed key messages which would be disseminated across the University community and identified priorities for action. The Committee had noted a wide range of awareness raising activities being undertaken on campus.

*CRT/2017/41.13 Snow*

Court noted a summary of the University's actions during the recent bad weather.

Managers and trade union representatives had since met to review the actions taken and identify lessons that could be learned for the future.



*CRT/2017/41.14 General Council Assessors on Court*

Dr Morag Macdonald Simpson and Ms Lesley Sutherland had been reappointed as General Council Assessors on Court for 4 years from 1 August 2018. Court's congratulations were recorded.

*CRT/2017/41.15 SRC Elections*

The following candidates had been successful in the Spring 2018 SRC elections and would take up sabbatical officer posts on 1st July 2018:

President: Lauren McDougall

VP Education: Emma Hardy

VP Student Support: Fatemeh Nokhbatolfoghahai

VP Student Activities: Scott Kirby

Court's congratulations were recorded.

*CRT/2017/41.16 Fire Safety*

Court would receive a report in June, providing reassurance about processes in place via the Health, Safety and Wellbeing Committee.

**CRT/2017/42. Report from the Rector**

In the Rector's absence there was no report.

**CRT/2017/43. Reports of Court Committees**

*CRT/2017/43.1 Finance Committee*

*CRT/2017/43.1.1 Capital Programme*

The Committee had received a report providing an overview of progress on the campus development, noting that there had been substantial movement in the timing, though not the quantum, of expenditure compared to the profile discussed at the previous Committee meeting. Expenditure planned for the current and succeeding year was now forecast to arise in the period 2019-2022 and expenditure planned for the period beyond 2023 was now planned to be accelerated. A further full evaluation was underway in the context of the capital plan supporting the Budget for 2018-19. The Committee had requested greater visibility on movements as they occurred throughout the year.

Court would receive details at its June meeting, as part of the annual budget and capital plan briefing.

*CRT/2017/43.1.2 CapEx Projects*

The Committee had considered and approved three Capex applications, with a total capital spend of £1.95m. Funding for all projects had been included within the approved capital Plan. One of the applications had related to fire safety improvement works in the Queen Margaret Union; the Committee had been assured that a systematic process to identify such requirements was executed under the oversight of the Health, Safety & Wellbeing Committee. This matter had also been referred to earlier in the Court meeting.

With regard to the cost of all three projects being more than had been originally indicated in the capital plan, it was noted that the additional sums were relatively small within the overall plan.

*CRT/2017/43.1.3 Endowment Investment Report*

The Committee had noted a report providing a view of endowment investment performance against targets. Performance would continue to be monitored as the year progressed. The future operation of the Endowment Investment Advisory Committee and the Investment Sub-Committee was under review to assess optimal monitoring of the aggregate of endowment and liquid funds.

Court received and noted the endowment investment report.

*CRT/2017/43.1.4 Financial reports*

The Committee had received a comprehensive update on the budgeting process and overview of cash flow forecasting, noting that the University budget and financial forecasts would be considered in detail at the May meeting of the Committee. The overall position remained in line with previous expectations, subject to the evolution of the capital expenditure profile. The outlook for the full financial year remained slightly ahead of budget, with a stronger-than-budget short-term cash flow performance, because of capital expenditure deferral and working capital.

The Finance Committee report was noted.

*CRT/2017/43.2 Estates Committee*

*CRT/2017/43.2.1 Capital Projects*

The Committee had noted the Capital Projects report and the current green status of the majority of projects. The Committee had noted the amber status of the Learning and Teaching Hub, which arose primarily because of weather-related time loss – which Court noted had now largely been caught up; and the amber status of the Joseph Black Building (Fire Upgrades) which had potential for additional cost due to an earlier delay in obtaining a Building Warrant. It was noted that the City Council was working with applicants city-wide to minimise the delays with warrants. There had also been some delays in the infrastructure enabling works at the Western Site, resulting in a delay to the commencement of the Research Hub, although this would not affect the cost.

As had been referred to in the Finance Committee item, members would be updated on movements in the capital plan, at the June meeting, as part of the budget and capital plan briefing.

The Committee had noted that current costs for the Institute of Health and Wellbeing project were higher than the sum allocated within the capital plan. This was primarily due to a change in the design of the building, which had been necessary to address the anticipated level of use, the need to deliver on the strategic imperative for placemaking and to ensure that the final design was truly transformational.

*CRT/2017/43.2.2 CapEx Applications*

Court noted Estates Committee's approval of CapEx applications relating to: Gilmorehill/Queen Margaret Union/Fire Improvement Works in the sum of £950k; Gilmorehill/Davidson Building/West Medical Refurbishment in the sum of £224,520; and Gilmorehill/Rankine Building/Weides Laboratory in the sum of £780k.

The Estates Committee report was noted.

*CRT/2017/43.3 Audit & Risk Committee*

The Committee had received: internal audit reports on reviews of Payroll and Staff Global Mobility; and the updated 2017/18 Audit Plan and draft plan for 2018-20, which would be reviewed further at the Committee's next meeting, and would include reference to a review of the GTA processes (already the subject of a review by HR) and to student global mobility, the latter arising from the Committee's discussion about the staff mobility audit.

The Committee had also received the updated University Risk Register. Two members of the Committee, and a lay member of Court, had attended the annual Risk Workshop.

The report was noted.

*CRT/2017/43.4 Human Resources Committee*

The Director of HR had provided an update on the industrial dispute and recent industrial action related to proposed changes to the USS pension; and on the University's arrangements for addressing sexual harassment. There had also been updates on the immigration landscape, strategic recruitment, the commencement of this year's pay negotiations, and the review of the processes and employment framework for GTAs and Demonstrators.

The Committee had received a presentation on the Pay, Performance and Reward processes, including strategic updates on P&DR and Gender Pay. A draft Personal Relationships Policy had been discussed by the Committee. This would be presented to Court at its June meeting, following wider consultation. The Committee had reviewed management information and the minutes of recent meetings of the EDSC and JCCN.

The Chair of the HR Committee would discuss further with Professor Hill the provision of data to those sitting on promotions committees.

The report was noted by Court.

**CRT/2017/44. Any Other Business**

There was no other business.

**CRT/2017/45. Date of Next Meeting**

The next meeting of Court will be held on Wednesday 20 June 2018 at 1.45pm

## Court Context Card 20 June 2018 - Principal's Report

Speaker	Professor Anton Muscatelli	
Speaker role	Principal	
Paper Description	For information	
Topic last discussed at Court	Last report to Court was April 2018	
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"> <li>Higher Education Developments <ul style="list-style-type: none"> <li>Scotland Higher Education Budget for 2018-19</li> <li>Brexit</li> </ul> </li> <li>Transformation Programme</li> <li>Outcome Agreement - Dumfries</li> <li>USS/pensions update</li> <li>University Rankings</li> <li>Key activities</li> <li>Senior Management Group Business</li> </ol>	
Topics to be discussed	In line with paper's headings	
Action from Court	To note/discuss if wishes	
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		
Risk register - college level		
Demographics		
% of University	Items mainly relate to the University as a whole	
Operating stats		
% of		
Campus	All locations	
External bodies	UK Government; Scottish Government; SFC	
Conflict areas		
Other universities that have done something similar		
Other universities that will do something similar		
Relevant Legislation		
Equality Impact Assessment		
Suggested next steps		
Any other observations		

**Court - Wednesday 20 June 2018**

## **Principal's Report**

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

#### **1. Higher Education Developments**

##### *Scotland Higher Education Budget for 2018-19*

At the last meeting, I provided details of the indicative funding allocation from the SFC. Our allocations across the various grants were in line with or above the sectoral average. At the time, we were still awaiting the outcome of some strategic grants such as the museums grant. In early May it was announced that the University would receive part of £3.6 million of the SFC Museums, Galleries and Collections grant, over three years (£1.2m for three academic years beginning 2018-19). The Hunterian, as Scotland's largest university museum, will receive £2.178 million of this funding.

The overall funding position for the University of Glasgow for 2018/19 compared to 2017/18 is slightly ahead of what we were forecasting in February.

The main highlights of the SFC guidance letter are:

- Overall increase of 2.3% on 2017-18 to £138.6m – for Teaching, Research, Innovation and Research Postgraduate Grant;
- Teaching grant increased by 1.8%;
- Research Excellence Grant went up by 2.8% - this is higher than the indicative Grant letter where we were only showing a 1.8% increase and this has given us an additional £446k;
- University Innovation Fund increased by 9.9% (though this is only £1.5m in total);
- Research Postgraduate Grant increased by 1.9%.

We have also been allocated almost £2m for the Global Challenges Research Fund – the second highest amount in Scotland.

##### *Brexit*

There are ongoing discussions regarding the future of the UK's participation in the European Research and Innovation Area and regarding EU student funding with UK and Scottish Governments. For instance, on 7 June the European Commission presented its proposals for Horizon Europe (FP9) which Commissioner Carlos Moedas announced would be the EU's "most ambitious Research and Innovation programme yet." The legal text sets out the rules on third

country association. It creates a new category of eligible countries which would give the UK the option to negotiate association to Horizon Europe. However, all this is subject to the Brexit negotiations and the debate on participation in FP9 has not been straightforward in the last few weeks.

As this is a fast-moving area, I will provide an update to Court on any major developments.

## **2. Transformation Programme**

In April, Court members were updated on the appointment of the Chief Transformation Officer, Chris Green. Chris joins from a partner role at PA Consulting and has over 20 years' experience of delivering change management through projects and programmes, for clients including many large public sector bodies. He has started to recruit a team of internal and external talent to drive the programme forward. Chris will be at the lunchtime briefing relating to the budget and strategy/KPIs, on the day of the June Court meeting. There will be a briefing paper and update on the Transformation Programme, at the October meeting of Court.

## **3. Outcome Agreement – Dumfries**

At the last meeting, Court approved the University's updated Outcome Agreement, which sets out what the University will deliver in return for Government funding.

In addition to our standard Outcome Agreement with SFC, we work with other HE providers in Dumfries to produce a Consolidated Outcome Agreement for the activities on the Crichton Campus. The document's focus is on the contribution made towards improving life chances, supporting world-leading research and creating sustainable economic growth in the South West of Scotland.

The Agreement is for Court's approval.

## **Items B: For Information**

### **4. USS/pensions update**

At the last meeting, Court heard that a proposal was made under the auspices of ACAS, to establish an independent joint expert panel (JEP) to review the 2017 valuation of USS. Subject to support from UCU members and employers in principle to the proposal, detailed terms of reference would then be agreed and published. The proposal was subject to consultation with union members and USS employers. As part of the ACAS proposal, UCU consulted its branches and members on suspending industrial action while the review took place.

The University and other employers were supportive of the establishment of the JEP. Following a ballot of UCU members, those members were also supportive and the possible industrial action was suspended. Court members were contacted about this shortly after the Court meeting in April.

The JEP has now been formed, with three members from each of UCU and UUK, and is chaired by a respected independent, with extensive experience of pensions, Joanne Segars OBE. Joanne is currently the Chair of Local Government Pension Schemes Central Ltd, which pools the

investments of nine large Midlands-based local authority pension funds. The JEP has begun to gather evidence and hopes to report in mid- to late September.

## **5. University Rankings**

We have details from three of the UK League Tables: The Complete University Guide, The Guardian and the QS.

In the Complete University Guide, we are up three places to 24<sup>th</sup> since 2017 (29<sup>th</sup> in 2016 and 30<sup>th</sup> in 2015 and 2014), again placing us 3<sup>rd</sup> in Scotland behind St Andrews and Edinburgh, and 18<sup>th</sup> in the Russell Group, the latter an improvement of one position from last year. Glasgow is top in the subject tables for Education, Nursing, Dentistry, Veterinary Medicine and Drama, Dance & Cinematics.

We are now 24<sup>th</sup> in the Guardian (2019) league table, one place down from last year (previous years were 26<sup>th</sup>, 24<sup>th</sup> and 25<sup>th</sup>). We have gone down two places in the Russell Group to 15<sup>th</sup>, and remain 2<sup>nd</sup> in Scotland, behind St Andrews.

With respect to QS Rankings released on 6 June, Glasgow has slipped 4 places to joint 69<sup>th</sup> in the ranking. We decreased in Academic Reputation (largest weighting) by 1, Faculty per student by 34 reflecting our increase in student numbers, and International Students by 3. More positively we increased our position in Employer reputation by 14, Citations per Faculty by 10 and International Faculty (staff) by 8. Analysis of how these results compare with our peers in the sector was not available at the time of going to print.

## **6. Key activities**

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

### **Academic Development and Strategy**

2 May: Attended and presented at a Campaign Leadership Board meeting in London.

3 May: Attended a Guild of European Research Universities Board Meeting via video conference.

29 May: Met with Dame Barbara Kelly, Convener of the Crichton Campus Leadership Group.

30 May: Met with a delegation from Radboud University, Nijmegen, one of our Guild partners who were visiting the University with a view to developing further partnerships.

4-8 June: Travelled to Washington DC, USA to sign a Letter of Intent with the Smithsonian Institute. The University already enjoys an active partnership with the Smithsonian, and the Letter of Intent was signed to commit both institutions to a strategic partnership. In addition to this, I was able to meet with various supporters and alumni based in the USA during my time there, hosting events in New York and San Francisco. I also visited the International Monetary Fund during my trip to Washington DC.

12 June: Attended the ASBS Strategic Advisory Board Meeting.

14-16 June: Visited the University of Leuphana (Germany) and gave the keynote speech at its graduation ceremony. On the way to Leuphana, I visited Hamburg and gave an interview with Der Spiegel.

### **Internationalisation Activities**

23 April: Hosted a visit and lunch for the President of Malawi.

9-11 May: Attended the 2018 U21 Annual Presidential Meetings & AGM, University of Melbourne, Australia.

22 May: Welcomed and met with the UK Ambassador to Italy, Jill Morris.

30 May: Met with the Ambassador of Lithuania who was visiting the University.

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

16 April: Gave an interview to Robbie Dinwoodie and the iScot magazine.

18 April: Attended an SFC Finance Committee and again on 31 May and on 23 May, I led a SFC Strategic Dialogue Meeting, Edinburgh Napier, University.

19 April: The University hosted a visit of a senior team from Times Higher Education (THE) including data colleagues to Glasgow. Senior representatives from higher education sector attended the event. The event was to provide insight into THE rankings, including new developments coming down the road, but also bespoke data analysis highlighting the performance across all our metrics of the universities in attendance.

20 April: Attended UUK Board meeting.

25-26 April: Attended the THE Research Excellence Summit, Palacký University, Olomouc, Czech Republic, and gave a keynote presentation entitled: *Research excellence summit: How smaller nations can thrive*.

30 April: Chaired the First Minister's Standing Council on Europe meeting.

30 April: Co-hosted a dinner in the Lodging with the CEO, Glasgow Chamber of Commerce for Glasgow businesses and shared our plans for the campus development and Glasgow Innovation district.

1 May: Chaired a meeting of the Commission for Economic Growth (Glasgow City Deal).

1 May: Took part via teleconference in an (additional) USS Board meeting.

3 May: Attended the 1st meeting of the AHRC Creative Industries Challenge Advisory Group.

22 May: Chaired/Participated in a CASE Board Meeting via a conference call and on 24 & 25 May co-Chaired the Spring 2018 - CASE Europe Board of Trustees Meeting which took place in the University.

22 May: Met with Lorraine Davidson, Head of European Engagement, Scottish Government.

23 May: Welcomed and introduced Sir Ivan Rogers who delivered a lecture, as part of the Policy Scotland series, entitled: *The real post-Brexit options* and on 29 May, welcomed and introduced Ruth Davidson, MSP, leader of the Conservative Party in Scotland, who had also been invited to deliver a lecture in the Policy Scotland series.

29 May: Met with representatives from Ernst & Young to share my thoughts on Scottish Government's risk management capability and capacity.

31 May: Welcomed and introduced Professor Cordelia Fine who was delivering this year's Carnegie Lecture. Her lecture was entitled: *Science, Gender & Equality*.

2 June: Attended and introduced the First Minister who delivered this year's Cardinal Winning Lecture.



11 June: Along with my colleague Fran Shepherd, I met with Kenneth Ferguson, Gordon Hunt (Head of Scholarship) and Shonaig Macpherson (Chair) of the Robertson Trust.

18 June: Attended UUK Dinner for Scottish Universities in St Andrews which included a discussion on the *Current Political Landscape - Opportunities & Challenges for Universities*.

#### *Russell group activity*

13 April: Welcomed and spoke to Russell Group PGR Special Interest Group.

11 June: Met and spoke to the International Group, Russell Group and joined them for dinner. Glasgow was host for their meeting.

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

16 April: Hosted a reception for new staff in the Lodging.

19 April: Monthly SRC Sabbatical Officers meeting and again on 11 June.

3 May: Attended and spoke at a London alumni event held in the offices of the Spectator.

21 May: Hosted a reception in the Lodging for members of staff who have been selected to serve on REF Panels.

22 May: Hosted a Lodging reception for the Kennedy Memorial Trust and the University of Glasgow's John Smith Centre.

22 May: Attended a Memorial Service for Professor Archie Duncan, leading academic and former Clerk of Senate at Glasgow.

25 May: Attended a University Trust Meeting.

1 June: Attended a reception to celebrate Professor Sheila Rowan's becoming a Fellow of the Royal Society.

12-13 June: Attended Commemoration Day events.

19 June: Attended and presented at the University of Glasgow Meeting - Good Governance Code & General Council half- yearly meeting.

#### **7. Senior Management Group business**

In addition to standing and regular items, the following issues were discussed:

##### ***SMG Meeting of 9 April***

- Capital Programme Update
- UofG Representation on REF2021 Panels Update

##### ***SMG Meeting of 17 April***

- Joint Degree Costing- SIT
- IT services: priorities and future vision
- Proposal for a University of Glasgow / Glasgow Colleges HNC Articulation Programme
- REF reviews
  - UoA 34, History of Art
- Update on the implementation of new recruitment process

##### ***SMG Meeting of 23 April***

- HR Recruitment Process
- REF reviews
  - UoA 3, Dentistry and Nursing & Healthcare

- UoA 4, Psychology, Psychiatry and Neuroscience

***SMG Meeting of 30 April***

- Draft Capital Plan 2018 to 2021

***SMG Meeting of 8 May***

- Interim Impact Reviews: Report on the Spring 2018 Session

***SMG Meeting of 15 May***

- Final Draft Budget
- The importance of European Research Funding
- Impact of Potential Loss of EU students
- Second Round of Interim Impact Reviews (IIR 2)
- The Glasgow Academic Health Science Partnership and West of Scotland Academic Health Science Network
- REF reviews
  - UoA 18 Economics

***SMG Meeting of 21 May***

- GDPR
- Capital Programme Update
- Management of Teaching Space
- Admissions Report
- Data Storage

***SMG Meeting of 29 May***

- Social Media Impact
- Fee Setting, Discounting and Scholarships
- UKRI Strength in Places Fund
- CENSIS
- Review of Provisions for New Parents
- Budget 2018-19, Financial Forecasts and Capital Plan

***SMG Meeting of 4 June***

- Health Safety and Wellbeing Annual Report
- Reports from Heads of College on UoA Configuration plans for REF2021
- Procedures for Cross-UoA Consultations
- Winter 2018 Exam Diet

***SMG Meeting of 11 June***

- Professorial Equality Group
- Leuphana partnership
- PDR Process
- GCRF and non-GCRF collaborations in Africa

## Court Context Card 20 June 2018 - University Secretary's Report

Speaker	Dr David Duncan	
Speaker role	COO and University Secretary	
Paper Description	For information / some items for discussion/decision/approval	
Topic last discussed at Court	April 2018	
Topic discussed at Committee	NA	
Committee members present	NA	
Cost of proposed plan		
Major benefit of proposed plan		
Revenue from proposed plan		
Urgency	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 Items are:</p> <p>A1 An update on the Safeguarding Policy</p> <p>A2 A summary of the recent development of the Student-University contract, which covers areas including the terms on which the University will provide programmes and courses; regulations students must comply with; and use of data.</p> <p>A3 The finalised Ordinance relating to the elections of Chancellor and General Council Assessors. The consultation period on the draft has concluded and the Ordinance is for Court's approval.</p> <p>A4 Information on fire and road safety matters, including further details on the process for fire safety improvements</p>	
Topics to be discussed	As above plus any A or B items Court members may wish to discuss	
Action from Court	<b>Listed under each item: specific decision requested under: A3</b>	
Recommendation to Court	approval of the Ordinance (A3) for submission to the Privy Council	
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		
Risk register - college level		
Demographics		
% of University	100% Cross University application on several items	
% of college		
Operating stats		
% of		
Campus	All locations	
External bodies	Privy Council, Glasgow City Council, Information Commissioner	
Conflict areas		
Other universities that have done something similar	Other HEIs will be considering student contracts, GDPR, Safeguarding, GBV, Court composition	
Other universities that will do something similar		
Relevant Legislation	HE governance legislation/code; Data protection/GDPR	
Equality Impact Assessment		
Suggested next steps		
Any other observations		



**Court – Wednesday 20 June 2018**

## **Report from the University Secretary**

### **SECTION A - ITEMS FOR DISCUSSION / DECISION**

#### *A.1 Safeguarding Policy*

The University has long-standing arrangements relating to the protection of vulnerable groups to ensure that, where relevant, applicants, employees and students are members of the Protection of Vulnerable Groups Scheme, which was introduced by the Protection of Vulnerable Groups (Scotland) Act 2007.

In the light of Court discussion about wider safeguarding matters, including the possibility of guidance and/or regulations for members of the University who might be engaged in activities with vulnerable groups abroad, a more wide-ranging policy has been developed. I am grateful to Gavin Stewart and others for input at the draft stage. The policy was approved by the Equality & Diversity Strategy Committee on 7 June.

The University's internal auditors will also be undertaking a review of this area over the summer, with the report to be considered at a meeting of the Audit & Risk Committee thereafter. Any recommendations that affect the policy will be incorporated by way of changes to it, if required.

#### *A.2 Student-University Contract*

Until now, the legal basis of the University's relationship with its students has not been expressed by means of a unitary document, but in information from a number of sources – the University Calendar, its *Sponsio Academica* (undertaking to abide by regulations and be of good conduct) and various policies concerning the financial aspects of the relationship (regarding fees and other charges). These are sometimes to be found in discrete areas of the University website, and some of the information has been discovered to be contradictory.

In order to clarify the relationship and in the interests of transparency and accessibility, a single contract document has been developed. The implementation of the General Data Protection Regulation and the need for clarity regarding the use of students' data and students' rights in this regard have made the development of the new contract timely. Guidance from the Competition and Markets Authority has also been taken into consideration. The new document does not amend the terms and conditions affecting the University-student relationship, but brings together the information previously found in different locations in a single, more convenient source.

The contract covers the terms on which the University will provide programmes and courses, regulations students must comply with, how the contract may be ended by either party, data use, financial information and sources of additional support, should they be needed.

The contract consists of:

- The terms of a student’s offer from the University;
- The terms and conditions set out in the Student Contract Terms and Conditions;
- The regulations included in the University Calendar.

All the information that makes up the student contract will appear on a landing page on the University website. At registration, all new and continuing students will be required to tick a box to confirm that they have read and agreed to the terms and conditions set out in the contract.

The contract was commissioned by the Ethical Use of Student Data Working Group chaired by Professor Frank Coton and drafted by the University’s legal team. Consultation was carried out with a wide range of stakeholders, including officers and staff of the Students’ Representative Council. The Senior Management Group approved the contract on 11 June 2018.

### A.3 *Ordinance: Election of Chancellor and General Council Assessors*

Court approved the above draft Ordinance in the autumn of 2017. By way of reminder of the context, the current Ordinances for the elections require postal voting and include very specific wording about all aspects of the process. To modernise the elections and provide a degree of flexibility for administrative changes that might be needed in the future, the wording of the Ordinances has been amended to permit electronic voting and to take out very detailed process descriptions, so that the latter can be included instead in local regulations. The opportunity has also been taken to consolidate three Ordinances into one; there are currently three documents that require to be cross-referenced, because of amendments made to the original.

Following the above, there was informal interaction with the Scottish Government, who are now our early point of contact for the Ordinance process ahead of formal submission of documents to the Privy Council. Some input on drafting was received from the government’s lawyers (a normal part of the new procedure), following which there was an eight-week consultation period, including consultation with the General Council Business Committee and Senate, in the period mid-March to mid-May. There were no substantive comments received during this process. The finalised Ordinance is for Court’s approval ahead of submission to the Privy Council.

**Court is invited to approve the Ordinance.**

### A.4 *Fire and Road Safety*

At the last meeting, Court heard that a recent Capex application relating to fire safety improvement works in the Queen Margaret Union had been considered and that the Finance Committee had been assured at that time that a systematic process to identify such requirements was in place, overseen by the Health, Safety & Wellbeing Committee. Court was also advised that members would receive a related report in June, about this process.

**Annex** provides these details. The HS&WC report also refers to this area.

Since the last meeting, the University has been in discussion with Glasgow City Council about how we can improve road safety for students and others in the vicinity of the campus. As members of Court may be aware, there was, tragically, a fatality in mid-April, when a Glasgow International College student died as a result of a road accident on University Avenue. Road safety awareness is included in our information for students and has been highlighted to the University community in recent weeks. In due course, we propose to

construct a ‘super crossing’ on University Avenue opposite the Gatehouse, but as this will not be in place for the start of the next academic year, we are considering other steps we can take in the interim. We are also reviewing road safety arrangements at the junction of University Avenue and Kelvin Way.

## **SECTION B – ITEMS FOR INFORMATION / ROUTINE ITEMS FOR APPROVAL**

### *B.1 General Data Protection Regulation - update*

At the last meeting, Court was briefed on the background to the General Data Protection Regulation (GDPR), which came into force on 25 May 2018, and on the University’s approach to compliance with the new regime.

Since then, there has been further awareness-raising across the University, including circulation of a set of key facts on GDPR (read so far by almost 4,000 members of staff), and liaison with the SRC about further awareness-raising for the student body. A summary programme plan has been developed, augmenting the earlier action plan and including points arising from a recent follow-up internal audit of GDPR preparedness. Web-based training materials (available through the Moodle Virtual Learning Environment) have also been developed: the face-to-face course delivered by the Data Protection team has been filmed for this purpose and an online assessment included. This training, together with externally-sourced information security training, will be mandatory from 2018/19.

### *B.2 Gender-Based Violence*

At the last meeting, Court received the Gender-Based Violence (GBV) Strategy Group Action Plan and a summary of specific actions taken to date.

The Strategy Group, which is chaired by VP and Head of the College of Social Sciences, Professor Anne Anderson, has met again since the last Court meeting. The group considered the ‘toolkit’ developed at Strathclyde University with support from the Scottish Government as part of its ‘Equally Safe’ policy initiative.

We have reviewed Strand 3 of the action plan (relating to support) and a member of senior management group has assumed responsibility for its implementation. We are currently focusing on four main priorities: (1) general awareness raising across the University community; (2) training of key personnel (including a revitalised network of Respect Advisers); (3) policy development; and (4) development of an online reporting tool.

With regard to policy development, a Personal Relationships Policy was approved by Human Resources Committee on 31 May and, as mentioned above, Equality and Diversity Strategy Committee approved the Safeguarding Policy on 7 June. We are in the process of developing an online reporting tool which draws on good practice at other institutions, including the University of Manchester.

Three alleged cases of sexual assault by students are currently being considered by the Senate Student Conduct committee.

In the context of Court discussions earlier this session, Court requested a report from the Equality and Diversity Strategy Committee, to increase visibility of the latter’s work in the above and other areas. A report on the Committee’s work this year is at **Annex**.

### B.3 *Student Experience Committee – Strategy*

A report from the Student Experience Committee appears under the committee reports. As part of its work, the co-chairs have drafted a strategy and action plan which will be put before the committee at its next meeting. The draft action plan covers the following areas:

- Communications with students
- Student safety and support
- Arrivals
- Careers and employability
- Student mobility
- Clubs and societies
- Facilities and infrastructure
- Student finance
- Integration of students from diverse cultures and backgrounds
- Other equality issues

The work of the Student Experience Committee and the Student Finance Sub-committee will be kept under review to make sure they are well aligned. As indicated in the former's terms of reference, which appear in the Court papers, the committee will make recommendations to bodies such as the Student Finance Sub-committee, on matters relating to the ToR. In addition, the Student Finance Sub-committee will be chaired by a member of the Student Experience Committee.

### B.4 *Media Report*

At the February 2018 meeting, Court received a digest of recent media coverage and summary details of social media interaction with the University. Court agreed that such details should be provided from time to time during the year.

### B.5 *Use of withheld pay*

As Court is aware, in March and April the University was affected by industrial action called by the University & College Union (UCU) in response to proposed changes to USS pensions benefits. Approximately £800,000 was withheld from members of staff who participated in the industrial action. Following discussion with the SRC and consultation with the UCU, it has been agreed that the withheld pay will be put towards:

- Abolition of the General Council fee in 2018
- Scholarships for asylum-seekers or students from Low Income Countries (LICs)
- Student hardship
- Additional support for student mental health provision
- Additional support for student clubs and societies

### B.6 *Funding of student bodies*

As reported at the last Court meeting, an additional £200,000 of funding had been set aside for student bodies subject to evidence that they were working to a defined set of common objectives. The Student Finance Sub-committee duly agreed the distribution of these funds at its meeting on 13 April. Additional funds for the Queen Margaret Union were agreed subject to an externally facilitated review of the union's operations; this is now underway and will be completed in July.

### B.7 *Summary of Convener's Business*

At the last meeting it was agreed that a summary of activities undertaken by the Convener would be provided to Court.

### B.8 *External Review of Court*

As Court members are aware, Liz Winders is undertaking a review of Court, following previously agreed terms of reference. Liz has attended key Committee meetings over the past 6 weeks and will attend Court on 20 June, ahead of meeting with the Court Governance Working Group later in the summer, and attending the Strategy Day in late September. The report will be finalised in the autumn.

### B.9 *Higher Education (Governance) Act 2016*

As Court has previously been advised, the Act's provisions include a requirement for Trade Union-nominated members of Court. A Court-Senate working group was set up to look at options for the various staff memberships of Court, including members from Senate, the Trade Unions and the wider staff body.

The group has been mindful of the guidance given by Court whereby we should keep as close to the current arrangements as possible, maintaining 11 'internal' members of Court and a total of 25 members of Court whilst also being compliant with the Act. Proposals will be brought to Court later in the year, once consultation with affected groups is completed. Essentially, in order to provide for two Trade Union representatives, we will be proposing that the number of academic staff members (currently titled Senate Assessors) reduces from 6 to 5 and that one member of professional services staff will be elected (rather than two Employee Representatives as at present). With regard to the latter, the Trade Unions were in favour of electing two professional services (support) staff members (in addition to the two Trade Union-nominated members) thereby increasing the membership of Court by one; the working group was not supportive of this proposal. The proposals regarding academic staff members have been discussed at a meeting of the Council of Senate and agreed and, furthermore, a modernising of the nomenclature was supported (with a change to 'Elected Academic Staff').

### B.10 *Organisational Change – UoG Sport*

At the February 2018 meeting, by way of update on the restructuring of UoG Sport, Court heard that the University and unions were working to limit as far as possible the number of redundancies, and that efforts were being made to ensure that remaining members of staff did not suffer loss of income because of the restructuring. At that time, meetings with individual members of staff were taking place to provide further reassurance about their roles and about the future of the Garscube sports facilities.

New working arrangements were implemented at Gilmorehill on 26 March. I am pleased to report that the dispute with the campus trade unions regarding the proposed changes at Garscube has now been lifted. The trade unions have informed their members and new arrangements will be implemented there from 1 August.

### B.11 *Organisational Change Governance Group*

There was a vacancy on the above group, arising from Ken Brown demitting office. David Finlayson, co-opted member of Court, will fill the vacancy.



The role and purpose of the group is currently under review through the HR Committee; the Committee report refers.

#### B.12 *Heads of School Appointments*

College of Arts

*School of Culture and Creative Arts*

Professor Kate Oakley, currently Chair of Cultural Policy at the University of Leeds, has been appointed as Head of the School of Culture and Creative Arts from 1 October 2018 until 31 July 2022.

College of Science and Engineering

*School of Mathematics & Statistics*

Professor Ian Strachan has been appointed as Head of the School of Mathematics & Statistics for 4 years from 1 August 2018.

# UNIVERSITY OF GLASGOW

## Court

20 June 2018

### **Purpose of Paper**

For information; to advise Court on Fire Safety Management and prioritisation of Fire Safety improvements.

### **Originator**

Head of Technical Services, Estates and Commercial Services for the Chief Operating Officer and University Secretary.

### **Background**

Given ongoing interest locally and nationally in fire safety, the University Secretary requested that Court be briefed on the University approach to prioritisation of fire safety improvements.

### **The approach is summarised as follows:**

#### **1. Fire Risk assessment**

The approach to fire safety commences with a fire risk assessment (FRA). These are undertaken and regularly reviewed for all University premises by the Fire Safety Advisers within Safety and Environmental Protection Services (SEPS). Outputs from FRAs are fire safety action plans issued to duty holders, who will be Estates and Commercial Services (ECS) managers, Heads of School/Research Institutes and other key stakeholders.

Risk is assessed with a key focus on life safety, particularly connected to people who may be asleep. Other areas of focus are high rise buildings, high occupancy buildings, the heritage estate and areas which may contain significant fire hazards e.g. Chemistry labs. Each building is scored and an overall RAG status developed.

#### **2. Fire safety action plan**

The action plan is received and reviewed by the Estates and Commercial Services Safety and Compliance team, which includes a Fire Engineer. Feedback on estate-related matters is provided to SEPS and where necessary additional detailed checks are undertaken regarding void or inaccessible spaces to clarify or validate actions. The action plan may be further updated on completion of these further checks.

The action plan highlights the priority controls or mitigation measures required. These may include aspects such as means of escape improvements, fire protection upgrades such as repairs or replacements of fire doors, and/or additional measures to prevent the spread of a fire, changes or upgrades to emergency lighting, upgrade or replacement of the fire alarm detection and warning systems.

Occupying departments may also be tasked with housekeeping or management actions.

#### **3. Review and Prioritisation**

Given the extent of the estate and multiple risk assessments, Estates and Commercial Services prepare an overall tracker and take cognisance of overall building risk and individual RAG status actions. Red risks are a key priority.

Review and prioritisation is an ongoing process and includes a review alongside planned refurbishment works or other aspects of the Capital plan. Where appropriate works are aligned but this is never to the detriment of the overall risk rating unless other mitigation is agreed. If, for example, areas are to be vacated then this may mean that planned actions are de-prioritised.

#### **4. Implementation**

Improvements works are implemented via a variety of delivery methods. For complex works or works requiring statutory consents, a lead adviser/design team is appointed to design and manage the works with delivery on site via framework contractors and specialist sub-contractors where required.

Specifications for new or replacements works are prepared by designers and/or specialist contractors in conjunction with the Fire Engineer. These are set to meet current technical standards where renewals or new work is required. Where upgrades or repairs are required, these are undertaken to a standard to meet the requirements of the Fire risk assessments.

When works are on site, audits are undertaken by the Fire Engineer and quality monitoring/compliance checks are undertaken by the University Clerk of Works. Any items of non-conformance are identified, with necessary remedial works instructed and followed up to close out.

#### **Overall Management of Fire Safety**

A multi-tiered safety governance structure is in place in Estates and Commercial Services. This includes a Fire Safety Management compliance group reporting into the Safety Executive. This group is represented by managers across ESC (Security, Hospitality, Accommodation Services, Technical Services etc.) as well as the Fire Safety Advisers in SEPS.

The group reviews the status and progress on FRA and corresponding actions required. Other terms of reference include development of policy and procedures, technical updates to design standards and review of lessons learned from external fire incidents such as Grenfell.

#### **Resources**

Currently a minimum of £1.5 million revenue is spent annually on fire safety management and improvements. This equates to 10% of the revenue budget allocated for maintenance and excludes works undertake through capital works.

## Equality and Diversity Strategy Committee – Court Report

### Summary of Key Points for Court

The following matters in particular are highlighted:

- Gender equality – Schools and Research Institutes continue to make significant progress with Athena SWAN and the University holds 14 Bronze, three Silver and one Gold award. Athena SWAN is a significant piece of work and the University continues to review its implementation to ensure it meets our aims relating to gender equality.
- Gender Based Violence – the report details the work of the GBV Strategy Group, which is joint with GCU, Police Scotland and Rape Crisis Scotland. Related to this EDSC has approved the Personal Relationships Policy, and a revision of the Dignity at Work and Study Policy to foreground sexual harassment.
- Respect Advisors Network – The University recruited and trained additional Respect Advisors this year, linked to this EDSC has agreed to scope out an online reporting system for harassment and bullying.
- Mental health – the University established a group for mental health in 2018, with a wide range of representation. The group has mapped current mental health provision, supported additional recruitment of counsellors to CaPS and funded mental health first aid training for staff.

### 1. Introduction and Context

The University's [Equality and Diversity Strategy Committee](#) (EDSC) meets three times a year, and considers strategic planning and policy development matters relating to equality and diversity. The Principal chairs the committee which reports to HR Committee for staffing issues, and either Student Experience Committee or Education, Strategy and Policy Committee for student and academic issues. The University has seven [Equality Champions](#), all from the Senior Management Group who take responsibility for one or more of the protected characteristics. Some of these Champions manage groups, which have relevant representation from staff, students and services as appropriate. These groups meet three times a year, and group activity is reported to EDSC. Please see diagram in Appendix A, which provides an overview of the structure.

The Equality and Diversity Unit (EDU) clerks all the groups and committees. The EDU has three staff members (2.8 FTE), the Equality and Diversity Manager, Gender Equality Officer and Equality and Diversity Administrator. The Unit has dual reporting to the Deputy Director of HR for staffing issues, and to the Clerk of Senate for student issues.

This report highlights a selection of the key activities EDSC, EDU and relating partners have been involved in during 2017/18. All activities support the University's implementation of the [Public Sector Equality Duty](#) (PSED), and the general duty as outlined in the Equality Act 2010 as well as contributing to the delivery of the University Strategy.

## 2. Gender equality

The University has a stretching KPI in relation to gender equality, in our [Inspiring People Changing the World](#) strategy, namely:

We will continue to grow the proportion of women in senior management, professional and professorial roles and aim for at least 33%.

It was recognised at the time of setting such a target that this would be somewhat aspirational in terms of our ability to achieve this aim by 2020, however this was considered to be conducive with our strategic ambitions relative to gender equality. Since 2014, the percentage of women in Grade 10 positions has increased from 21% to 27%. Whilst this represents steady progress, the rate of growth within the professoriate has been slower in contrast to the equivalent senior professional cohort, whereby the former constitutes the majority of the population at this level.

The University has been a member of the [Athena SWAN](#) Charter since 2012, achieving the institution Bronze award in 2013 which was successfully renewed in 2016. The EDU provide guidance and logistical support to Schools/RIs in relation to their application submissions for associated recognition at a local level. The University currently holds 14 Bronze awards, three Silver Awards and the Institute of Health and Wellbeing achieved a Gold Award in 2018. Undertaking an Athena SWAN application and following through on the action plan is a significant time commitment, and the University continues to review how to recognise and celebrate this internally.

The University has led a Gender Based Violence (GBV) Strategy Group since 2016, chaired by Gender Equality Champion (Prof. Anne Anderson) and jointly run between Glasgow and Glasgow Caledonian University (GCU); membership includes Police Scotland and Rape Crisis Scotland. The strategy group has three key streams of work:

- Research, Survey and Perception;
- Analysis and Messaging;
- Prevention, Response and Support

The Strategy Group confirmed a definition of gender based violence at its meeting in May 2018, this is set out in Appendix B.

Work stream one, Research, Survey and Perception is led by Prof. Michele Burman. The work stream has established a Gender Based Violence research network across the Schools of Social and Political Sciences, Law and the Institute of Health and Wellbeing. This network acts as a conduit to GBV Strategy Group, mapping and utilising international research. The network supports joint working with Rape Crisis Scotland who are participating in a European funded project considering GBV on campuses. Prof. Burman aspires to conduct a longitudinal quantitative research study to evaluate the impact of GBV strategies currently being implemented, however funding would be required for this.

Work stream three, Prevention, Response and Support, considers the internal policies and processes to support students and staff relating to GBV. Outcomes from this work stream include:

- *Let's Talk about Sexual Violence* prevention training for all students– delivered in a train the trainer model and develop by Rape Crisis Scotland and the Student Representative Council (SRC).
- Developing a tiered training model for staff on prevention of sexual violence, based on awareness raising, and supporting survivors.
- Align the University's misconduct codes with the UUK guidance on non-statutory guidelines on the handling of circumstances where a student's alleged misconduct may also constitute a criminal offence.

- Conducted a University-wide workshop, inviting staff from across the organisation (academics, HR, Student Services, Student Unions).
- Comprehensive information available on websites for staff and students:
  - <https://www.glasgowstudent.net/advice/health-and-safety/sexual-violence/>
  - <https://www.gla.ac.uk/myglasgow/students/wellbeing/sexualassaultsupport/>
  - <https://www.gla.ac.uk/myglasgow/staff/emergencyandcrisisupport/>
- Supporting Rape Crisis Scotland EU funded project *It Stops Now* being led by the National Women's Council of Ireland and other European partners in Cyprus and Lithuania

The work of this group will be supported by further policy developments relating to Personal Relationships, Safeguarding and the review of the Dignity at Work and Study Policy (see section 6 below).

### **3. University Design Standards – campus development**

In November 2017, EDSC received a presentation from the Estates and Commercial Services, Equality and Diversity Design Champion on the development of the University Design Standards. The aim of the design standards is to ensure the campus development has the highest possible standards in relation to access and inclusion when designing any new facility. The Disability, Equality and Diversity section is one of twelve themes included in the Design Standards Guide. The design Standard was developed through 2016/17 and presents a best practice and consistent approach to the briefing of all new developments. These have been developed with Atkins, a multi-discipline design consultancy, in conjunction with design champions and stakeholders from across the University. The Disability, Equality and Diversity Design Standard covers a range of design considerations including sections on accessible routes and wayfinding, building approach, access and egress, toilets (including accessible and gender neutral) and changing places, accessible showers, families and new parents and reflection rooms.

EDSC was impressed with the level of detail and engagement considered in the Design Standards. The committee wanted to ensure the infrastructure to implement and use the facilities appropriately was fully considered.

### **4. Disability**

The University successfully applied and achieved the [Disability Confident](#) level two award in January 2018. This replaces the previous UK Government's Two Ticks Guaranteed Interview Scheme. Disability Confident expands the provision beyond the recruitment of disabled employees to include support provision once in employment, for example access to occupational health, career development and supported employment. The University continues to review the support for Disabled staff, including evaluating the system, ensuring appropriate financing for reasonable adjustments and use of Access to Work.

EDSC noted the University's requirement to develop a British Sign Language (BSL) Plan, and have set up a short-life working group to support implementation. The BSL Plan requires consultation and engagement with BSL users and the related community and the University is in discussion with local Higher and Further Education partners about hosting a joint event to facilitate this.

### **5. Mental Health Group**

After wide consultation for the Public Sector Equality Duty (PSED), both staff and student highlighted concerns relating to Mental Health. Additionally the Student Support Development Committee recommended to Council of Senate that mental health be separated from the role of Disability Champion to ensure it received increased and bespoke focus.

A Mental Health Champion (Dr. David Duncan) was appointed in late 2016/17 academic session. He has developed a Mental Health Strategy and action plan with the SRC with additional input from staff groups, and the EDU has supported the establishment of a Mental Health Group. This group has representation from the SRC, trade unions, relevant student services, HR, Health, Safety and Wellbeing and interested clinical staff. So far the group has mapped existing provision, received feedback from all relevant services, and reviewed training provision. The University has supported Counselling and Psychological Services (CaPS) to recruit additional staff and also funded Mental Health First Aid training for c.100 staff and the SRC have received additional funding for their Mind Your Mate training.

## **6. Policy development**

EDSC has seen and approved a number of equality related policy developments in this academic session. EDU with the Senate Office developed the Personal Relationship Policy, which covers relationships between staff and students, both consensual and non-consensual. This policy required extensive consultation with the SRC, trade unions and multiple committees and management teams. The University recognises and respects that individuals have personal lives, however the University has a responsibility to ensure power dynamics are not exploited and protections are in place for all students and staff.

The EDU, SRC and a representative for the Chief Advisers of Studies established a working group to look at the outcomes from the SRC's Student Parents Survey conducted in 2016/17. The working group looked at all the recommendations and have written a Student Parents Policy based on the model of the Student Carers Policy.

The University's Dignity at Work and Study Policy was reviewed this academic session. After feedback from HR, elements from the Code of Unacceptable Behaviour in the University Calendar were embedded in the policy. In addition, the Equality and Human Rights Commission released a report [Sexual harassment and the law: guidance for employers](#), and in response to this the definitions of harassment and bullying were expanded, and sexual harassment was foregrounded.

## **7. Respect Advisors Network and online reporting for harassment and bullying**

EDSC receives an annual report on the case work from the [Respect Advisors Network](#) (RAN). The advisors are volunteer members of staff who support staff or students who think they are being harassed or bullied. The EDU recruited an additional six Respect Advisors in 2017, this widened the range and spread of staff from different grades, locations and job families. The SRC Advice Centre staff also act as Respect Advisors, but only work with students. All Respect Advisors received comprehensive training in University procedures (both students and staff), harassment and bullying and active listening skills.

Data from the RAN from the last seven years show low uptake of the network, which when contrasted with staff survey responses suggests many affected staff do not choose to approach a member of RAN.

In June 2018, EDSC received a paper highlighting the internal evidence from RAN, and evidence from external reports on sexual harassment. The external reports outline a growing wealth of research across the UK, which support the implementation of an online reporting mechanism. EDSC agreed a scoping exercise for an online reporting system, covering all forms of harassment and bullying for students and staff. This scoping exercise will also consider the pros and cons of including an option to allow anonymous reporting.

## **8. LGBT+ Network**

The LGBT+ Network for staff was relaunched in 2017, as the EDU invited nominations for a Co-Chair. The launch was hosted by the Gender and Sexual Diversity Champion (Prof. Roibeard O Maolalaigh) and the invited guest speaker was Colin Macfarlane, University alumni and Stonewall Scotland CEO. The new system

of co-chairing has ensured a range of activities for staff including joint Christmas quiz with the student society, regular lunch time meetings, LGBT campus walks and film nights. The University is a Stonewall Diversity Champion, and after meeting with the Stonewall Workplace Officer, the Gender and Sexual Diversity Group is considering how best to promote and use this membership.

## **9. Conclusion**

The work of the EDU and EDSC continues to be high profile and fundamental to a positive student and staff experience at the university. The workload remains challenging given the scale and scope of the institution. EDSC strives to ensure all staff understand their responsibilities as part of the Equality Act 2010, and act appropriately to support an inclusive and diverse community where all our staff and students feel safe, valued and can flourish.

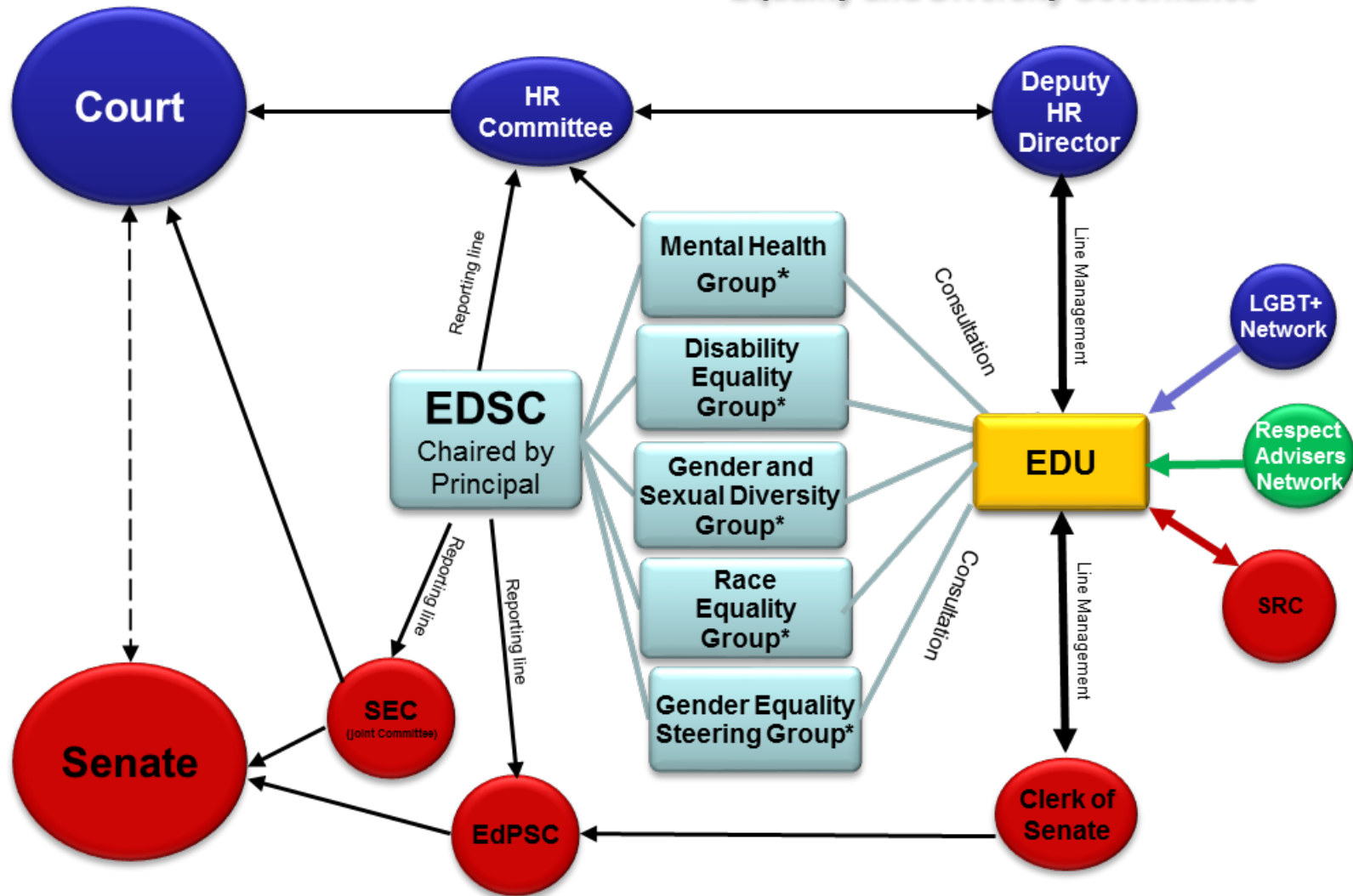
Mhairi Taylor

Equality and Diversity Manager

June 2018



### Equality and Diversity Governance



\*Chairs for equality groups are drawn from SMG.  
 Other Equality Champions who do not currently convene a group are Religion and Belief Equality Champion and Age Equality Champion

## Appendix B

### GU/GCU JOINT STRATEGY GROUP FOR GENDER-BASED VIOLENCE

#### Proposed statement about approach and position taken by GU/GCU Joint Strategy Group

**Background:** Given the acceleration of activity being undertaken in Universities in Scotland (and elsewhere in England and Wales) to recognise and respond to violence against women on campus, it is important to recognise and highlight the partnership approach adopted by the Group, as reflected in joint working within and across Glasgow and GCU student organisations, professional services and academics with Police Scotland and Rape Crisis Scotland; it is also important to clarify the position adopted by the Group in the development of strategies and initiatives at Glasgow and GCU aimed at tackling and responding to gender-based violence on campus.

**Partnership:** the Joint Strategy group is underpinned by a strong partnership between the two Universities. There are many advantages of this approach: it allows the Group to draw on the views and experiences of student organisations in order to ensure that their interests are paramount, and it allows for the harnessing of expertise of academics across both Universities with research expertise in gender-based violence, ensuring that the implementation of policies and training draw on and are informed by international research evidence. It ensures that the work of the Group is informed by the experience and specialist knowledge of Rape Crisis Scotland and that processes and policies are compatible with Police Scotland investigations and the criminal justice process.

**Definitions and analysis:** The United Nations Declaration on the Elimination of Violence Against Women states that violence against women is "*any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women... "and is "violence that is directed at a woman because she is a woman or that affects women disproportionately".* Art. 3 d, Council of Europe Convention on preventing and combating violence against women and domestic violence states: "*[G]ender-based violence against women" shall mean violence that is directed against a woman because she is a woman or that affects women disproportionately[.]*"

The current Scottish Government approach is guided by the definition adopted by the United Nations, and hence the Government's current framework [Equally Safe: Scotland's strategy for preventing and eradicating violence against women and girls](#) recognises gender-based violence as a both a cause and consequence of gender inequality.

#### Proposals:

- a. That the partnership approach adopted by the Joint Strategy Group and the pooling of expertise which it represents is highlighted, and;
- b. that the Joint Strategy Group adopt an explicit gendered analysis in their work, situating gender-based violence within unequal relationships between men and women, and recognising that gender-based violence is predominantly perpetrated by men against women. The development of appropriate responses to gender-based violence within Glasgow and GCU should therefore be grounded within this context.

**Court Context Card 20 June 2018 - HR Committee - Draft Minute of meeting held on 31 May 2018 & Personal Relationships Policy**

Speaker	Ms June Milligan
Speaker role	HR Committee Chair
<b>Paper Description</b>	Draft minute of committee meeting held on 31 May 2018 Personal Relationships Policy
<b>Topic last discussed at Court</b>	Last HRC report from March 2018 Meeting.
<b>Topic discussed at Committee</b>	See paper summary section.
<b>Court members present</b>	June Milligan, Kirsteen McCue, Carl Goodyear, Morag Macdonald Simpson, Margaret Anne McParland
<b>Cost of proposed plan</b>	
<b>Major benefit of proposed plan</b>	
<b>Revenue from proposed plan</b>	
<b>Urgency</b>	
<b>Timing</b>	
<b>Red-Amber-Green Rating</b>	
<b>Paper Type</b>	Information and approval of one item (Personal Relationships Policy)
<b>Paper Summary</b>	Draft minute of meeting held on 31 May. The Committee received an update from Mr Chris Green regarding the World Class Glasgow, Transformation Programme. A number of policies were also discussed. The Personal Relationships Policy was approved for presentation to Court and is attached to the minute. There were also discussions on the governance role carried out by the Organisational Change Governance Group and the need for a review of some elements of the policy and guidance provided in this regard. There was a paper initiating a discussion regarding the University benefits for new parents and the strategic update from the HR Director covered a range of topics including the latest developments with regard to the USS pension scheme, pay negotiations and ongoing work in relation to the University approach to tackling harassment and gender based violence.
<b>Topics to be discussed</b>	Draft Personal Relationships Policy (PRP)
<b>Action from Court</b>	<b>To approve</b> the PRP for implementation and note other content
<b>Recommendation to Court</b>	<b>To approve</b> the PRP for implementation and note other content
<b>Relevant Strategic Plan workstream</b>	Agility, Focus, Empowering People
<b>Most relevant Primary KPI it will help the university to achieve</b>	Staff Engagement
<b>Most relevant Secondary KPI it will help the university to achieve</b>	Gender Equality/Service Delivery
<b>Risk register - university level</b>	1. Organisational Effectiveness 3. Immigration policy/EU staff & students - Staff Recruitment; 11. Organisational Culture; 10. Staff Development;
<b>Risk register - college level</b>	
<b>Demographics</b>	
<b>% of University</b>	100% staff and students
<b>Operating stats</b>	
<b>% of</b>	
<b>Campus</b>	All
<b>External bodies</b>	
<b>Conflict areas</b>	None Highlighted
<b>Other universities that have done something similar</b>	Many, though not all, Universities have codes or policies regarding personal relationships.
<b>Other universities that will do something similar</b>	
<b>Relevant Legislation</b>	Employment legislation (UK & European)
<b>Equality Impact Assessment</b>	There are significant gender equality as well as safeguarding aspects to the various papers discussed by the Committee.
<b>Suggested next steps</b>	N/A
<b>Any other observations</b>	The Personal Relationships Policy has been extensively consulted upon across the University in both staff and student meetings/committees.

**UNIVERSITY OF GLASGOW**  
**Human Resources Committee**

Minute of meeting held in the Melville Room, Main Building  
on Thursday 31<sup>st</sup> May 2018

**Present:** Ms J Milligan (JM) (Chair), Mrs C Barr (CB), Professor N Juster (NJ), Dr D Duncan (DD), Professor K McCue (KM), Professor C Goodyear (CG), Dr M Macdonald Simpson (MMS), Ms S Campbell (SC), Ms Margaret Anne McParland (MAP), Ms S Ashworth (SA), Mr R Claughton (RPC),

**By Invitation:** Mr C Green (CG) Item 3, Ms M Taylor (MT) Items 5 & 6.

**Apologies:** Professor R O Maolalaigh (ROM), Mr R Goward (RG)

**Executive Summary:**

- The Committee considered a number of policy developments including further consideration of the Personal Relationships Policy, which was approved for presentation to Court.
- There was a detailed discussion regarding the governance of organisational change following concerns raised in relation to the restructuring of University Sport. The role of the Organisational Change Governance Group was considered along with the policy framework that categorises the different scales of change. Recommendations for a review and potential revisions to these were agreed.
- There were discussions on the benefits provisions for new parents covered in the range of Maternity, Adoption and Paternity Policies.
- The Committee received a detailed briefing from Mr Chris Green in relation to the World Class Glasgow, Transformation Programme and welcomed the focus on people and culture at the heart of his approach.
- The strategic update from the HR Director covered a range of topics including the ongoing review of the USS pension and the national pay negotiations, work on policies and procedures regarding sexual harassment and gender based violence and talent acquisition and the wider immigration environment.
- The meeting was attended by the consultant Liz Winders.

**HR/17/33      Opening Remarks & Apologies  
Update from meeting of Court**

JM opened the meeting and welcomed two guests, namely Liz Winders a Consultant working on a review of Court and Mr Demmy Verbeke from KU Leuven who is visiting the University and accompanied SA to the meeting. Apologies were noted as above.

JM gave a brief verbal report of the last meeting of Court noting the ongoing discussions regarding the tackling of sexual harassment and the University approach to providing a safe environment for all staff and students.

JM noted that the Remuneration Committee had also met since the last meeting of the HRC. There are a number of new members and CB had given a detailed presentation regarding the University's approach to remuneration.

**HR/17/34      Minute of Meeting held on 28 March 2018**

The minute of 28 March was approved as a true record.

**HR/17/35      Strategic Transformation – World Class Glasgow Programme**

CGr has joined the University in the role of Chief Transformation Officer since the last meeting of the HRC and provided a verbal update on the World Class Glasgow Programme and his initial focus in the role. He noted that change is all about people and stressed the importance of engaging both hearts and minds as well as balancing bottom up change with top-down initiatives. The University also needed to invest in its capability and capacity for change.

CGr said that all transformation programmes are challenging and there was a need to ensure confidence in the agenda and demonstrate a clear commitment to follow through. Transformation is an ongoing way of working and the aim was to build an environment that would support the

future generations of world changers. The three main themes of the programme would centre on the Student Experience, Service Excellence and the Working Infrastructure, with the latter focusing on Internal Communications, data to inform decision making and developing our culture and behaviours to support the new ways of working.

CGr is developing plans ahead of the next Programme Board meeting in June at which the programme's mission and vision would be discussed along with the approach to initiating and leading projects. It was important that the programme goals were realistic as well as ambitious.

CGr is also building the programme team and aims to engage widely with staff and students. A collaboration space is being developed in the Pearce Lodge to make that engagement possible.

A discussion followed CGr's briefing and the committee welcomed CGr and were positive regarding his message and the focus on communication and engagement. There is a need to avoid overload and CGr acknowledged that not everything would go right but the programme will listen to feedback and adapt the messages to the range of stakeholders with a special focus on the student voice and staff voice. DD noted that there was a need for the University to make savings and the importance of being honest about this. CGr agreed, savings are not the primary driver but they are important alongside efficiency and effectiveness all of which contribute to the longer term sustainability of the University. The challenge of making change real when some staff and students would not themselves be in Glasgow long enough to see the benefits and the need to communicate both short and longer term benefits was noted as well as ensuring the programme demonstrated the benefits for our research and teaching activities.

CB welcomed the focus on people and emphasised the importance of cultural and behavioural changes, noting the role that HRC and Court might play in promoting that agenda alongside the more tangible elements of the campus transformation. The opportunity for staff to be seconded to work on the programme was highlighted to be encouraged as a development opportunity and a way of promoting the agenda and sharing best practice.

JM thanked CGr and agreed that the committee and wider Court had a key role to play in terms of both governance of the Transformation Programme and promoting the cultural changes needed to ensure its success.

HR/17/36

### **Change Management – Governance Arrangements**

RPC introduced the paper, which addresses the important role that the Organisational Change Governance Group plays in relation to the governance and oversight of restructuring activity across the University. He noted that the need for a review arose in part from recent concerns regarding the restructuring activity in University Sport. Two members of the HR Committee are also members of the OCGG and there was a discussion regarding the role of the Group and the nature and scale of the changes under consideration. It was noted that under Tier 2 of the framework there are a range of different change proposals and that additional guidance would be beneficial as to how these might be reviewed. The importance of timely and meaningful consultation with trade unions and staff was emphasised and that this should typically commence early and prior to the OCGG being engaged. It was important that gaining the support in principle of the OCGG was not seen as a barrier to such consultation, and an emphasis on the need to return to the OCGG prior to the final decision on more complex changes would assist in managing this message. It would also enable input from staff and the unions to be shared with the OCGG along with the business case and proposals from management. Additionally early consultation on smaller proposals may negate the need to engage with the OCGG if an agreed way forward is identified.

There was support for retaining the OCGG and for papers to be considered at formal meetings rather than by circulation. It was agreed that the policy should be reviewed in light of the issues highlighted in the paper and the discussions around the tiered approach and OCGG remit as set out in the Appendices. Simplifying the tiers overall was supported with any proposal above that defined by Tier 3 being referred automatically to a full meeting of Court. More guidance to allow some differentiated consideration of Tier 2 proposals was also considered to be of potential benefit.

**Action:** RPC to review the policy with a particular focus on the appendices setting out the remit of the OCGG and the tiered structure. Return to future meeting.

HR/17/37

### **Personal Relationships Policy**

MT joined the meeting and provided an update to the Committee on the draft Policy which was considered in an earlier draft at the March meeting.

Based on the useful feedback received from the HRC and the wider consultation a number of changes had been made to the draft. The structure of the policy had been amended so that the guiding principles come at the start of the policy and a number of the definitions had been tightened to ensure there was clarity in terms of the University's position especially in relation to staff – student relationships. Additionally legal advice had been sought both on the policy in general but also on the specific aspects of seeking to ensure the appropriate balance between disclosure and management of such matters with the right to privacy.

The members of the HR Committee complimented MT on her work on this policy, recognising the challenge that certain aspects of it presented. MMS asked for further consideration to be given to defining what the University considered to be an “inappropriate” relationship recognising that different people would have varying interpretations of this. Members were invited to provide any detailed feedback on phrasing directly to MT. There was support for the policy progressing for presentation to Court prior to implementation.

**Action:** MT to finalise draft which JM will present to Court for approval.

**HR/17/38**

#### **Review of Provisions for New Parents**

RPC introduced the paper which was presented for feedback from members of the HR Committee. The level of enhanced benefits associated with Maternity/Adoption and Paternity level have not been changed for several years. The trade unions had raised this and discussions had taken place at a recent meeting of the JCCN. Additionally there was concern that the University had fallen behind the wider sector and that this could become a barrier to talent attraction and hinder the University's equality related strategies especially in relation to gender equality and pay.

A paper had been discussed by SMG and HR Committee supported their conclusion that some adjustments should be considered to improve University benefits relative to the external market. MAP indicated that she felt that an increase to current maternity pay provisions was long overdue and hoped that the University would go beyond benchmark norms. Members of the Committee felt the benchmark information provided supported the need for such a review of the core benefits. There was sympathy for exploring the introduction of some enhancement to Shared Parental Leave but recognition that there is little evidence yet from other organisations of this being utilised to any great degree by staff even where enhanced pay was being offered. It was felt the time may not yet be right to introduce this element but the Committee supported consideration of other enhancements as set out in the paper.

**HR/17/39**

#### **Strategic update from the HR Director**

CB spoke to her paper highlighting a number of key strategic points and providing updates accordingly. The review of the USS pension arrangements was now moving into a new phase with the establishment of the Joint Panel which was due to meet for the first time in the coming week. There remained significant risks associated with the pension scheme and CB highlighted the financial imperative to find an agreed way forward for both HE institutions and individual members. This year's annual pay negotiations continue with the offer currently being consulted upon by the sector trade unions with their members following the third and final meeting of the Joint Committee. Requests for a separate Scottish Sub-Committee had been rejected by the Scottish HEIs.

CB noted the ongoing work to address concerns regarding sexual harassment and gender based violence highlighting activity to develop University policy, procedures and support mechanisms in collaboration with student representative groups and external agencies such as Rape Crisis and Police Scotland. Separately CB highlighted recent School/Research Institute successes with Athena Swan.

In relation to Strategic Recruitment, CB welcomed the recent appointment of Mrs Bonnie Dean in the role of VP – Corporate Engagement and Innovation and welcomed her visible commitment to early career researchers and the wider employability agenda. HRC also noted and welcomed the appointment of the HR Director as a full member of the SMG which, alongside the appointment of

Professor Jill Morrison as Clerk of Senate and Rachel Sandison as VP Internationalisation, will result in gender balance in the SMG for the first time in the University's history.

CB noted that a positive way forward had been reached to further develop the HR Core system and to secure its ongoing development and upgrade. This would include a move to the Cloud and also facilitate the opportunity to further review the e-recruitment module with a view to future implementation. This would support the recruitment process review which is now beginning to be introduced across the University with MVLS and CoSE now fully resourced for the new model.

CB's paper also provided updates in relation to Brexit, the World Class Glasgow programme discussed earlier, gender pay and the EOD function of the central HR Service.

**HR/17/40 HR Analytics**

RPC spoke to the regular presentation of MI which included a number of references to recent benchmark data from across the sector. The paper included an additional slide covering the shape of the academic community showing the increase in those in the Learning Teaching and Scholarship career track over the past few years. It was noted that this academic shape was of strategic importance to the University, not least in relation to the preparations for the next Research Excellence Framework exercise. It was noted that operational and technical job families had seen an increase in voluntary turnover, which in part was linked to the age profiles of these groups reinforcing the need for longer term workforce planning in these areas.

**HR/17/41 Minutes of the EDSC and JCCN**

The draft minutes of the most recent meetings of the committees were noted. The importance of the Dignity at Work and Study policy, which is being reviewed and had been discussed at EDSC was highlighted.

**HR/17/42 Matters Arising from 28 March 2018**

There were no matters arising noted from the previous meeting that had not been covered by the agenda.

**HR/17/43 Closing Remarks**

There being no further business JM thanked the members of the Committee and the meeting closed.

**HR/17/44 Date of Next Meeting**

The next meeting is scheduled to take place on Wednesday 5 September 2018 at 10am in the Melville Room.

**Court Context Card 20 June 2018 - Student Experience Committee report**

Speakers	Dr David Duncan and Kate Powell	
Speakers' roles	Joint Conveners of the Committee	
Paper Description	Report of the first meeting of the Student Experience Committee (SEC) held on 16 April 2018	
<i>Topic last discussed at Court</i>	SEC referred to April 2018	
<i>Topic discussed at Committee</i>	See paper summary section.	
<i>Court members present</i>	Kate Powell, David Finlayson, Morag Macdonald Simpson	
<i>Cost of proposed plan</i>		
<i>Major benefit of proposed plan</i>		
<i>Revenue from proposed plan</i>		
<i>Urgency</i>	Low	
<i>Timing</i>	NA	
<i>Red-Amber-Green Rating</i>	Green	
<i>Paper Type</i>	Information	
<i>Paper Summary</i>	Report of the first meeting of the Student Experience Committee (SEC) held on 16 April 2018. The Committee discussed and agreed a finalised Constitution, Membership and Remit of SEC as set out in Annex 1. The remaining items are for noting, in particular Discussion on Key Topics - item 2; Development of Student Experience Strategy - item 3; Policies - item 4	
<i>Topics to be discussed</i>	Remit for approval; others as Court wishes Finalised Constitution, Membership and Remit for approval; rest to note and discuss if desired.	
<i>Action from Court</i>	Court is invited to <b>approve</b> the finalised Constitution, Membership and Remit of SEC as set out in <b>Annex 1</b> :	
<i>Recommendation to Court</i>	To approve/note.	
<b>Relevant Strategic Plan workstream</b>		
<b>Most relevant Primary KPI it will help the university to achieve</b>		
<b>Most relevant Secondary KPI it will help the university to achieve</b>		
<b>Risk register - university level</b>		
<b>Risk register - college level</b>		
<b>Demographics</b>		
<i>% of University</i>	100% Students	
<b>Operating stats</b>		
<i>% of</i>		
<b>Campus</b>	All	
<b>External bodies</b>		
<b>Conflict areas</b>		
<b>Other universities that have done something similar</b>		
<b>Other universities that will do something similar</b>		
<b>Relevant Legislation</b>		
<b>Equality Impact Assessment</b>	As much of the business of SEC will have equality implications, advice will be available from the Director of Equality and Diversity who is an attending member of SEC. The Equality and Diversity Strategy Committee (EDSC) will refer any matters relating to non-academic aspects of the student experience to SEC. A number of current activities noted in this report will directly address equality issues, including: integration of international students; the Mental Health Policy; the Student Parents Policy, the work of the Gender Based Violence Steering Group.	
<b>Suggested next steps</b>	N/A	
<b>Any other observations</b>		



**University of Glasgow**  
**University Court – Wednesday 20 June 2018**  
**Student Experience Committee – Report of meeting held on**  
**16 April 2018**  
**Dr David Duncan & Ms Kate Powell (Co-conveners)**

**1 Constitution, Membership and Remit [For Approval]**

Court is invited to **approve** the proposed Constitution, Membership and Remit for the Student Experience Committee as set out in Appendix 1.

**2 Key Topics [For Noting]**

There were presentations and/or papers on a number of key topics which SEC discussed in order to inform the development of a Student Experience Strategy for the University.

**2.1 Arrival issues**

Jane Weir, Acting Director of Student Services, was in attendance to give a presentation on the arrival experience for new students coming to the University. This covered the student experience on arrival and in the early weeks, and also pre-arrival information. Current activity in this area is overseen by the Transitions Working Group which reports to the Learning & Teaching Committee, and a number of projects are underway to gather information on and improve the student arrival experience.

Information on the current arrival experience was being gathered from a number of sources including the Welcome Survey, and also the NSS Mapping Group which was collecting information on student and staff experiences during the first 5-6 weeks of Semester 1. It was clear that students were often overwhelmed with information from the University and struggled with inconsistent communications, the complexity of the institution and confusing nomenclature. The enrolment process was challenging for students, particularly in the broad based areas where students were required to make complex course selections at a very early stage.

Members agreed that this was a crucial time for students, when many were coping with significant change, and were faced with a vast amount of new information and activities to absorb and familiarise themselves with. Student members of SEC agreed that it was a very challenging time and that improvements could be made. It was also recognised that experiences differed between student groups and some granularity of approach would be appropriate in some areas.

It was reported that although the NSS Mapping Group work was not complete, there were a number of emerging recommendations which included:

- The need for student representation to influence registration and enrolment processes (e.g. on Specialist User Groups);
- Development of a single set of FAQs for new students;
- Training for Finance staff engaged with student-facing processes (to understand the student perspective/experience);
- Improved communications and co-ordinated messages for students.

Jane Weir's presentation described a range of standing and project groups which are concerned with matters of arrival, induction and student retention. The SEC concluded that there would be some benefit in reviewing the scope and interconnections between these in order to maximise their impact.

Two key issues were identified: i) the level of complexity of current programme structures in broad-based areas was considered problematic and requiring simplification in order to offer more flexibility and real choice: ii) there was a need for improved connection between different areas of provision and support in order to provide a more seamless experience to students.

In terms of the first point, it was observed that a gap had emerged in advising students on course choices in broad-based areas which exacerbated the difficulties new students experienced in understanding degree programme structures. Previously Advisers of Studies provided more direct support to students on course choices until the role was revised with the development of MyCampus. It was agreed that an urgent, short-term solution, was required to improve on advice given to new students on course choices.

Student Freshers Helpers were identified as an invaluable direct source of information for many new students, and therefore it was agreed that by improving the information given to them, they could then provide more immediate help to new students.

SEC also agreed that there was a need to look at pre-arrival information and access to services.

## **2.2 Space and facilities for clubs and societies**

A paper outlining the current space and facilities available, through the University, to SRC affiliated clubs and societies was presented by Pritasha Kariappa (SRC Vice President – Student Activities) and Karen Lee (Estates and Commercial Services).

This focused on current challenges in three areas: space, storage, and costs. It was noted that only a small number of University buildings were available for evening bookings without any janitorial overtime costs. While other venues were available, they were subject to janitorial costs and in some cases additional room hire fees. Different types of space were also required to accommodate the varied activities of clubs and societies (e.g. performance space, and conference activities). Any catering provided for University venues required ordering through the University's Hospitality Services, the costs of which were not affordable to most groups. There was also a significant shortage of storage space available at the University, which was problematic given that many clubs and societies had equipment which required storage; this was also an issue for GUSA sports clubs.

While it was agreed that the new Learning and Teaching Hub would provide some much-needed additional space, SEC agreed that further action was needed and the following actions were agreed which would be taken forward by David Duncan:

1. Consideration of introducing a central fund to support janitorial and cleaning costs for Clubs and Societies venue hire.
2. Discussion over the issue of uncompetitive catering costs with Commercial Services and possible solutions to support Clubs and Societies.
3. Consideration of the option of building some dedicated storage facility for the University which would also be available to Student Clubs and Societies. (It was

noted that if this was pursued it would be necessary to identify all current storage requirements across the University).

It was also agreed that student clubs and societies should be asked to provide a statement of requirements to allow a full assessment of their needs, and capacity, to be undertaken.

### **2.3 Integration of international students**

Kate Powell and Robert Partridge gave a presentation on international students which outlined the psychological journey students experienced coming to their host country and then returning home again after study. Data was provided on the profile of students at Glasgow, noting that the proportion of the international students varied in different areas of the University and in different student populations, with international students being concentrated in a small number of areas. It was also noted that a high proportion of the University's international students were from China and it was suggested that this should be taken into account in considering improvements to the support and integration of international students at Glasgow.

In discussion it was suggested that the recent rapid increase in international student numbers had put some strain on the system and that this had impacted on the student experience. It was agreed that there was a need to ensure that resources were put in place to match numbers more quickly. In terms of integration, it was suggested that international students should not be treated as a homogenous group, and integration could be encouraged in different ways depending on the background and context of the student groups. It was also noted that in some cases there were concerns about the experience of other students who were in cohorts with high numbers of international students. Feedback from SRC focus groups had shown that students did not like to be identified as 'international students' indicating a receptiveness to integration, and the need to consider carefully the value of running events targeted exclusively at international students.

There was some discussion around English language capability and it was suggested that rather than focusing on IELTS entry requirements it would be more effective to review in-session support and language development while on course.

The following areas for action were identified:

1. Improve our understanding of the needs of our international students (collect data on student satisfaction and student views);
2. Look at measures to improve integration of international students as currently the focus of support was in the first two weeks around arrival.

It was agreed that the above actions should be undertaken in consultation with, and the involvement of, the Adam Smith Business School given the number of international students in ASBS.

### **2.4 Gender-based violence and sexual harassment**

Lauren McDougall was unable to attend the meeting and it was therefore agreed to defer discussion on this topic to the next meeting. In the meantime, SEC received for information a copy of a report which had been submitted to the EDSC on 8 March 2018 summarising the University's response to sexual harassment and gender based violence. The Committee noted that the Gender Based Violence Steering Group was overseeing this activity.

## 2.5 Communications with Students

Peter Aitchison, Director of Communications and Public Affairs, was in attendance to speak to a paper outlining current activity relating to student communications. This was a complex area with current challenges relating to the large volume of information directed at students through multiple channels which resulted, at times, in fragmentary and ad hoc communications. Peter Aitchison reported that the management of student communications was under review, and was expected to be transferred from Student and Academic Services to the Communications and Public Affairs Office. This would allow a more specialist approach while working closely with the SRC and other student bodies.

The need for better co-ordination and consistency of communications had been identified, in addition to reducing duplication of information. A short-life working group had been established to review all aspects of student communications at the University. SEC agreed that it would be beneficial to improve understanding across the University regarding the management and key contact points for student communications, thus allowing both staff and students to seek advice and support for communications activities from the correct area.

Attention was drawn to the University's successful work in social media communications which was well-coordinated and delivered by dedicated staff recruited to cover this key area for students. It was also reported that efforts would be made to keep abreast of new technologies and emerging forms of communications to ensure continued engagement with a predominantly youthful population.

## 2.6 Student number issues

Martin Boyle, Director of Planning and Business Intelligence, attended the meeting and spoke to the paper from the Executive Director of External Relations which provided forecast numbers for the undergraduate and postgraduate admissions cycles. SEC heard that undergraduate numbers are categorised as Scottish MD (widening access); Scottish non-MD; Rest of the UK (RUK); EU; and International (excluding EU), and that Scottish UG student numbers are externally set by the Scottish Funding Council. Postgraduate numbers were controlled by the University and therefore a target-setting exercise took place involving Schools, Colleges and External Relations. It was noted that forecasting was challenged by issues such as conversion rates (between offers and acceptances) which varied between subjects; and that in the international market, students from different countries applied at different points in the admissions cycle which made PGT forecasts problematic. Mhairi Taylor advised SEC that the Scottish Government was also setting targets to ensure greater gender parity on degree programmes, so this was a further area to be worked on.

Members referred to the previous year's overshoot of numbers which had a significant impact on the student experience in some areas, and it was suggested that more contingency planning was required to avoid future difficulties, including dialogue with Heads of College regarding the need for increased resources when numbers rise.

David Duncan commented that current forecasts for the 2018-19 admissions looked manageable, and therefore the problems experienced last year were not expected. Members agreed that SEC should continue to receive reports on student numbers to be clear on the numbers of entry when these were known.

The Committee also identified the need for the University to identify its optimal size and shape, which was viewed as a strategic decision for SMG. David Duncan agreed to take this matter forward with SMG.

## 2.7 Employability and Enterprise

Robert Partridge gave a presentation on Employability and Enterprise at the University. He highlighted the unique demographic of the student community at Glasgow which had a high proportion of students from Glasgow and Scotland with over 80% of students going on to obtain employment in Scotland and Glasgow.

In terms of first destinations, it was noted that the University's performance was good within the sector; however variations were identified across subject areas, with some disciplines doing less well than their equivalents in comparator institutions. Work had also started on gathering information on current opportunities available for students to undertake activities which will support employability and enterprise. However, further data analysis was needed especially to consider addressing the needs of specific student groups such as black, Asian, minority ethnic [BAME] students and those from widening participation backgrounds).

SEC was advised that while the Careers Service was doing some very good work with students, it currently lacked visibility on campus. Jane Weir also referred to the need for the Service to enhance its work with both the student bodies and academic colleagues. There was a general need to improve the understanding of the changing context of the graduate recruitment market and to share this information with students directly.

The following actions were identified in the presentation:

- Development of a physical presence for the Careers Service;
- Adopt a more granular approach to managing some aspects of employability e.g. a) subject performance; b) different needs of different student groups - BAME, WP;
- Increase placement and internship opportunities (making them inclusive to all students);
- Student bodies to work in partnership with Careers service on development and promotion of students' transferrable skills.

These actions would be taken forward by Robert Partridge and colleagues as part of the development of a careers strategy for the University. The physical presentation of the Careers Service would be addressed as part of the current review of the Fraser Building utility.

## 2.8 Student Mental Health

David Duncan reported on student mental health and advised SEC that the University had developed a Mental Health Action Plan which was overseen by Mental Health Group. The Action Plan identified both short-term and medium to long term priorities as actions for the University to take forward. SEC noted that this covered three broad areas:

1. Awareness raising (and de-stigmatising) of mental health as an issue affecting students and staff across the University;
2. General training for non-specialist staff and students (to allow improved first response to mental health issues when they arise);
3. Strengthening of specialist support (improved resource for the Counselling and Psychological Services - CAPS).

It was also reported that the Mental Health Group was also looking at the development of provision for students (in-house and external telephone or online support) with the aim for all students to have access to professional counselling support within 48 hours of making contact by autumn 2018.

The following areas of policy development and review being taken forward by the Mental Health Group were also highlighted:

1. Development of a Wellbeing Framework for the University
2. Review of the Student Mental Health Policy
3. Review of the Managing Stress in the Workplace Policy

### **3 Development of Student Experience Strategy [For Noting]**

SEC agreed that a Student Experience Strategy should be devised using a similar model to the Mental Health Action Plan – highlighting key themes and priorities, and identifying both short-term and medium/long-term actions. It was agreed that the initial draft of the Strategy would be devised from the discussion on the key topics and presentations at the current meeting. This would be drawn up by the Co-conveners in consultation with Robert Partridge and circulated to members of SEC.

### **4 Policies [For Noting]**

#### **4.1 Proposed Student Parents Policy**

Mhairi Taylor introduced the proposed Student Parents Policy which had been developed following a survey of student parents. The draft policy had been submitted to the Chief Advisers Sub-Committee and would also be referred to the EDSC, Council of Senate, and Court with a view to implementation for session 2018-19 if IT amendments could be made within this timeframe.

The policy focused on the responsibilities of being a parent or guardian and the impact on study-related matters. The intention was to allow flexibility where possible while ensuring that this did not compromise academic standards.

In noting the possible measures that could be taken to support student parents, attention was drawn to the possible expansion of the University day. This could be at odds with provision for parents, for example recognising the need for them to arrive late or leave early in order to place their dependent in appropriate daytime care. Ms Taylor agreed that this was a potential issue which had been discussed with colleagues in Estates and Commercial Services. It was confirmed that any expansion of the teaching day would need to be subject to a full Equality Impact Assessment and would require clear advertising of any changes. Ms Lee confirmed that teaching hours were expanding in some areas by default which was problematic as support services were not being extended. A Working Group had therefore been set up to explore this area further and to look at possible options to lessen the impact of extending teaching hours, for example by limiting it to provision which had multiple offerings, thus ensuring that an earlier option was available.

SEC supported the proposed Student Parents Policy, noting that it would also be referred to the EDSC, Council of Senate and Court for formal approval.

#### **4.2 Safeguarding Policy**

David Duncan noted that the University did not currently have a Safeguarding Policy aimed at supporting and protecting those under 18 and vulnerable adults. SEC supported the view that a Safeguarding Policy should be developed.

## Student Experience Committee – Membership

### A. Constitution and membership

Chief Operating Officer and University Secretary	David Duncan (Co-chair)
<i>8 representatives of the students:</i>	
President, Students' Representative Council	Kate Powell (Co-chair)
Vice President (Student Support), Students' Representative Council	Lauren McDougall
Vice President (Student Activities), Students' Representative Council	Pritasha Kariappa
Two additional representatives of the students, identified by the Students' Representative Council	Matej Ballaty
<ul style="list-style-type: none"> <li>• First Year Representative</li> <li>• PG Research Representative</li> </ul>	Flynn Gewirtz-O'Reilly
President, Glasgow University Sports Association	Isabella Heath
President, Queen Margaret Union	Priya Khindria
President, Glasgow University Union	Ailsa Jones
<i>4 representatives of the academic staff:</i>	
Clerk of Senate	John Briggs
Assistant Vice Principal (Learning and Teaching)	Moira Fischbacher-Smith
A representative of the Chief Advisers	Joanne Ramsey
A Senate Assessor on Court	Lindsay Farmer
<i>4 representatives of the professional services:</i>	
Information Services	Susan Ashworth
Estates and Commercial Services	Karen Lee
External Relations	Jonathan Jones
Student and Academic Services	Robert Partridge
Permanent Secretary, Students' Representative Council	Bob Hay
Senior Advice & Policy Officer, SRC	Helen Speirs
Two lay members of Court	Morag Macdonald Simpson
	David Finlayson
Clerk (member of Senate Office)	Helen Butcher
<b>Attending</b>	
Head of Equality and Diversity Unit	Mhairi Taylor

## **B. Terms of reference**

1. Agree and oversee implementation of a common strategy, plans and policies for non-academic aspects of student life, to be jointly led by the University and the SRC.
2. Ensure that every student has the opportunity to enjoy and derive value from their university experience.
3. Ensure that the University's provision for the student experience reflects the diversity of needs within the student population (e.g. overseas, part-time, mature, visiting and disabled students, BAME students, care leavers and students with children or caring responsibilities).
4. Review and monitor the effectiveness of services and determine their priorities, in consultation with relevant senior managers.
5. Consider the activities and plans of the SRC, GUU, QMU and GUSA as they support the student experience.
6. Determine and monitor key measures of the student experience and oversee the development and implementation of plans to enhance student satisfaction
7. Consider key trends in the external environment, and consider their implications for the student experience.
8. Report to SMG, Senate and Court and make recommendations to other relevant bodies and committees, such as the Student Finance Committee, on matters relating to these terms of reference.

## **C. Ways of working**

1. Members will participate in an annual away-day, which will consider aspects of the strategy and action plan, such as:
  - Diversity, inclusion and community cohesion
  - Health and wellbeing
  - Opportunity: volunteering, internships, enterprise, study abroad, clubs and societies
  - Estates and facilities
  - Student services
2. The Committee will receive reports from its sub-committee: Chief Advisers Sub-Committee. The Committee will also receive reports on non-academic aspects of the student experience from the Equality and Diversity Strategy Group (EDSC).
3. The Committee will consider periodic reports:
  - On the performance of the services, from the directors of Information Services, Student and Academic Services, Estates and Commercial Services, and External Relations
  - From the representatives of the student bodies on matters for celebration or concern.



4. The Committee will also receive periodic inputs from external speakers on key trends in the external environment.
5. The Committee will meet at least five times a year.

### Court Context Card - Finance Committee Report 20 June 2018

Speaker	Graeme Bissett
Speaker role	Finance Committee Convener
Paper Description	Finance Committee Report to Court
<i>Topic last discussed at Court</i>	Apr-18
<i>Topic discussed at Committee</i>	May-18
<i>Court members present</i>	Court members present at last meeting: Graeme Bissett, Nick Hill, Simon Kennedy, Ronnie Mercer, Anton Muscatelli, Elspeth Orcharton, Elizabeth Passey (by telephone), Gavin Stewart
<i>Cost of proposed plan</i>	
<i>Major benefit of proposed plan</i>	
<i>Revenue from proposed plan</i>	
<i>Urgency</i>	High
<i>Timing</i>	Immediate
<i>Red-Amber-Green Rating</i>	Green
<i>Paper Type</i>	
<i>Paper Summary</i>	<p>FC/2017/87. The University Budget 2018-19, Financial Forecasts &amp; Capital Plan were considered by the Committee.</p> <p>FC/2017/83 - Finance Committee noted an update on the Capital Programme</p> <p>FC/2017/85 - Finance Committee approved 7 Capex Applications</p> <p>FC/2017/94 - Finance Committee noted a report showing the Overview of Performance as at 30 April 2018</p>
<i>Topics to be discussed</i>	The University Budget 2018-19, Financial Forecasts & Capital Plan; Progress of Capital Projects; Capex Applications that were approved; Period 9 Overview of Performance.
<i>Action from Court</i>	<b>Budget for approval.</b> Other items for noting.
<i>Recommendation to Court</i>	<b>The Budget is RECOMMENDED to Court, for approval.</b>
<i>Relevant Strategic Plan workstream</i>	Agility, Focus
<i>Most relevant Primary KPI it will help the university to achieve</i>	Cash generation
<i>Most relevant Secondary KPI it will help the university to achieve</i>	
<i>Risk register - university level</i>	5. Financial Resource
<i>Risk register - college level</i>	
<i>Demographics</i>	
<i>% of University</i>	100% undergraduates 100% postgraduates 100% home students 100% overseas students 100% staff
<i>Operating stats</i>	
<i>% of</i>	100% revenues 100% of costs 100% of profits 100% real estate - land 100% real estate - buildings 100% of total assets 100% of total liabilities
<i>Campus</i>	All
<i>External bodies</i>	
<i>Conflict areas</i>	
<i>Other universities that have done something similar</i>	
<i>Other universities that will do something similar</i>	
<i>Relevant Legislation</i>	
<i>Equality Impact Assessment</i>	
<i>Suggested next steps</i>	
<i>Any other observations</i>	

**University of Glasgow**  
**Finance Committee**  
**Minute of Meeting held on Wednesday 30 May 2018**  
**Melville Room**

**Present:**

Mr Graeme Bissett (Convener), Mr Robert Fraser, Prof Nick Hill, Prof Neal Juster, Dr Simon Kennedy, Prof Sir Anton Muscatelli, Ms Elspeth Orcharton, Ms Elizabeth Passey (via teleconference), Mr Gavin Stewart, Mr Iain Stewart

**In attendance:**

Mrs Ann Allen, Mr Gregor Caldow, Dr David Duncan, Mr Ronnie Mercer, Ms Fiona Quinn, Ms Liz Winders (observing)

**Apologies:**

Ms Heather Cousins, Ms Kate Powell

**FC/2017/79. Summary of main points**

1. A report providing an overview of progress on the campus development was discussed, noting that the programme was currently at a very complex stage, with four projects at strategic briefing stage, two projects at detailed design stage, the Learning and Teaching Hub and infrastructure project on site, and the Research Hub due to be on site soon. The Director of Estates explained that this was the stage during which most movement in programme would be seen and some movement in cost was also expected. Finance Committee noted the movement of some costs from Phase 1B to Phase 1A, aligning with the Capital Plan for 2018-19.
2. The Committee reviewed the Summary of the Risk Register provided, and discussed reporting and management of risk. It was noted that the Risk Register prepared for Finance Committee focused on corporate risks which were related to achievement of key financial objectives of the programme. These risks were drawn from a detailed risk register which was reported to governance boards and to Estates Committee. Going forward, two risks would be identified at each meeting of Finance Committee for in-depth consideration.
3. Seven Capex applications were considered and approved, with aggregate capital spend of £9.29m. Funding for all projects was included within the Capital Plan 2018-19 or provision was included in equipment budgets. One of the applications related to Pervasive Wi-Fi and the Committee noted that this project featured in the IT Capital Plan as reported to Information Policy and Strategy Committee.
4. The Committee received the University Budget 2018-19 and accompanying Financial Forecasts and Capital Plan. The overall budget remained in line with previous expectations, as discussed at Finance Committee during the planning process. The Committee discussed minor adjustments to the commentary in the areas of capital spend on IT projects and equipment, and agreed to recommend the Budget to Court.
5. The Committee noted a report providing a view of endowment investment performance against targets. Performance would continue to be monitored.

6. Papers from the previous meeting of the Investment Sub-Committee, which oversees the management of liquid funds, were discussed and noted. The Sub-Committee had discussed the underperformance of Royal London funds with the fund managers. The Sub-Committee would meet again over the summer to discuss Insight performance and proposed investments of additional funds. Finance Committee requested an options note from the Sub-Committee before committing any further funds. The future operation of the Endowment Investment Advisory Committee and the Investment Sub-Committee was under review to assess whether there was a more efficient way to monitor the aggregate of endowment and liquid funds.
7. The Committee noted the long term cash flow forecast based on the 2018/19 budget outlook and associated Capital Plan. A number of scenarios had been outlined to highlight key risks and sensitivities in the long term, and the paper also set out a detailed 48 month forecast for the forecast low point in the University's cash balances, and an updated balance sheet forecast and debt covenant outlook. The Committee would receive an updated cash flow paper twice a year going forward.
8. The outlook for the full financial year was discussed and it was noted that outturn remained slightly ahead of budget, with a stronger than budget short-term cash flow performance due to capital expenditure deferral and additional SFC capital grants.

#### **FC/2017/80. Declarations of Interest**

No new declarations were made.

#### **FC/2017/81. Minutes of the meeting held on Wednesday 28 March 2018**

The minutes of Finance Committee held on 28 March 2018 were **approved**.

#### **FC/2017/82. Matters arising**

##### ***FC/2017/82.1. Fire Safety (Item FC/2017/63 refers)***

The Committee **noted** that information on Fire Safety inspections and rationale for undertaking fire improvement works would be included in Court papers for June. The Health, Safety and Wellbeing Committee had discussed the matter at its most recent meeting.

#### **FC/2017/83. Capital Programme Update and Capital Expenditure as at 30 April 2018 (papers 5.1 and 5.2)**

Finance Committee received an update on current capital projects and a summary of progress of the capital plan. It was noted that the campus redevelopment was currently at a very complex stage, with four projects at strategic briefing stage, two projects at detailed design stage, the Learning and Teaching Hub and infrastructure project on site, and the Research Hub due to be on site soon. The Director of Estates explained that this was the stage during which most movement in programme would be seen and some movement in cost was also expected.

There was a recommendation to move some costs (PDMS and infrastructure) from Phase 1B to Phase 1A to align with the new Capital Plan, which meant that future reports to Finance

Committee would show a new baseline. There would be an audit trail to allow comparison with the Capital Plan agreed by Court in December 2016.

In response to a question from the Committee it was clarified that the Research Hub top floor costs were still reported in Phase 1B, despite the agreement in principle to accelerate this part of the project. This was because the Full Business Case for delivery of the top floor had not yet been developed and approved: once it was approved the costs would move to Phase 1A. It was also noted that the outline costs for the top floor currently reflected the most expensive option in terms of laboratory function (exact use of space not yet having been determined).

The Committee **noted** the reports.

#### **FC/2017/84. Review of Risk Management Reporting**

Following on from discussion of the Capital Programme update, the Committee discussed appropriate risk reporting to Finance Committee. The Director of Estates noted that following a risk workshop a more granular approach to risk management had been adopted. The risk register prepared for Finance Committee focused on corporate risks which were related to achievement of key financial objectives of the programme. These risks were drawn from a detailed risk register which was reported to governance boards and to Estates Committee. Committee members were asked to provide feedback on the approach.

It was suggested that the overall risk register should be annotated to indicate which Committees consider which risks. The Committee also requested guidelines on standards for categorising risk, so that members could understand why risks were categorised as red or amber.

It was **agreed** that the Committee would focus on two risks at each meeting going forward for more in depth consideration.

#### **FC/2017/85. Capex Application Summaries (paper 5.4)**

Finance Committee received three capital expenditure applications

The Committee focused on the Pervasive Wi-Fi project, which aimed to expand existing Wi-Fi service to cover all University buildings and relevant outdoor spaces. It was noted that the Director of IT Services had developed a Capital Plan for IT projects with a total outline spend of £8m, which was incorporated into the new University Capital Plan. Oversight of the IT Capital Plan and other IT matters was provided by Information Policy and Strategy Committee (IPSC). The Committee agreed that it would be useful for Finance and Estates Committee to have greater visibility of IPSC business, given that IT systems were such a critical interface with staff and students and represented a significant part of the University's Capital Plan each year.

In discussing the purchase of the Illumina Novaseq Sequencer, the Committee requested clarification on provision of capital funding for equipment, since there was no provision in the Capital Plan for this project. The Senior VP noted that there is an overall equipment budget included in the Capital Plan which is split among the Colleges, but individual projects within this envelope are determined by Colleges. The Committee requested more detail on this in the Capital Plan.

Finance Committee **approved** the Capex applications.

**FC/2017/86. Status of Capital Grant Funding (paper 5.5)**

Finance Committee noted the position with regard to capital grants related to previously approved Capex applications. Committee members were reminded that capital projects linked to external grant applications would proceed only if the bids were successful.

The Committee noted that the MIMUMED and Edge Wave Laser/Microwave System projects were awaiting confirmation of funding and would not currently proceed.

Applications relating to the Insectary in the Jarrett Building, the Macromolecular Imaging Centre, and the E Beam had been successful and these three projects would proceed.

The EPSRC grant application for the specialist Inkjet Printers had been rejected and this equipment would therefore not be purchased.

**FC/2017/87. University Budget 2018-19, Financial Forecasts and Capital Plan (paper 6.1)**

Finance Committee received the proposed budget for 2018-19 and financial forecasts to 2021-22. The Committee noted that the 2018-19 budget outlined anticipated cash generation of £29.2m, ahead of the associated KPI target (£24.5m) and ahead of the amended target as per the Capital Plan presented to Court in December 2017 (£26.6m).

The budgetary forecast predicted cash generation of £23.9m, £32m and £33.6m in 2019-20, 2020-21 and 2021-22 respectively, against targets of £23.3m, £33.8m and £33.8m respectively.

The Senior Vice Principal provided the Committee with a summary of performance against KPIs, explained assumptions and risks, and noted the main projects within the capital plan. The Committee noted in particular the risks present around the cost reductions to be delivered by the transformation project, and the USS pension scheme deficit. The Senior Vice Principal noted potential strategies which could be used to minimise costs against any reduction in income, and the Principal provided some background on trends in international student recruitment across the sector in the UK.

The Committee discussed adding more detail to the commentary in the area of capital spend on IT projects and on equipment.

Finance Committee **agreed to recommend** the budget to Court, subject to the adjustments discussed.

**FC/2017/88. Bank Account Closure (paper 6.2)**

Finance Committee **approved** the proposed closure of bank accounts.

**FC/2017/89. Investment Funds Governance**

Deferred.

**FC/2017/90. Investment Funds Performance (paper 7.1)**

Finance Committee **noted** the reports on endowments investments.

**FC/2017/91. Investment Sub-Committee Papers from the meeting held on 23 May (paper 7.2)**

Finance Committee **noted** the papers and minutes from the meeting of the Investment Sub-Committee held via teleconference on 23 May.

**FC/2017/92. University Cash Flow Forecast (paper 7.3)**

Finance Committee received a paper building on the cash flow overview shared at the previous meeting of the Committee in March 2018. The Committee noted the long term cash flow forecast based on the 2018-19 budget outlook and associated Capital Plan. In addition a number of scenarios had been outlined to highlight key risks and sensitivities in the long term, and the paper also set out a detailed 48 month forecast for the forecast low point in the University's cash balances, and an updated balance sheet forecast and debt covenant outlook.

In discussing the paper, the Committee noted the anticipated student growth over the next four years. An extra £5m per annum had been added from 2024-25 to enable the University to meet international income targets., and income from asset sales had also been removed, resulting in a lower forecast cash position than that shared at the previous Finance Committee meeting.

The Committee noted that there were a number of assumptions and risks that would need to be carefully monitored to ensure cost control, understanding and management of cash position. The scenarios outlined also reinforced the importance of delivering both international growth and administrative savings.

The Committee raised a number of points to be considered going forward:

- The position on income from asset sales or rental income.
- Whether there would be sufficient capital funds to complete Phase 2 of campus redevelopment.
- Whether projected student growth could be supported.
- Whether £50m cash would provide sufficient cover at the forecast cash low point.

It was suggested that looking in more depth at some possible scenarios would be a good subject for a strategy session at a future Court away day. The Convener **requested** an updated cash flow paper twice a year going forward, in either November/January and then May.

**FC/2017/93. Student Finance Sub-Committee Minutes (paper 7.4)**

Finance Committee received the minutes of the meeting of the Student Finance Sub-Committee held on 13 April 2018.

The Committee **noted** the end of year positions and grant allocations for the Students' Representative Council (SRC), Queen Margaret Union (QMU), Glasgow University Sports Association (GUSA), and the Glasgow University Union (GUU).

In response to a question from the Committee, the University Secretary confirmed that Court would receive feedback from the Student Experience Committee.

**FC/2017/94. Overview of Performance as at 30 April 2018 (paper 8.1)**

The Committee received the overview of performance for Period 9.

The full year outlook stood at £24.6m, £0.7m higher than the outlook in the prior Finance Committee report and £6.9m higher than budget. The movement in the period was mainly driven by a reduction in salaries due to voids, reduction in depreciation and an increase in research margin. This was offset by a reduction in donation income due to delays in public launch of the Campaign.

The short and long term cash flows were **noted**. The University had generated cash from operations of £43.4m. The movements in the forecast were mainly attributable to delays in capital expenditure on the campus redevelopment, amounting to an underspend of £49.3m, and additional £2m of SFC capital funding.

#### **FC/2017/95. Debtors Reports as at 30 April 2018 (paper 8.2)**

Finance Committee received an update on debtors as at 30 April 2018. Overall debt stood at £38.32m in comparison to £34.29m at April 2017.

Student and sponsor aged debt had reduced by £1.64m in the year, including £660k collected from sponsors due to quicker billing and follow up. Commercial aged debt had increased by £5.63m in the year, which also reflects an increase of £5.73m current billing from last year.

#### **FC/2017/96. Dates of Meetings 2018-19**

Finance Committee noted the dates as follows:

17 September 2018, 10.00am

19 November 2018, 10.00am

23 January 2019, 10.00am

27 March 2019, 10.00am

30 May 2019, 2.00pm

*Prepared by: Fiona Quinn, Clerk to Committee, Fiona.Quinn@glasgow.ac.uk*



**Court Context Card 20 June 2018 - Audit & Risk Committee**

Speaker	Ms Heather Cousins	
Speaker role	Audit & Risk Committee Chair	
Paper Description	Minute of Committee meeting 23 May 2018	
<i>Topic last discussed at Court</i>	Last Audit & Risk Committee report April 2018	
<i>Topic discussed at Committee</i>	See paper summary section.	
<i>Court members present</i>	Heather Cousins, Lindsay Farmer, Lesley Sutherland	
<i>Cost of proposed plan</i>		
<i>Major benefit of proposed plan</i>		
<i>Revenue from proposed plan</i>		
<i>Urgency</i>	Low	
<i>Timing</i>	NA	
<i>Red-Amber-Green Rating</i>	Green	
<i>Paper Type</i>	Information/decision regarding Risk Register	
<i>Paper Summary</i>	<p>The Committee received internal audit reports on reviews of: Cyber security, Compensating controls, Procurement strategy and tendering, James Watt Nanofabrication Centre/Kelvin Nanotechnology Ltd and GDPR follow-up. The Committee discussed the Internal Audit Risk Assessment and Plan 2018/19, agreeing that audits of Safeguarding and GTA-related areas be brought forward. The Committee approved the External Auditors' approach to preparing the financial statements for the year to 31 July 2018. The Committee received the updated University Risk Register. The Committee received an update on Implementation of Outstanding Recommendations from prior internal audits. The current University Risk Register is for discussion and agreement of the revised format, which the Committee endorses. The COO &amp; University Secretary Dr David Duncan will speak to this section of the report. The register is provided at each June meeting of Court, as previously agreed during the review of Court's involvement in Risk Management arrangements.</p>	
<i>Topics to be discussed</i>	As Court wishes	
<i>Action from Court</i>	To note and discuss if desired.	
<i>Recommendation to Court</i>	To note.	
<b>Relevant Strategic Plan workstream</b>		
<b>Most relevant Primary KPI it will help the university to achieve</b>		
<b>Most relevant Secondary KPI it will help the university to achieve</b>		
<b>Risk register - university level</b>		
<b>Risk register - college level</b>		
<b>Demographics</b>		
<i>% of University</i>	100% Cross University application on several items	
<b>Operating stats</b>		
<i>% of</i>		
<b>Campus</b>	All	
<b>External bodies</b>	Scottish government/Charities regulator/external Auditors (for University financial statements)	
<b>Conflict areas</b>	None Highlighted	
<b>Other universities that have done something similar</b>		
<b>Other universities that will do something similar</b>		
<b>Relevant Legislation</b>	Statements of Recommended Practice (for audits); Accounting regulations/Statements of Recommended Practice (for University financial statements)	
<b>Equality Impact Assessment</b>		
<b>Suggested next steps</b>	N/A	
<b>Any other observations</b>		

**UNIVERSITY OF GLASGOW**  
**Audit & Risk Committee**

**Minute of Meeting held on Wednesday 23 May 2018**  
**in the Melville Room, Main Building**

**Present:**

Mr Simon Bishop (SB), Ms Heather Cousins (HC) (chair), Professor Lindsay Farmer (LF), Ms Lesley Sutherland (LS), Mr David Watt (DJW)

**In attendance:**

Dr David Duncan, COO & University Secretary (DD), Mr Gregor Caldwell, Group Financial Controller (GC), Ms Denise Gallagher (PWC) (DG), Ms Deborah Maddern (Clerk) (DM), Ms Lindsey Paterson (PWC) (LP), Mr Stephen Reid (Ernst & Young) (SR), Dr Dorothy Welch (Deputy Secretary) (DAW)

**Apologies:** Mr Vincent Jeannin (VJ), Mr Ken Baldwin (Ernst & Young) (KB), Mr Robert Fraser (Director of Finance) (RF), Professor Sir Anton Muscatelli (Principal) (AM)

**AUDIT/2017/30 Declarations of Interest**

There were no declarations of interest.

**AUDIT/2017/31 Minutes of the meeting held on 21 February 2018**

The minutes were approved.

**AUDIT/2017/32. Matters Arising**

The audit reports on Compensating Controls and JWNC, and the internal audit plan and risk register items, were dealt with under the relevant main agenda items.

With regard to the Internal Audit charter, it was agreed that this should be provided to units or areas where audits were being undertaken, as an appendix to the Terms of Reference for the relevant audit.

**ACTION PWC**

It was agreed that KPIs for the internal auditors be discussed with management and included in the audit plan. There should also be reference to internal quality assurance results from the auditees and management on individual audits.

**ACTION PWC**

**AUDIT/2017/33. Internal Audit Update**

*33.1. Summary report (Internal Audit Progress Report to May 2018)*

Audit work in the period since the last Audit and Risk Committee had focused on closing out the two remaining FY17 reviews that had been carried over into the current year. The ICE report would be presented in September, to allow complete coverage of the finalised scope; the JWNC report was included in papers for the present meeting.

Progress against the 2017/18 audit plan was noted.

The Committee requested that it should be involved in agreeing any changes to the content of, or

previously agreed timings within, the plan. With respect to the GTA-related review, given the ongoing management review of the area, which included HR and Payroll activity connected to GTAs, it was explained that the proposed later timing for the internal audit review had allowed for the former review to be completed, so as to add greater value to the audit review. However, it was requested by the Committee that the GTA and the Safeguarding Assurances reviews be brought forward to the early period of the 2018/19 plan, given the importance of the areas. It was also requested that two lower priority reviews be put back so as to balance the number of reports being presented at the September and November 2018 meetings.

#### **ACTION PWC/DD DAW**

##### *33.1.1 Cyber Security*

The review had assessed the key controls operated by central IT Services against the benchmark set by the Cyber Essentials framework (a UK Government-backed, industry-supported scheme to help organisations protect themselves against common online threats) and had also aimed to help the University understand its position on cyber risk as outlined in the ‘Public Sector Action Plan’ recently published by the Scottish Government.

The report had noted that certain controls were in line with the requirements of Cyber Essentials, but that there were areas that required to be improved for the University to achieve overall adherence to the framework. There were two High findings and an overall report classification of High. The matters were being addressed by management. The University was also considering if Cyber Essentials framework accreditation would be sought, in the context of sections of the framework not being well aligned to the HE sector as a whole. The Committee agreed that good practice was nevertheless important as a general principle and not just in the context of the framework, and noted the positive management responses. It was also noted that a cyber security training module was being tested, for introduction as a mandatory requirement for staff, with student bodies also to be involved in promoting training for students. The Committee would be kept updated on progress against this area and the report in general.

#### **ACTION DD/DAW**

##### *33.1.2 Compensating Controls*

The review had assessed the design and operating effectiveness of compensating controls in place at the University to address findings from previous Internal Audit reviews. Where the University had identified compensating controls to reduce the residual risk associated with the original findings, the auditors had assessed if the control was in place and operating effectively. Overall, the testing had confirmed that where a compensating control had been identified by management, it was operating effectively and reduced the risk identified by the previous audit recommendation. There was no overall rating applied to the present report, given its format.

The Committee noted that although the report was positive, there were nevertheless a number of outstanding points from prior audits that remained open, in some cases where they were dependent on IT systems being fully introduced. It was requested that management review the list and include a timeline and remove items where these were in fact effectively closed off. The internal auditors indicated they would be content with this approach.

#### **ACTION GC**

##### *33.1.3 Procurement Strategy and Tendering*

The review had assessed the design and operating effectiveness of key controls in place with regard to the Procurement function. The overall rating was Low risk, with a number of examples of good practice noted and the majority of key controls found to be well designed and operating effectively. There had been one Medium risk finding related to the need for clarity of ownership of monitoring supplier performance. Management was addressing this, but it was noted that this would include some broader cross-University training that might require the target implementation date of 31 July 2018 to be reviewed.

## **ACTION GC PWC**

### *33.1.4 James Watt Nanofabrication Centre (JWNC)/Kelvin Nanotechnology Ltd (KNT)*

The review had examined and evaluated the commercial relationships and governance arrangements between the University, JWNC and KNT. The JWNC housed micro- and nano-fabrication facilities in a clean room environment and was primarily used for research and teaching purposes, and for commercial activity via Kelvin Nanotechnology Limited (KNT). Commercial income was received from KNT for its use of the centre, based on agreed recovery rates. KNT was a wholly-owned subsidiary of the University. It was based on the campus and run by an independent company board and executive management team. The company provided nano-fabrication solutions to industry and academia through access to the JWNC.

The overall rating was High risk, with two High risk findings, resulting in recommendations relating to:

- University management ensuring oversight of, and input to, the drafting of a new SLA between JWNC and KNT. The SLA should include where University approvals were needed for any recovery rate changes, and that where rate changes were sought, KNT and JWNC should submit a joint business case to senior University management making clear the commercial reasons;
- refinements to the capital approval process, in the context of the specialist and technical nature of the work in the Centre but also in the context of the wider campus development, where specialist technical skills might be needed to understand costs associated with other capital projects.

The Committee agreed that general guidance and templates for other similar commercial arrangements would be of benefit.

### *33.1.5 GDPR follow up review*

The internal auditors had undertaken a GDPR readiness review in 2017 and had raised a number of control issues. The follow-up review had examined the progress made to address the gaps identified in the 2017 review, ahead of the GDPR coming into effect in May 2018. Of the two original High risk findings, relating to a GDPR programme and plan not being in place and to a lack of awareness, training and cultural change for the GDPR, the follow-up review had assessed these areas as Amber status.

The current report noted that progress has been made on development of a GDPR programme and plan, with a programme board and high-level governance in place; however, there remained action required in areas including the underlying programme structure, programme timeline and documented project plans. The report also noted that the University had made significant progress in terms of training, culture and awareness, but that it had not been possible to identify a third-party supplied online training package for GDPR that would suit the needs of the general university population.

The Committee noted that detailed plans were being built up from data returns from across the institution, privacy notices drafted for key groups, a data protection policy had been drafted and other existing policies reviewed and updated to cover the new regulation. The Committee also noted that a local 'key facts' training tool was being developed for all staff and would be further developed as part of mandatory P&DR-related training.

With regard to the status of individual compliance workstreams within the programme plan, and timescales for completion of final plans for each workstream, further details would be circulated to the Committee in the near future.

## **ACTION DAW**

### *33.2 Draft Internal Audit Risk Assessment and Plan 2018-19*

The audit plan had been updated since the last meeting. It was noted that the student support services audit, which was scheduled to report in September, would include reference to mental

health.

It was agreed that the internal auditors and management would consider the possibility of an audit connected to dignity at work and harassment-related policies and procedures; this would be in addition to the scheduled audit relating to Safeguarding Assurances. This would be covered from the contingency days provided for in the plan.

**ACTION DD DAW PWC**

The auditors confirmed that scheduled audit work in 2018/19 would examine controls identified in the University Risk Register and the associated mitigating actions, with a view to assessing whether the actions reduced the stated risks. Cross-references to these areas would be made where applicable within individual audits. It was also confirmed that, where applicable, the issue of value for money (vfm) would be referred to in audit reports; and that vfm would be covered where appropriate in customer ('auditee') feedback sought by the auditors. As had been referred to earlier in the meeting, KPIs for the internal auditors would be discussed with managers and included in the plan; quality assurance should also be covered.

**ACTION PWC/ DD DAW RF GC**

It was agreed that the plan should include a reference to the percentage of audits that would use data analytics.

**ACTION PWC**

**AUDIT/2017/34. Risk Management (Strategic Risk Summary)**

At the last meeting, the Committee had agreed that the Risk Register should further clarify roles and responsibilities and the flow of delegation/accountability, and that consideration should be given to some other presentational changes. The Committee now received an updated register, noting that the document had also been updated following a successful Risk workshop that had been facilitated by PWC since the last meeting, and following a recent meeting of SMG.

It was agreed that a summary table/matrix, and brief covering paper noting the changes and identifying any areas that had (for example) been escalated, mitigated or removed, be included with the register on each occasion. A new column would be added to the register to cover progress with respect to mitigation.

**ACTION DD**

The Committee recorded its thanks to all concerned for refreshing the register's content and format.

**AUDIT/2017/35. Audit Planning Report**

The Committee received a report setting out the proposed External Audit approach for the year to 31 July 2018, in accordance with the requirements of auditing standards and other professional requirements.

The report summarised the assessment of the key issues which drove the development of an effective audit for the University, considering relevant market factors and the operational, finance, and business risks which drove the University'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 approach would involve the identification and understanding of the key processes and internal controls, supplemented by substantive tests of detail of transactions and amounts. To gain greater

assurance over the data populations to be tested and to capture whole populations of financial data, computer-based analytics tools would be used, 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 of the initial risk identification for the upcoming audit and any changes in risks identified in the current year. In terms of significant risks, auditing standards required the auditors to place appropriate audit focus on the recognition of income and the associated risk of fraud. Management override of controls was also an area of potential risk, and the audit would accordingly test all areas, to obtain reasonable assurance about whether the financial statements as a whole were free of material misstatements whether caused by fraud or error, arising from management action or inaction. Other areas of audit emphasis would include accounting for property, plant and equipment, in particular in the context of the major campus development and related financing; and accounting for pensions obligations, where the USS revaluation was relevant. The focus of the risk identification was similar therefore to the previous year's audit.

The report also discussed levels of materiality that would be applied; this would be held at the 2016/17 level. It was noted that these levels would continue to be reviewed annually, based on University growth. A separate materiality level would be used for the subsidiary entities, reflecting both the key drivers of their activity and scale of their operations.

The Committee received a timetable, agreed in line with management's own financial reporting timetable, which showed the key stages of the audit and the deliverables that the auditors had agreed to provide through the 2017/18 Audit & Risk Committee cycle.

The Committee noted that the Financial Reporting Council had issued amendments to FRS 102 in December 2017, following a triennial review of the standard. The majority of these amendments were editorial or clarifying in nature, but a small number had a potential impact on Higher Education financial statements and would be considered as part of the audit. Changes to accounting treatments for gift aid from subsidiaries to a parent charity company would also be relevant.

It was agreed that the external auditor's quality assurance arrangements would be provided to the Committee at the September meeting, by way of update.

#### **ACTION SR/E&Y**

The Committee approved the External Auditor's proposed approach to the audit of the University's accounts.

#### **AUDIT/2017/36. Implementation of Outstanding Recommendations**

The update on implementation actions was noted. It has been agreed earlier in the meeting that a review would be undertaken to close off some older items.

#### **ACTION GC**

#### **AUDIT/2017/37. Any Other Business**

There was no other business.

#### **AUDIT/2017/38. Date of Next Meeting**

Wednesday 19 September 2018 at 2pm in the Melville Room; there will also be a briefing at 12 noon, for Committee members, with auditors invited.

## Court Context Card - 20 June 2018 - Report from Estates Committee

Speaker	Mr Ronnie Mercer
Speaker role	Estates Committee Convener
<b>Paper Description</b>	Report from Estates Committee (16 May 2018 meeting)
<b>Topic last discussed at Court</b>	Apr-18
<b>Topic discussed at Committee</b>	Various
<b>Committee members present</b>	Mr R Mercer (Convener), Mr D Milloy, Ms K Powell, Dr B Wood
<b>Cost of proposed plan</b>	Various
<b>Major benefit of proposed plan</b>	
<b>Revenue from proposed plan</b>	
<b>Urgency</b>	Various
<b>Timing</b>	Short, Medium and Long Term
<b>Red-Amber-Green Rating</b>	Not Applicable
<b>Paper Type</b>	Information
<b>Paper Summary</b>	Minutes including update on Capital programme and Project progress/approval

### Topics to be discussed

**Court is asked to NOTE the following:**

**Note** the anticipated reduction in 2017/18 Capital spend from £122m to £79m (*EC/2017/41.1.1 refers*); **Note** the updated total Capital expenditure profile in the sum of £915.4m, an increase of £12.4m from the last Capital Plan update (*EC/2017/41.1.2 refers*); **Note** the planned 2018/19 Capital spend in the sum of £148m (*EC/2017/41.1.3 refers*); **Note** the new major projects identified during the last twelve months (*EC/2017/41.1.4 refers*) **[revised spend profiles and proposed additional works are covered in the paper/presentation on the capital plan]**

### Action from Court

Court is also asked **to note** Estates Committee's approval of CapEx applications as follows:

Gilmorehill/Boyd Orr/Mechanical and Electrical Upgrades in the sum of £1.7m (*EC/2017/42.2 refers*); Gilmorehill/Joseph Black Building/Skabara Laboratory in the sum of £1,025,000 (*EC/2017/42.3 refers*); Purchase of Illumina Novaseq Sequencer in the sum of £820k (*EC/2017/42.4.refers*); Gilmorehill/James Watt/JWNC/Plasma Etch Tool in the sum of £530k (*EC/2017/42.5 refers*); Replacement of Superconducting Quantum Interface Device (SQUID) in the sum of £620k (*EC/2017/42.6 refers*); IT Services/IPSC Pervasive Wi-Fi in the sum of £3,544,769 (*EC/2017/42.7 refers*); and Audio Visual/Video Conferencing Service Enhancement in the sum of £976,100 (*EC/2017/42.8 refers*)

### Recommendation to Court

**Note** as above

Relevant Strategic Plan workstream	People, Place and Purpose
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	Delivery of campus development programme
Risk register - college level	Not Applicable
Demographics	
<b>% of University</b>	100% staff and students
<b>Campus</b>	Entire University Estate (all campuses)
<b>External bodies</b>	Glasgow City Council, Scottish & UK governments; industry
<b>Conflict areas</b>	Not Applicable
<b>Other universities that have done something similar</b>	
<b>Other universities that will do something similar</b>	
<b>Relevant Legislation</b>	Building and Planning legislation
<b>Equality Impact Assessment</b>	On a building by building basis/by CapEx, where applicable
<b>Suggested next steps</b>	
<b>Any other observations</b>	

**UNIVERSITY of GLASGOW**  
**Estates Committee**

**Minute of the meeting held in Room 208, 2 University Gardens on Wednesday 16 May 2018**

**Present:** Mrs A Allen, Dr D Duncan, Professor N Juster, Mr R Mercer (Convenor), Mr D Milloy, Ms K Powell, Mr A Seabourne, Dr B Wood.

**In Attendance:** Mrs N Cameron, Mrs L Duncan (Clerk), Mr P Haggarty, Mr R Smith, Ms L Winders (External Assessor – Governance Review).

**Apologies:** Professor L Farmer, Mr R Fraser, Mr D Smith, Professor A Muscatelli (Principal).

**EC/2017/38 Minute of the meeting held on 7 March 2018**

The minute was approved as an accurate record.

**EC/2017/39 Matters Arising**

There were no matters arising.

**EC/2017/40 Declarations of Interest**

There were no declarations.

**EC/2017/41 Capital Programme Update**

*EC/2017/41.1 Capital Plan Update*

***EC/2017/41.1.1 2017/18 Progress Update***

The Committee noted the 2017/18 Capital Plan spend had been anticipated at £122m but was now forecast at £79m. A number of reasons were noted for the slower capital spend: re-profiling of spend on the Learning and Teaching Hub; delays in building warrant approvals; revised cashflow reporting; delay to site start for the Research Hub; and re-programming of Boyd Orr building works.

Where possible, approved projects would be brought forward to accelerate spend, subject to full consideration and approval by SMG, CapEx and Estates and Finance Committees.

The Committee noted the projects scheduled to complete within financial year 2017/18: Imaging Centre of Excellence; Western demolitions (main building and G Block); Garscube external works; Library levels 1 and 2; Refurbishment of Professor Square and Principal's Lodging front elevations; Corr Laboratory; Faccio Laboratory; partial refurbishment of James Watt South; Psychology refurbishment; Jarrett Building Insectary; additional teaching and post graduate space (Adam Smith Library); and CTT refurbishments.

It also noted that a number of major projects were underway or commencing in 2017/18: Learning and Teaching Hub; Joseph Black external refurbishment; Research Hub; and Pearce Lodge.

***EC/2017/41.1.2 Draft Capital Plan 2018 – 2021***

The Committee noted the updated draft Capital Plan outlining the priority areas of expenditure for 2018/19. It noted that all proposed projects were thoroughly tested to ensure the anticipated project benefits were transformational for the University prior to inclusion within the Plan.

The February 2018 Capital Plan Budget, net of grants, was noted in the sum of £915.4m, an increase of £12.4m on the June 2017 Plan.

Since the last update in June 2017 the Research Hub Full Business Case had been approved and in February 2018 Court agreed that subject to usual governance arrangements, the fit-out of the top floor should be accelerated. It also approved the design of the Engineering Building to progress to Stage 3 earlier than originally profiled.

The Committee noted a number of specific updates to the original December 2016 Plan:

Infrastructure and the Project Delivery Management Service (PDMS) - Spend had previously been split between Phases 1a and 1b. These had been combined within Phase 1a with a consequent additional spend of approximately £11m being accelerated and a resultant reduction in Phase 1b.

Institute of Health and Wellbeing - Currently at Stage 3 design. The 2017 Plan had provided a total project budget of £36.3m but the current cost estimate was £43.6m, partly as a consequence of splitting the building into two individual spaces. Value engineering opportunities were being explored and the



Committee noted that the business case presented to Court during 2018/19 would address affordability and would clearly identify the benefits derived from any additional cost.

Adam Smith Business School and PGT Space - The site had capacity for 2000m<sup>2</sup> more space than the Business School project identified as a requirement. Development of the full site would add approximately £9m in cost and opportunities for this potential investment were being considered. No provision would be made within the Capital Plan until benefits had been identified.

Chronic Diseases - Project fully externally funded. There were opportunities to maximise site density and achieve additional space, necessitating funding for early stage design fees.

Innovation Zone - The previous Capital Plan allocated £5m for the Church Street Innovation Zone in Phase 1b. A strategic brief was being developed.

### ***EC/2017/41.1.3 2018/19 Priorities***

A spend profile of £148m was forecast for 2018/2019 and would include progression of a number of major construction projects (Learning and Teaching Hub; Research Hub; Infrastructure; and Joseph Black Building refurbishment), development of Full Business Cases (Institute of Health and Wellbeing; and Adam Smith Business School/PGT space), Stage 3 Design (Arts; and Engineering), development of strategic brief and fundraising strategy (Chronic Diseases; Kelvin Hall 2; and Innovation Zone).

Construction would progress (Boyd Orr Building, Data Annexe) or complete (Forensics Relocation, Pearce Lodge, James Watt ebeam, West Medical Building, Kelvin Building Essential Works and Animal Facility).

In addition there was provision for further investment in equipment and Information technology improvements.

The £148m investment was in addition to the annual £15m Capital budget and £15.7m annual revenue budget. The Committee noted that over the next two years the majority of the annual £15m capital budget would be allocated to Boyd Orr mechanical and electrical upgrades.

The Committee noted that delivery of all 2018/19 priorities would result in an overspend of £6.3m in the Capital budget. It recognised the strategic significance of the projects being considered and recommended that this overspend be considered by Finance Committee.

### ***EC/2017/41.1.4 New Major Projects***

The Committee noted that during the last twelve months three major new projects had emerged, all of which were at early concept stage but support the strategic ambitions of the University:

Adam Smith Business School Plot (£9.0m) - There was an opportunity to maximise capacity on the Adam Smith Business School site by approximately 2000m<sup>2</sup> and early proposals suggest a potential additional cost of £9m in 2019/20. It was noted that there was currently no business case to support the additional development although benefits of maximising site capacity were recognised.

The Committee recommended that no provision be made within the current Capital Plan and that detailed consideration be given to this when the Full Business Case for the whole project was being analysed; and

Modular Building Teaching Laboratories (£14m) - In late 2017 work was undertaken to better understand current key space pressures. One critical area identified was teaching laboratories. It was possible to address some of this through a number of short term interventions and one solution would be development of a teaching laboratory block potentially be delivered by a modular solution with an estimated cost of £14m. It was noted that the only feasible site was currently occupied by the Pharmacy building which was scheduled to be vacated and returned to the University in the next twelve to eighteen months. The proposal had yet to be considered in detail by SMG and significant work was required to develop the concept between 2019 and 2021.

The Committee recommended that provision be made for design fees to enable development of an outline proposal which would inform SMG discussions and that further consideration be given during the annual Capital Plan update in 2019.

### ***EC/2017/41.1.5 Unallocated Funds and New Project Requests***

The Committee noted the total unallocated funds over the life of the Capital Plan in the sum of £75.8m. It noted that £133m of new project requests had been submitted during the most recent budget process.

There was insufficient funding, with a current funding gap of £57.7m to deliver these and SMG would be asked to fully consider the proposals and identify strategic priorities.

The Committee approved the draft Plan and recommended that it be recommended to Finance Committee for its consideration and thereafter to Court for its approval.

#### *EC/2017/41.2 Programme Governance Board Update*

##### *EC/2017/41.2.1 Convenor's Update*

The report was noted.

##### *EC/2017/41.2.2 Lay Member's Update*

The Committee heard that there had been a process of continuous improvement in the management of the Programme, in project management, governance and the management of risk.

It was highlighted that there must be rigorous implementation of building standards on all projects and that this would have cost implications, both for the project and for ongoing maintenance.

The Committee noted that sign-off and the management of project documentation was critical to ensure that the University's interests were protected in the event of future issues with buildings.

##### *EC/2017/41.2.3 Summary Report*

The Committee noted the summary report and key activities during the last two months. The Committee agreed that an update of this report would be provided to Finance Committee for its information.

##### *EC/2017/41.2.4 Major Project Dashboard Reports*

The Committee noted the current **green** status of all major project workstreams.

##### *EC/2017/41.2.5 Cost Report (Number 11)*

The report was noted.

#### *EC/2017/41.3 Capital Projects Governance Board Update*

##### *EC/2017/41.3.1 Convenor's Update*

The Committee noted the **amber** status of: Adam Smith Business School/PGT space; Research Hub; and Joseph Black building (Fire Upgrades).

##### *EC/2017/41.3.2 Lay Member's Update*

The report was noted.

##### *EC/2017/41.3.3 Summary Report*

The report was noted.

##### *EC/2017/41.3.4 Project Dashboard Reports*

The current status of the major projects was noted.

#### **EC/2017/42 CapEx Committee Report**

##### *EC/2017/42.1 CapEx Application Summary*

The summary was noted.

##### *EC/2017/42.2 Gilmorehill/Boyd Orr/Mechanical and Electrical Upgrades*

The Committee noted and approved the CapEx application in the sum of £1.7m for design and associated professional fees.

##### *EC/2017/42.3 Gilmorehill/Joseph Black Building/Skabara Laboratory*

The Committee noted and approved the CapEx application in the sum of £1,025,000 for provision of permanent laboratory space for the Ramsay Chair of Chemistry.

##### *EC/2017/42.4 Purchase of Illumina Novaseq Sequencer*

The Committee noted and approved the CapEx application in the sum of £820k.

##### *EC/2017/42.5 Gilmorehill/James Watt/JWNC/Plasma Etch Tool*

The Committee noted and approved the CapEx application in the sum of £530k for the purchase of a semiconductor processing machine.

***EC/2017/42.6 Replacement of Superconducting Quantum Interface Device (SQUID)***

The Committee noted and approved the CapEx application in the sum of £620k for the purchase of a new device to replace existing, time expired equipment.

***EC/2017/42.7 IT Services/IPSC Pervasive Wi-Fi***

The Committee noted and approved the CapEx application in the sum of £3,544,769. It noted that this project was considered critical delivery of the University's strategic aims by enhancing the student experience.

***EC/2017/42.8 Audio Visual/Video Conferencing Service Enhancement***

The Committee noted and approved the CapEx application in the sum of £976,100 to support a three-year service improvement programme.

**EC/2017/43 Control and Monitor Reports**

***EC/2017/43.1 RAG Report***

One project was noted as **red**: Queen Elizabeth University Hospital/Ice Building/Forensic Pathology move as a result of procurement matters;

One project was noted as **partially red**: Gilmorehill/New Build/Data Annexe due to delays in obtaining a building warrant.

Seventeen projects were noted as **amber**.

***EC/2017/43.2 Risk Register***

The Committee noted the current Risk Register. There were currently twenty-eight **red** risks.

A Risk Workshop was held on 3 May 2018 and resulted in the identification of a number of new risks, division of others and an upward trend in some. Overall this led to an increase in the number of red risks which would be a key focus going forward: capacity and capability of Project Sponsors; capacity within Estates and Commercial Services; delivery of projects within the Capital Plan envelope; delivery of project benefits; donations targets not achieved; Agresso financial management system; space standards not achieved; Enabling Works programme; Road safety; and requirement for fire suppression systems within buildings.

It was noted that the Cole Report had been a reference point during the process of reassessing risk.

It was agreed that the additional **red** risks of those with a new **red** status would be highlighted to Finance Committee. The Executive Director of Estates and Commercial Services would prepare a summary report in conjunction with the Convenor of Finance Committee for presentation to the Committee.

**Clerk's Note:** A post-meeting review of the Risk Register had resulted in a summary version being prepared for Finance Committee. This identified ten key corporate risks which would be the focus of future reporting

***EC/2017/43.3 Programme***

The Committee noted the current Master Programme.

***EC/2017/43.4 Health and Safety Dashboard***

The Committee noted the workstream status as ***green***.

It noted the recent student fatality as a result of a pedestrian/vehicle collision on University Avenue and that the incident would be reported to the Health, Safety and Wellbeing Committee. The Committee noted that the accident was unrelated to delivery of the capital programme but agreed that pedestrian crossing improvements must be implemented ahead of the opening of the Learning and Teaching Hub.

**EC/2017/44 Estates Reports**

No items to consider.

**EC/2017/45 Any Other Business**

The Committee agreed that it would be beneficial for members to meet informally outwith the schedule of programmed meetings dates and that a dinner would be planned.

**EC/2017/46 Schedule of Meetings for 2018/19**

The schedule of dates was noted:

Tuesday 21 August 2018

Tuesday 6 November 2018

**Court Context Card - Remuneration Committee Report to Court 20 June 2018**

Speaker	June Milligan
Speaker role	Remuneration Committee Convenor
Paper Description	Remuneration Committee Report to Court, from its meeting 27 April 2018
<i>Topic last discussed at Court</i>	Dec-17
<i>Topic discussed at Committee</i>	
<i>Court members present</i>	June Milligan, Dave Anderson, Elizabeth Passey, Ronnie Mercer. Apologies Kate Powell. Other Committee members present: Dominic Cole Morgan; Rob Goward
<i>Cost of proposed plan</i>	
<i>Major benefit of proposed plan</i>	
<i>Revenue from proposed plan</i>	
<i>Urgency</i>	Low
<i>Timing</i>	Immediate
<i>Red-Amber-Green Rating</i>	Green
<i>Paper Type</i>	For information
<i>Paper Summary</i>	Minutes of the meeting of Remuneration Committee 27 April 2018 at which was discussed: Recent Remuneration Committee guidance, including the CUC HE Remuneration Code; arrangements for determining senior staff salaries; and Voluntary Severance and Salary Augmentation Approvals since the last meeting.
<i>Topics to be discussed</i>	
<i>Action from Court</i>	For information/discussion if desired
<i>Recommendation to Court</i>	
<b>Relevant Strategic Plan workstream</b>	
<b>Most relevant Primary KPI it will help the university to achieve</b>	
<b>Most relevant Secondary KPI it will help the university to achieve</b>	
<b>Risk register - university level</b>	
<b>Risk register - college level</b>	
<b>Demographics</b>	
<b>% of University</b>	
<b>Operating stats</b>	
<b>% of</b>	
<b>Campus</b>	
<b>External bodies</b>	CUC
<b>Conflict areas</b>	
<b>Other universities that have done something similar</b>	
<b>Other universities that will do something similar</b>	
<b>Relevant Legislation</b>	
<b>Equality Impact Assessment</b>	
<b>Suggested next steps</b>	
<b>Any other observations</b>	

**University of Glasgow**

**Remuneration Committee**

**Note of the Remuneration Committee held on 27 April at 0900 hours in the Principal's Meeting Room**

Present: David Anderson, June Milligan (Convener), Elizabeth Passey (via conference phone), Dominic Cole-Morgan, Rob Goward, Ronnie Mercer

Attending: Christine Barr, Dr David Duncan, Sir Anton Muscatelli, Lee McClure (Clerk)

Apologies: Kate Powell

**1. Welcome and Apologies**

The Convener welcomed all to the meeting, noting that the purpose of this half-yearly meeting was to welcome the new staff and student representative members, to look at the developing context for the work of Remuneration Committees, and for all members to receive a full briefing on working of the Committee, its revised remit and the arrangements for determining senior salaries. Apologies were noted from Kate Powell, SRC President.

**2. Notes from the meeting on 11 October 2017**

These were approved.

**3. Recent Remuneration Committee Guidance**

Members noted Paper 3. The copies of the Scottish Code of Good HE Governance and CUC Remuneration Code were circulated by way of background and for the Committee to consider the University's compliance.

CB set the scene, describing the current remuneration landscape, highlighting the role of the Committee in providing scrutiny of senior pay, including by reference to ratios. The starting point provided by the Committee's 2017 remit was noted. Members reviewed relevant clauses in the Scottish Code of Good HE Governance, noting that Universities had explicitly been asked to seek the views of students, staff and recognised trade unions in relation to the remuneration package of the Principal and the senior executive team. The Committee's membership had been updated to include both staff and student representation and it was agreed that their direct involvement would be supplemented by appropriate consultation. JM/CB would meet with the incoming SRC President and DA to discuss their role on the Committee. DD and CB agreed to consider further the best arrangements for consultation.

**Action: JM/CB/DD**

In addition, members suggested reflecting further on the link between the Remuneration Committee and Audit & Risk Committee, routinely reviewing the Committee's performance, and whether it would be helpful to follow Court's practice of having an informal review feedback loop after every meeting. DD reported that a Review of the

Effectiveness of Court was scheduled to take place in the next few months and that would include consideration of the work of Committees.

Members went on to discuss the CUC HE Remuneration Code, noting that HEIs and Chairs of Court had been given the opportunity to contribute to the comprehensive document. The Committee was mindful that the University was bound by the Scottish Code in the first instance and would be adopting best practice from this — a public statement of compliance was on the University website. All agreed that transparency was important in ensuring confidence in the work of the Committee and that they had to be mindful of public perception, communications, and how information/data was presented to colleagues to allow meaningful consultation.

A revised Remuneration Committee remit for 2018 had been created, with additional responsibilities included. EP asked that a reference to the Code be added to the remit. CB went on to highlight the key objectives for the Committee, particularly in relation to determining senior salary and reviewing remuneration levels. She confirmed that the University did undertake salary benchmarking and the Committee agreed that this was a useful tool.

In terms of remuneration for senior staff, the University sat outside the national negotiating framework which determined pay uplift for the majority of University employees. AM confirmed that SMG was working to team targets which this year included targets relating to the NSS, Transformation Programme and delivery of the capital plan. Performance against these would inform P&DR discussions — and feed through into salary recommendations — later in the year.

At this point, the Principal left the meeting.

#### **4. Determining Senior Salaries**

The Committee moved on to talk about the annual salary review of the Principal and SMG, noting the movement in salaries of senior staff and the whole workforce from 2015 onwards. The Principal's salary uplift for the next 3 years had been settled as part of agreeing his most recent contract. That process had been informed by benchmarking and by considerations of the complexity of the Principal/Vice Chancellor role and accountability. Pay ratios for the Principal were published annually. Members noted a similar trend across the UK towards greater transparency around chief executive pay.

In respect of senior pay, arrangements in place took account of the professional reward strategy and the performance and development structure surrounding this, retention issues, and ensuring that pay was appropriate for individual recruitments through benchmarking. The University was moving towards a Total Reward culture highlighting the value of the overall remuneration package and members encouraged its use, but stressed that it should not be oversold. CB agreed that further discussions with the Committee on this would be helpful and a discussion would be scheduled to consider what sort of incentives could be offered to work at the University (not just monetary) and how the benefits of working in the HE sector could best be presented.

Moving forward, the Committee would be invited to consider a number of areas including the forthcoming REF exercise and salary progression mechanisms. For the November meeting, in line with the new Remit, the Committee would also consider senior management expenses.

Members thanks CB for the very helpful presentation which informed items 3 and 4.

## **5. Voluntary Severance and Salary Augmentation Approvals**

Since the last meeting, 25 severance packages had been approved within the standard terms of the University's voluntary severance scheme. The split by college was noted as MVLS 2; Science and Engineering 1; Social Science 1 and University Services 21. The total cost of the package was £515,090.97 with an average payback period of 6.34 months.

There had been no voluntary severance proposals that departed from the standard terms approved by Court; exceeded £100,000; or involved a member of SMG.

### *Salary Augmentation*

Members were reminded that the University provided an opportunity for high earning staff who withdraw from their occupational pension scheme to apply to receive a salary enhancement. One request for Salary Augmentation have been approved since the last meeting.

Remuneration Committee noted all of the above and was content with the approach that had been taken.

## **6. Any Other Business**

The Committee thanked DCM for his service to the University and to the Committee. DCM was moving to a new role with the Scotia Bank in Toronto.

## **7. Date and time of next meeting**

The next meeting would be arranged for November 2018.

**Action: LM**



**Court Context Card - Court meeting 20 June 2018 - Health, Safety & Wellbeing Committee report**

Speaker	Dr David Duncan	
Speaker role	Convenor of HSWC	
<b>Paper Description</b>	Draft Minute from 29 May 2018 HSWC meeting	
<i>Topic last discussed at Court</i>	14-Feb-18	
<i>Topic discussed at Committee</i>	Summary below	
<i>Court members present</i>	None	
<i>Cost of proposed plan</i>		
<i>Major benefit of proposed plan</i>		
<i>Revenue from proposed plan</i>		
<i>Urgency</i>	For Information only	
<i>Timing</i>	Immediate	
<i>Red-Amber-Green Rating</i>	Green	
<i>Paper Type</i>	For Information only	
<b>Paper Summary</b>	<p>At its meeting on 29 May 2017, the Committee received: updates on the launch of the travel safety protocol, on TU safety representatives within Sports and on the Stress Management policy review; and a presentation on the new EMF regulations - The Control of Electromagnetic Fields at Work Regulations 2016. The Committee discussed road and fire safety, and adverse weather issues. The Committee noted a paper on Healthy Workplaces: Management of Dangerous Substances. The Committee covered its usual range of business in reviewing standard reports on Occupational Health activities, Audit updates, Accident reporting and Employee counselling.</p>	
<b>Topics to be discussed</b>	<p>Court's attention is drawn to the discussion on Fire safety matters - the minute is reproduced on this context card:</p>	<p><i>The Convenor raised a query from Court concerning the QMU building, asking how the University prioritised fire safety work. The Committee were informed that this work is prioritised on both a project and a risk basis. Estates &amp; Commercial Services have implemented a Fire Safety Compliance Group with the SEPS Fire Safety Officers which meets every two months. The role of this group is to monitor and prioritise fire safety issues, including those arising from risk assessments, incidents and individually raised concerns.</i></p>
<i>Action from Court</i>	For information/discussion if desired	
<i>Recommendation to Court</i>	None	
<b>Relevant Strategic Plan workstream</b>		
<b>Most relevant Primary KPI it will help the university to achieve</b>		
<b>Most relevant Secondary KPI it will help the university to achieve</b>		
<b>Risk register - university level</b>		
<b>Risk register - college level</b>		
<b>Demographics</b>		
<i>% of University</i>	100% All staff and students, relevant to all	
<b>Operating stats</b>		
<i>% of</i>		
<b>Campus</b>	All locations	
<b>External bodies</b>	HSE	
<b>Conflict areas</b>		
<b>Other universities that have done something similar</b>		
<b>Other universities that will do something similar</b>		
<b>Relevant Legislation</b>	Health & Safety legislation	
<b>Equality Impact Assessment</b>	Good	
<b>Suggested next steps</b>		
<b>Any other observations</b>		

## University of Glasgow

### Health Safety and Wellbeing Committee

#### Minute of Meeting held on Tuesday 29 May 2018 at 10:00 AM in the Melville Room

**Present:** Ms Louise Stergar, Mr Richard Claughton, Dr Craig Daly, Dr David Duncan, Mr James Gray, Mr Christopher Kennedy, Ms Paula McKerrow, Mr David McLean, Mr John Neil, Mr Deric Robinson, Ms Gillian Shaw, Mrs Kathleen Simmonds, Ms Aileen Stewart, Ms Julie Summers, Mr Graham Tobasnick, Ms Selina Woolcott, Ms Sophia Garkov, Mr Peter Haggarty

**In Attendance:** Ms Debbie Beales, Mr David Harty, Mr Billy Howie

**Apologies:** Ms Lauren McDougall

#### HSWC/2017/22 Minutes of the Meeting held on Tuesday 12 December 2017

The Minutes of the meeting were approved.

#### HSWC/2017/23 Convenors business

The Convenor informed the Committee that this is the last meeting for Kathleen Simmonds and introduced Mr Billy Howie as the possible replacement HSWC rep for CoSS. This is the first meeting of the HSWC since December 2017 as the March 2018 meeting was cancelled due to industrial action.

#### HSWC/2017/24 Matters arising

##### *HSWC/2017/24.1 Food allergen guidelines (verbal update DMcL)*

Mr McLean informed the Committee that Hospitality have now updated their food allergen guidelines, which are available on their website.

##### *HSWC/2017/24.2 Overseas workers (verbal update SW)*

Ms Woolcott informed the Committee that the travel safety protocol is now live and was publicised in Campus News in March. Ms Woolcott and the University's insurance and risk manager have a telephone call with Selective Travel this week to see if it is possible for staff to book travel insurance when booking travel and will update the Committee in September.

##### *HSWC/2017/24.3 TU Safety Reps within Sports (verbal update CK)*

Mr Kennedy informed the Committee that things have moved forward substantially since the last HSWC meeting in December. There has been an overhaul of the local Safety Management Group and the risk assessment process has been updated. He stated that there is now constructive engagement and consultation with both the trade unions and staff. Mr Kennedy and Ms Woolcott have met with PSG to present on the roles and rights of TU safety reps and a similar presentation will be given to HoSRIA in June.

## **HSWC/2017/25 Electromagnetic Field regulations (PowerPoint JG)**

Mr Gray gave a PowerPoint presentation on the new EMF regulations 'The Control of Electromagnetic Fields at Work Regulations 2016'.

These regulations were created to cover low frequency areas from 300GHz to 3 Hz. EMF's are static electric, static magnetic and time varying electric, magnetic and electromagnetic fields with frequencies up to 300GHz. Direct effects include nausea and vertigo (static frequency) sensory, nerve and muscle stimulation (low frequency) and with increasing frequency can lead to the heating of the body or localised tissues and surface tissues.

As an employer, the University must assess the levels of EMF's to which employees may be exposed and ensure that exposure is below specified limit values. When appropriate an action plan should be in place to ensure compliance with the exposure limits. Employees at particular risk such as expectant mothers and people with implanted or body worn medical devices should be taken into account. If any employees are exposed to EMF's in excess of the ELV's action must be taken and health surveillance/medical examinations provided as appropriate.

Mr Gray informed the Committee that for most areas within the University a simple assessment is all that is required and templates will be published on the RPS web pages and publicised in Campus News along with guidance from EU <http://ec.europa.eu/social/publications> and HSE <http://www.hse.gov.uk/pubns/books/hsg281.htm>

The Committee agreed that Colleges, Schools and University Services will be responsible for ensuring that all areas are compliant with records kept locally. The Committee agreed that a generic risk assessment should be produced for lower risk equipment and Ms Woolcott agreed to take this forward with Mr Gray. In the event of a visit from HSE they will most likely contact RPS initially and then undertake random checks throughout the University.

## **HSWC/2017/26 OH Report (Paper 1)**

The Committee noted the Paper that was circulated. Ms Stewart informed the Committee that:

- Musculoskeletal problems, mental health non-work related and prolonged illness are again the three most common reasons for referral during the first quarter of the year.
- Health surveillance continues to increase with a self booking system now in place to encourage better attendance. However, a large number of staff have failed to respond to an email inviting them to book an appointment and OH are in the process of sending out reminders. SEPS staff have been running roadshows on the revised policy and guidance on HS in relevant Units.
- Hepatitis B vaccine is finally back in stock after a manufacturing issue and OH are in the process of vaccinating all outstanding staff on the waiting list as well as scheduling clinics to catch up with students still awaiting the vaccine. This will mean that September clinics are especially busy with medical students from both first and second year requiring the vaccine.
- OH now have two OH physicians in post. One post is one day per week and the other a half day per fortnight.
- OH are currently undertaking the five yearly review required to retain SEQOHS (Safe, Effective, Quality Occupational Health Service) accreditation.

### **HSWC/2017/27 SEPS Report (Paper 2)**

The Committee noted the Paper that was circulated. Mr McLean informed the Committee that all RIDDOR incidents in the previous quarter involved slips, trips and falls. There were no unusual anomalies to report within the non-RIDDOR incidents but the Committee asked for more information on the incidents regarding violence to be shared via email. Mr McLean welcomed the fact that there had been a reduction in unwanted fire activations and that, of the 42 activations, only 15 resulted in the Fire Service being called out. The Committee agreed that the table regarding contractor incidents could be removed as E&B met with contractors on a quarterly basis to discuss incidents and near misses. Mr Harty agreed to submit reports on these meetings to the HSWC from now on.

### **HSWC/2017/28 Audit Update (Paper 3)**

The Committee noted the Paper that was circulated. Mr McLean informed the Committee that SEPS are not using the University Health & Safety Association (USHA) HASMAP question set for internal audits as they are very repetitive. In addition, the yes/no options mean that answers are purely quantitative and not qualitative, which can be unhelpful. Ms Woolcott informed the Committee that USHA are currently looking to revisit the HASMAP question set to make improvements. Mr McLean agreed that future audit reports will be shared with the Trade Union Safety Reps.

### **HSWC/2017/29 EAP Report (Paper 4)**

The Committee noted the Paper that was circulated. Ms Woolcott informed the Committee that telephone counselling is up 55-60% and face-to-face counselling is up 80-85% compared to the previous quarter. The Committee welcomed the fact that service usage by College/US is finally being included in the report. Ms Woolcott informed the Committee that she is working with the provider to resolve one query and one complaint and will report to the Committee in September. The Committee noted that the majority of counselling sessions consisted of only one session and asked if this was comparable with other users. Ms Woolcott agreed to find out and report to the Committee in September as well as finding out if PAM Assist has a customer feedback process. Ms Woolcott will also investigate a situation raised by another Committee member. The University is currently looking at a similar service for students and it is hoped this will be live by autumn.

### **HSWC/2017/30 Stress Management Policy Review (verbal report SW)**

Ms Woolcott informed the Committee that there had been one meeting of the review group with another due at the end of June. The main areas of focus are to make the Policy more user friendly and look into online training for both managers and staff. Ms Woolcott thanked all those who had taken part so far and asked the Committee that anyone who wishes to be involved moving forward to contact her. The aim of the group is that an updated draft Policy will be provided at the next HSWC meeting in September.

### **HSWC/2017/31 Adverse weather issues (Paper 5)**

The Committee noted the Papers that were circulated by Dr Duncan and Mr Kennedy. The Committee agreed that the main lesson learned for future adverse weather events are that the speed and means of communication need to be improved and that staff need greater clarity on what buildings and services must be maintained in such events. The Committee discussed various methods of communication such as mass text alerts and external telephone apps that are currently used at other Universities.

## **HSWC/2017/32 HSE Inspection, Biological Safety (verbal report DMcL)**

Mr McLean informed the Committee that the University had received a two-day, preplanned visit from a biological specialist at HSE. There were no significant findings at the time and Mr McLean agreed to share the HSE report with the Committee as soon as it arrives.

## **HSWC/2017/33 Healthy Workplaces: Manage Dangerous Substances 18/19 (Paper 6)**

The Committee noted the Paper that was circulated for information only. Mr Kennedy informed the Committee that this document provides useful information such as links to chemical safety and literature for printing such as posters.

## **HSWC/2017/34 Any Other Business**

### *HSWC/2017/34.1 Road safety in University Avenue*

Sadly, there had been a fatal road traffic accident in April 2018 involving a student. As the event occurred on a public road, the University of Glasgow, Police Scotland and Glasgow City Council had all investigated this event independently. The University of Glasgow is engaging in dialogue with GCC and requested both a 20mph speed limit on University Avenue along with signage reminding pedestrians to look in the appropriate direction before crossing. Unfortunately, GCC have declined both requests and the University Court is now looking to take this matter further. There is currently a private members bill before the Scottish Parliament for a 20mph speed limit to be enforced in all urban areas which the University will support. The University has also asked GCC for safety material that can be made available to students via the SRC and Ms Woolcott will meet with the Director of Student Services to draft a guidance document for students.

### *HSWC/2017/34.2 Fire safety issues*

The Convenor raised a query from Court concerning the QMU building, asking how the University prioritised fire safety work. The Committee were informed that this work is prioritised on both a project and a risk basis. E&CS have implemented a Fire Safety Compliance Group with the SEPS Fire Safety Officers which meets every two months. The role of this group is to monitor and prioritise fire safety issues, including those arising from risk assessments, incidents and individually raised concerns.

### *HSWC/2017/34.3 Business Continuity*

The Convenor asked how BC will be reported to the HSWC in future now that there is no longer a BC Officer in post. The current Business Continuity Governance Board will continue to meet quarterly and Ms Woolcott will report to the HSWC every six months. There is to be another Emergency Response Exercise later this year and the Committee agreed that it would be helpful for the Emergency Response Group to meet in the near future. Ms Woolcott will report further to the Committee at a future meeting.

## **HSWC/2017/35 Date of Next Meeting**

The next meeting of the HSWC will take place on Thursday 20th September 2018 at 10am in the Melville Room.

*Created by: Miss Debbie Beales*

## **University of Glasgow**

### **University Court – Wednesday 20 June 2018**

#### **Communications to Court from the meetings of Council of Senate held on 19 April and 7 June 2018**

##### **(All matters are for noting)**

##### **1. Industrial Action: Implications for Learning, Teaching and Assessment**

Professor John Briggs (Clerk of Senate and Vice-Principal) reported that four advice documents on academic issues regarding the recent industrial action had been circulated to all Schools and Research Institutes. It was noted that there were four basic principles underlying the advice:

- Ensure that all students are treated fairly.
- Ensure that no student is disadvantaged by any amended arrangements.
- Ensure that students are not assessed on any subject area for which they have not been adequately prepared.
- Ensure that academic standards are maintained.

In regard to academic standards, the Clerk of Senate reported that the majority of External Examiners who had initially resigned during the industrial action had now returned to their positions. The Clerk of Senate also reported that the vast majority of examination papers had been commented on by External Examiners and that under the University's regulations External Examiners were not required formally to approve papers.

In regard to incomplete assessment, the Clerk of Senate advised that any missing marks due to the industrial action may be discounted in the calculation of assessment, subject to the relevant Board of Examiners being advised on any assessments which have been set aside. If there are any missing marks, the Board of Examiners must be satisfied that there remains sufficient evidence of performance, based on the marks which are available, to make a decision on any candidate.

In relation to Boards of Examiners, the Clerk of Senate reported that the final decision on awards remained the responsibility of the appropriate Board of Examiners. All decisions made by the Board must be carefully minuted, particularly with regard to agreement on academic decisions. Council of Senate was reminded that the quorum for a Board of Examiners consisted of: Head of School/Research Institute (or their nominee); the Assessment Officer; an Internal Examiner; an External Examiner. It was further reported that, if no External Examiner was present, then written confirmation of the discharge of functions of the External Examiner may

be considered as equivalent to attendance. Council of Senate was advised that any queries regarding Boards of Examiners should be directed to the Senate Office.

In discussion, it was asked whether the advice issued would also apply to the cancellation of classes due to the inclement weather during February and March 2018. The Clerk of Senate agreed that this option could be considered. In relation to the quorum of Boards of Examiners, clarification was sought on the requirements for staff appointed to the role of Internal Examiner. The Clerk of Senate clarified that any member of teaching staff apart from the Head of School/Research Institute could be appointed to this role. It was also asked whether an Assessment Officer would be permitted to nominate a substitute. The Clerk of Senate Confirmed that this was permitted.

## **2. Estates Strategy update – Presentation Director of Estates and Buildings**

Mrs Ann Allen (Director of Estates and Buildings) provided Council of Senate with a summary of the current plan for the new campus development and the location of the expansion site. Mrs Allen reported that construction of the Learning and Teaching Hub was progressing well, with an expected completion date of summer 2019 and classes timetabled for January 2020. In regard to the Research Hub, it was noted that building work would start in July and that the building was scheduled for completion by the end of 2020. Furthermore, it was reported that the Institute of Health and Wellbeing Building was at the developed design stage and that a Full Business Case would be submitted to Court at the end of 2019. Progress on the Adam Smith Business School Building was at the Stage 2 design stage with an anticipated Full Business Case in June 2019, and an expected completion date in 2021. The College of Arts was expected to reach the Stage 2 design phase in October 2018, with completion scheduled for 2022. It was also reported that the School of Engineering Building had received expressions of interest from 29 different design teams. It was further noted that the Joseph Black Building was in the process of being refurbished and that the first wing was close to completion. External windows were also being replaced in the Building with fire improvement works commencing over the summer.

In regard to infrastructure and landscaping of the Western Infirmary site, it was reported that the Western Infirmary demolition would be completed by July 2018 and that infrastructural improvements were being proposed for University Avenue, including a traffic management scheme involving the establishment of a 'super crossing' and the removal of car parking to maximise visibility for cyclists and pedestrians. It was also noted that efforts would be made to enhance the sense of place and visual appeal of the new campus by maximising the amount of green space between buildings.

Mrs Allen informed Council of Senate that £15M per annum had been invested in improving the existing University estate. Part of this investment had been spent on a

programme of teaching space refurbishment during the 2017/18 academic year, in addition to a £2.3M investment to support short term space requirements. Work had also commenced on improvements to the Kelvin Building and Pearce Lodge.

It was reported that investment during the 2018/19 academic session would focus, in the short term, on anticipating and meeting space requirements for the large student cohort entering the University in September 2019. It was also noted that resources would be allocated to meeting maintenance challenges and helping to clear the £90M maintenance backlog. In the longer term, Estates and Buildings would identify new opportunities for supporting leading research themes, maximising the capacity of new plots on the Western Infirmary site, and exploring new ways of delivering teaching to minimise space pressures. Estates and Building would also identify opportunities for enhancing services on campus. In the short term, this would involve the introduction of mobile facilities for students, with a longer term aim of reviewing service provision across the University.

Mrs Allen reported that significant progress had been made over the previous six months in developing ideas for an innovation district in the area surrounding the University which would include the Kelvingrove Museum, Kelvin Hall, SSE Hydro, Scottish Exhibition Centre, Science Centre, Riverside Museum, and Queen Elizabeth University Hospital. It was further reported that the University was developing a strategic vision for the innovation district and that a memorandum of understanding had recently been signed with Glasgow City Council and Scottish Enterprise. It was also envisaged that the innovation district would act as a catalyst for research and innovation and would attract inward investment.

Following Mrs Allen's presentation, it was asked whether there would be a review of the work currently being undertaken on the Joseph Black Building. Mrs Allen noted that this would be conducted in the summer and that Estates and Buildings would provide further information about this in due course. Concerns were raised about some essential repairs not being carried out on parts of the campus. Mrs Allen highlighted that the £15M annual budget for improving the University had always been protected but that it was important to prioritise where the money was spent. She also noted that some replacement work had not been carried out due to the disruption that this would cause and that Estates and Buildings were in the process of developing an asset plan to prioritise and target investment more effectively. Concerns were highlighted about the proposed reduction of car parking spaces on University Avenue and the inconvenience that this might cause some members of University staff. It was queried whether there were any similarities between the innovation district surrounding the University of Strathclyde, and Glasgow University's proposed innovation district. Mrs Allen clarified that the two innovation districts would focus on different parts of the City.



### **3. Draft Budget**

Professor Neal Juster (Senior Vice-Principal and Deputy Vice Chancellor) provided Council of Senate with a summary of the 2018-19 Draft Budget and four-year financial forecast. The final Budget would be received by Court for approval on 20 June 2018. It was reported that the University was generally in a good financial position and that the key focus was on how much cash was available to be invested in the capital base of the University. Professor Juster also noted areas which had been identified for investment and matters which produced financial pressures, together with mitigation measures which would be taken forward.

Following Professor Juster's presentation, Council of Senate enquired about the potential impact of Brexit on EU research grants and future student numbers from EU countries. Professor Juster reported that Brexit would likely reduce the University's EU research grant income and impact upon the University's research networks. He also noted that the decrease in European Union students due to Brexit could free up additional spaces for Scottish students. However, it was not yet clear if the Scottish Government would allow Scottish universities to keep these funded places. Professor Juster also noted that increasing international student fees for high demand courses could also help to mitigate against the risks of reduced EU funding and that increasing fees would not reduce the level of demand for these courses.

It was asked whether increases in student numbers following the campus expansion would result in further space pressures in the future. Professor Juster noted that investing in the campus redevelopment would create more space for teaching but that it was also important to use existing space more efficiently to accommodate future increases in student numbers.

### **4. Student Experience Committee: Report of meeting held on 16 April 2018**

Council of Senate received a report from the Student Experience Committee (SEC) meeting held on 16 April 2018. Council of Senate approved the Constitution, Membership and Remit for the Student Experience Committee.

Council of Senate also noted the following items from the Committee's report:

- Arrivals issues
- Space and facilities for clubs and societies
- Integration of international students
- Gender-based violence and sexual harassment
- Communications with students
- Student number issues
- Employability and enterprise
- Student mental health
- Development of Student Experience Committee Strategy

- Proposed Student Parents Policy
- Safeguarding Policy

## **5. Convener's Business**

### *5.1 Scottish Funding Council (SFC) Letter of Guidance*

The Principal reported that the Scottish Government's Letter of Guidance to the Scottish Funding Council for 2018-19 had recently been released. He noted that the Letter was a directive document and that the Scottish Government had highlighted skills alignment as a priority to ensure that investment better reflected the needs of employers and the economy. Within this section of the Letter, specific reference was made to the digital skills gap and the role of Colleges and Universities in supporting the expansion, enhancement and diversification of apprenticeships, including Graduate Apprenticeships. The Principal reported that widening access to further and higher education for people from the widest range of backgrounds, particularly those living in Scottish Index of Multiple Deprivation SIMD20 areas, was another priority highlighted in the Letter. A further strategic priority was effective knowledge exchange and innovation between universities and industry. The Letter emphasised the need for SFC to work in partnership with enterprise agencies and for SFC to support universities in collaborations with businesses and other partners.

### *5.1 USS Pension Reform*

Professor Juster reported that a Joint Expert Panel had now been established to review the Universities Superannuation Scheme deficit and that members of this Panel had recently been announced. This Panel would consist of three members chosen by the Universities and Colleges Union (UCU), three members chosen by Universities UK, and a jointly agreed chair.

Professor Juster reported that the Panel's work would need to be concluded in advance of 1 April 2019 (the end-date of the current pension benefits guarantee), and that support would be required from the Pensions Regulator to ensure that statutory responsibilities were met. Professor Juster also noted that KPMG were in the process of consulting universities, including the University of Glasgow, to ascertain the extent to which universities would be willing to increase their contributions into the USS pension scheme.

### *5.2 Retiral of Professor John Briggs (Clerk of Senate and Vice-Principal)*

Professor Juster noted that Professor John Briggs (Clerk of Senate and Vice-Principal) was due to demit office on 31 July 2018. Senate joined with Professor Juster in offering warm thanks to Professor Briggs for his services to Senate and the University. Professor Briggs' dedication to the academic life of the University, his support for colleagues and students and his commitment to establishing the new Council of Senate as a modern and inclusive body, set a very high benchmark for his

successor to emulate. Senate would mark its appreciation with a reception at the conclusion of the meeting and there would be a further event to mark his full retirement from the University later in the year.

Professor Briggs gave thanks to Senate colleagues and the Senate Office for their advice and support over the previous six years. Professor Briggs also wished the new Clerk of Senate (Professor Jill Morrison) the best of luck in her new role.

## **6. Clerk of Senate's Business**

### *6.1 Higher Education Governance (Scotland) Act 2016 - update*

The Clerk of Senate requested guidance from Council of Senate on the following possible ways forward in relation to the number and election of Senate Assessors on Court:

1. There should be at least one non-Professorial staff member and at least one Professorial staff member (currently, the requirement is for at least two non-Professorial and two Professorial members).
2. There should be at least two women and two men among the five elected academic staff members and one of any gender (currently the requirement is for at least two women, two men and two of any gender).
3. The term of office should remain at four years, but can be extended to two terms of office, but no more, to bring the elected academic staff into line for the terms and conditions of all other members of Court.
4. The current title for these posts is Senate Assessor on Court, and Council of Senate may wish to retain this title. However, there is an opportunity to modernise the nomenclature, as suggested at the Council of Senate meeting on 1 June 2017, with these posts being called Elected Academic Staff Members on Court.

The Clerk of Senate also noted that, with the reduction in the number of Senate Assessors from the current complement of six to five, there would be further discussions in how to distribute the associated workloads in a manageable way.

Council of Senate approved the first three items. Following a discussion regarding item 4, on a show of hands, the Council of Senate supported changing the current title to *Elected Academic Staff Member on Court*.

## *6.2 Report of the Honorary Degrees Committee*

The Clerk of Senate reported that the following acceptances had been received from nominees to receive Honorary Degrees in 2018:

### **DOCTOR OF LAWS (LLD)**

Rt Hon James WOLFFE  
Lord Advocate for Scotland

### **DOCTOR OF MUSIC (DMus)**

John Maxwell GEDDES  
Composer

### **DOCTOR OF SCIENCE (DSc)**

Professor Gabriela GONZALEZ  
Professor of Physics and Astronomy

### **DOCTOR OF ENGINEERING (DEng)**

Prof Asit BISWAS  
Engineer and founder of the Third World Centre for Water Management in Mexico

### **DOCTOR OF THE UNIVERSITY (DUniv)**

Dr Lena WILSON  
Former Chief Executive at Scottish Enterprise

Mr Setyono DARMONO  
Entrepreneur

The names noted above of those who had accepted the offer of an Honorary Degree were now in the public domain.

Further replies were awaited and would be reported to the next meeting of Council of Senate.