



Court

Minute of Meeting held on Wednesday 20 June 2018 in Room 114, Western Infirmary Lecture Theatre

Present:

Mr Dave Anderson Employee Representative, Mr Aamer Anwar Rector (from item 49 inclusive), 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 Kirsteen McCue Senate Assessor, Mr Ronnie Mercer Co-opted Member, Dr June Milligan Co-opted Member, Professor Sir Anton Muscatelli Principal, Mr Elliot Napier SRC Assessor, Ms Elspeth Orcharton Co-opted Member, Ms Elizabeth Passey Co-opted Member (Convener of Court), Ms Kate Powell SRC President, Mr Gavin Stewart Co-opted Member, , Dr Ken Sutherland Co-opted Member Ms Lesley Sutherland General Council Assessor, Dr Bethan Wood Senate Assessor

In attendance:

Dr David Duncan (Chief Operating Officer [COO] & University Secretary), Mr Robert Fraser (Director of Finance), Professor Neal Juster (Senior Vice-Principal), Ms Deborah Maddern (Administrative Officer), Ms Liz Winders (consultant)

Apologies:

Members: Cllr Susan Aitken Glasgow City Council Assessor, Professor Nick Hill Senate Assessor, Dr Simon Kennedy Senate Assessor, Dr Morag Macdonald Simpson General Council Assessor, Ms Margaret Anne McParland Employee Representative, Mr David Milloy Co-opted Member

CRT/2017/46 Announcements

Liz Winders, who was undertaking an external review of Court, was welcomed to the meeting. It was noted that the SRC President-elect, Lauren McDougall, would normally have attended the meeting as an observer ahead of taking up office on 1 July, but she had tendered apologies.

Carl Goodyear and Kate Powell were attending their final meeting. Court thanked them for all their contributions to Court business and wished them well.

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

It was recorded that Professor Neal Juster, Deputy Vice-Chancellor, had briefed Court about the Strategic Plan/KPIs, budget, financial forecasts and capital plan, at the pre-lunch briefing session.

Court was reminded that papers and business were confidential.

CRT/2017/47. Minutes of the meetings held on Wednesday 11 April 2018

The minutes were approved.

CRT/2017/48. Matters Arising

Professor Lindsay Farmer requested clarification about the process for appointing new Vice-Principals, noting that a recent appointment, reported at the last meeting, had been of an individual who was not a member of academic staff. The Principal advised that there was a precedent for non-academic appointments to Vice-Principal positions and that he felt the Vice-Principal title relating to the recent External Relations and Marketing appointment was appropriate, given the external profile and professional networks involved. The Principal would discuss the appointment process for Vice-Principal positions with the Director of HR and chair of the HR Committee.

CRT/2017/49. Strategic Plan/KPIs, Budget 2018/19 and Financial Forecasts; Capital Plan

Professor Neal Juster, Deputy Vice-Chancellor, had briefed Court earlier in the afternoon. Professor Juster was thanked for the briefing. There had been a question and answer session, the main areas covered having been the following, with detailed responses having been given and noted:

- what ‘capacity’ would look like in terms of student numbers and the need to accommodate teaching and exams;
- the importance of the assessment and feedback project timetable not resulting in delays to improvements to these areas;
- the continuing appropriateness of the current suite of KPIs and whether they would be reviewed;
- how an appropriate balance could be struck in budget planning, to allow some continuing flexibility;
- how national league tables were compiled;
- how any future capital overspend might impact on the capital plan;
- a request for clarification with regard to a forecast dip in cashflow;
- and how growth in overseas student numbers compared to past figures.

Court received a paper providing an update on the University’s current performance against its strategic KPIs, the 2018/19 budget, the four-year financial forecast and the capital plan’s anticipated spend profile to 2023/24.

The budget showed that income would continue to increase year-on-year over the forecast period. The investment priorities over the next few years remained broadly unchanged from last year: developing underlying student infrastructure; improving the student experience; developing new student markets; building towards REF 2020; developing the Gilmorehill Campus; data-driven decisions; and transformation programmes. The forecast period indicated growth in staffing costs, including the potential for increases in pension contributions, placing significant cost pressures on the budget. The forecast showed cash generation at or above the targets presented to Court in December 2016. This was achievable through growth in international student numbers, the continued implementation of a premium fee policy for popular PGT courses, the delivery of administrative savings, small growth in the level of contribution from research and commercial activity, and control of consumable costs.

The paper also contained a summary of the University’s annual performance against the primary and secondary KPIs previously approved by Court. Details of trends in league tables, both global and domestic, were also provided.

The current strategic plan had set a cash generation KPI target of £24.5m/year. The capital plan presented to Court in December 2016 had altered this forecast slightly to take account of borrowing and expenditure on the capital plan. The revised targets and the forecast cash generation in the budget were noted, as were the global assumptions on which the budget forecasts to 2021-22 were based. At the end of 2021/22, the closing cash position was expected to be £11.9m higher than forecast in 2017.

This was driven by improved operational cash flow in 2017/18, due primarily to increased PGT tuition fee income and lower than budgeted salaries; an increase in the capital grants forecast, with capital grants now forecast to remain relatively flat, instead of reducing over the budget period; and increased capital spend during the period, due to the re-profiling of campus redevelopment spend and an increase in equipment spend.

Court received details of risks relating to financial sustainability. SMG kept major risks under continual review, with mitigating actions discussed at monthly SMG meetings. There were also a number of challenges that SMG was continuing to consider with respect to financial sustainability and enhancement in performance and reputation; Court noted the main areas in this regard.

The Capital Plan 2016-2023 had been approved by Court in December 2016. The plan was formally updated every year as part of the planning cycle, the last update having been in June 2017. The approved June 2017 capital plan had anticipated £115m of spend during 2017-18; the forecast spend was £70m, including equipment spend. All of the revenue spend for the year had been allocated and some 60% of spend had already been incurred. Court received details of the reasons for the slower capital spend in 2017-18, which included re-profiling of the spend on Learning and Teaching Hub and delays caused by timing of building warrants being issued. Court heard that the Finance and Estates teams had been focused in recent months on improving the accuracy of cash flow projections.

Court received details of projects completed and in progress during 2017-18.

Court was reminded that in approving the capital plan, as it was being invited to do, it was possible that not all the projected spend would occur, since each major capital project within the plan required individual approval of a full business case.

The Finance Committee chair, Graeme Bissett, reported that the Committee had received similar information to that being presented to Court, providing the Committee with the opportunity to understand movements since the previous budget and capital plan. The Committee had concluded that there were no serious concerns about assumptions being made and that there were no reasons not to recommend the budget and plan to Court. Court noted that long-term forward cashflows were now included in the capital plan. This was particularly important in order to reflect the benefits arising from the significant (peak) capital spend in the next 3-4 years. These benefits, which included cash income, would not accrue for some 4-6 years. Such visibility would aid SMG, the Finance Committee and Court and provide an early indicator if cash reserves began to be stretched.

Court approved the 2018/19 Budget, the 4-year financial forecast 2017/18 to 2020/21 for submission to the SFC, and the Capital Plan forecast spend to 2023/24. Court thanked those involved in their preparation.

CRT/2017/50. Report from the Principal

CRT/2017/50.1 Higher Education Developments

Scotland Higher Education Budget for 2018-19

At the last meeting, Court had noted the indicative funding allocation, the Teaching grant, Research Excellence grant and University Innovation Fund percentage increases having all been in line with the overall sectoral increase. At that time, the outcome of some strategic grants, such as the museums grant, had still been awaited. In early May it had been announced that the University would continue to receive a Museums, Galleries and Collections grant from the SFC. The Hunterian, as Scotland's largest university museum, would receive £2.178 million over three years from a total pot of £3.6m.

Brexit

There were ongoing discussions with the UK and Scottish Governments regarding the future of the UK's participation in the European Research and Innovation Area and regarding EU student funding. The European Commission had presented its proposals for Horizon Europe (FP9), which set out the rules on third country association. It created a new category of eligible countries, which would give the UK the option to negotiate association to Horizon Europe. However, this was subject to the Brexit negotiations.

Court noted an update on the recent collaborative agreement between the University and Leuphana University, which was based in Lüneburg, in the German state of Lower Saxony. The agreement had established a European Centre for Advanced Studies in Lüneburg. It would aim to assist with the advancement of science, research and education with a mixture of joint courses, research collaborations, and student and staff exchanges, on a non-exclusive basis. Access to European research funding would be possible for projects based at the Centre.

CRT/2017/50.2 Transformation Programme

In April, Court members had been updated on the appointment of the Chief Transformation Officer, Chris Green. There would be a briefing paper and update on the Transformation Programme, at the October meeting of Court.

CRT/2017/50.3 Outcome Agreement – Dumfries/Crichton Campus

At the previous meeting, Court had approved the University's updated Outcome Agreement, which set out what the University would deliver in return for Government funding. In addition to this Agreement, the University had worked with other HE providers in Dumfries to produce a Consolidated Outcome Agreement for the activities on the Crichton Campus. The document's focus was on the contribution made towards improving life chances, supporting world-leading research and creating sustainable economic growth in the South West of Scotland.

Court approved the separate agreement relating to the Crichton Campus.

CRT/2017/50.4 USS/pensions update

At the previous meeting, Court had heard that a proposal had been made under the auspices of ACAS, to establish an independent joint expert panel (JEP) for the purpose of reviewing the 2017 valuation of USS.

The University and other employers had been supportive of the establishment of the JEP. Following a ballot of members, the UCU had suspended industrial action.

The JEP had now been formed, with three members from each of UCU and UUK, and was chaired by an independent person with extensive experience of pensions. The JEP had begun to gather evidence and hoped to report in mid- to late September.

CRT/2017/50.5 University Rankings

There had been three recently-published UK League Tables. In the Complete University Guide, the University was up three places to 24th since 2017 (29th in 2016, 30th in 2015 and 2014); it was now 24th in the Guardian (2019) league table, one place down from last year (previous years 26th, 24th and 25th). With respect to QS Rankings, Glasgow had slipped 4 places to joint 69th in the ranking.

Court noted that use of NSS data in league tables and in KPIs was the subject of ongoing discussion in the HE sector, since there were some problems relating to the methodology.

CRT 2017/50.6 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/2017/51. Report from the University Secretary

CRT 2017/51.1 Open/Stakeholder meeting

An Open meeting had been held on 19th June, jointly with the General Council half-yearly meeting. The agenda had included presentations from the Convener of Court, Principal and Deputy Vice-Chancellor. The meeting had been well received. The format for such meetings would evolve.

CRT 2017/51.2 Student Fatalities

Dr Duncan reported three recent fatalities involving students. He thanked the Rector and University Chaplain for the support they had provided to the students' families and friends. Court's sympathies to the families and friends were expressed.

CRT 2017/51.3 Safeguarding Policy

The University had long-standing arrangements relating to the protection of vulnerable groups to ensure that, where relevant, applicants, employees and students were members of the Protection of Vulnerable Groups Scheme, which had been 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 had been developed. The policy had been approved by the Equality & Diversity Strategy Committee earlier in June. Court noted the policy.

The University's internal auditors would 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.

CRT 2017/51.4 Student-University Contract

Until recently, the legal basis of the University's relationship with its students had not been expressed by means of a single document, but in information from a number of sources. To clarify the relationship and in the interests of transparency and accessibility, a single contract document had been developed. The new document did not amend the terms and conditions affecting the University-student relationship. The contract covered the terms on which the University would provide programmes and courses, regulations that students must comply with, how the contract might be ended by either party, data use, financial information and sources of additional support, should they be needed. At registration, all new and continuing students would be required to confirm that they had read and agreed to the terms and conditions set out in the contract.

CRT 2017/51.5 Ordinance: Election of Chancellor and General Council Assessors

Court had approved the draft Ordinance in the autumn of 2017. Current Ordinances for the elections required postal voting and included 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 had been amended to permit electronic voting and to take out very detailed process descriptions, so that the latter could be included instead in local regulations. The

opportunity had also been taken to consolidate three Ordinances into one; there were currently three documents that required to be cross-referenced, because of amendments made to the original.

Following Court's approval of the draft, there had been informal interaction with the Scottish Government, which was now the early point of contact for the Ordinance process ahead of formal submission of documents to the Privy Council. There had been an eight-week consultation period, including consultation with the General Council Business Committee and Senate. No substantive comments had been received during this process.

The finalised Ordinance was now approved by Court, ahead of submission to the Privy Council.

CRT 2017/51.6 Fire and Road Safety

At the last meeting, Court had heard that a systematic process to identify fire safety improvements was in place, overseen by the Health, Safety & Wellbeing Committee. Court now noted further details, which had been provided in a report for the present meeting. Court noted that tracking of any works required for fire safety, such that SMG and Court would be aware of any issues or delays, was done via notification from the health and safety team to Dr Duncan as chair of the HS&W Committee and thereafter by report to the Estates Committee. It was also noted that in terms of risk assessment, health and safety matters notified to Estates & Buildings by the health and safety team would always be a priority for action.

Court noted that, since the last meeting, the University had been in discussion with Glasgow City Council about how road safety in the vicinity of the campus could be improved. As members of Court were aware, there had been a fatality in mid-April, as a result of a road accident on University Avenue. Major changes were under consideration, but as these would not be in place for the start of the next academic year, other interim steps were being considered. The University was also reviewing road safety arrangements at the junction of University Avenue and Kelvin Way.

CRT 2017/51.7 General Data Protection Regulation - update

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

Since then, further awareness-raising had been undertaken across the University, including circulation of a set of key facts on GDPR. A summary programme plan had 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 had also been developed. The plan and the key facts were noted by Court.

In discussion, it was noted that to assess compliance, the area would be audited, including by the University's internal auditors. It was also noted that any breaches would be handled via the Data Protection Office, with Court being notified by Dr Duncan.

At the suggestion of Professor McCue, it was agreed that a checklist for academic staff would be developed to assist data management. The Audit & Risk Committee would provide an update on action in this area, via its next report.

CRT 2017/51.8 Gender-Based Violence

At the previous meeting, Court had received the Gender-Based Violence (GBV) Strategy Group Action Plan and a summary of specific actions taken to date. The group had met again since the last Court meeting. The group was currently focusing on four main priorities: general awareness raising across the University community; training of key personnel (including a revitalised network of Respect Advisers); policy development; and development of an online reporting tool.

With regard to policy development, a Personal Relationships Policy had been approved by Human Resources Committee and the Equality and Diversity Strategy Committee had approved a Safeguarding Policy. The group was in the process of developing an online reporting tool.

Court noted a report from the Equality and Diversity Strategy Committee, on the Committee's work in the above and other areas, during 2017/18.

CRT 2017/51.9 Student Experience Committee – Strategy

As part of the Committee's work, the co-chairs had drafted a strategy and action plan, which would be put before the committee at its next meeting.

The work of the Student Experience Committee and the Student Finance Sub-committee would be kept under review to ensure they were well aligned.

CRT 2017/51.10 Media Report

Court noted a digest of recent media coverage and summary details of social media interaction with the University.

CRT 2017/51.11 Use of withheld pay

In March and April, the University had been affected by industrial action called by the University & College Union (UCU) in response to proposed changes to USS pensions benefits. Pay had been withheld from members of staff who had participated in the industrial action. Following discussion with the SRC and consultation with the UCU, it had been agreed that the withheld pay be put towards: abolition of the General Council fee in 2018; scholarships for asylum-seekers or students from Low Income Countries; student hardship; additional support for student mental health provision; and additional support for student clubs and societies.

In response to a question from the Rector, it was confirmed that the General Council fee would not apply in 2019 or beyond. The Rector also asked if the procedure for students being required to hire graduation gowns could be reviewed, in terms both of affordability and hire currently being mandatory if students wished to participate in graduation ceremonies. He suggested that grants from the student hardship fund, which had been suggested as a possible source to help some students with hire costs, was perhaps not the best use of the fund. Dr Duncan advised that in effect there was only one provider who could manage the volume and complexity of gown hires. It was not the University's intention to make gowns optional for ceremonies. Given that the University would not wish to prevent a student from participating in a ceremony through lack of financial resources, the hardship fund's terms had been amended to cover this area.

CRT 2017/51.12 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 had duly agreed the distribution of these funds at its meeting in April.

CRT 2017/51.13 Summary of Convener's Business

Court noted a summary of activities undertaken by the Convener since the last meeting.

CRT 2017/51.14 External Review of Court

A review of Court was being undertaken, following previously agreed terms of reference. The reviewer had attended key Committee meetings and was attending the present Court meeting, ahead

of meeting with the Court Governance Working Group later in the summer and attending the Strategy Day in late September. The report would be finalised in the autumn.

CRT 2017/51.15 Higher Education (Governance) Act 2016

The Act's provisions included a requirement for Trade Union-nominated members of Court. A Court-Senate working group had been 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 had been mindful of the guidance given by Court to keep as close to current arrangements as possible. Proposals would be brought to Court later in the year, once consultation with affected groups was complete. In order to provide for two Trade Union representatives, part of the proposal for the configuration of staff members on Court would include reducing the number of academic staff members (currently titled Senate Assessors) from six to five. Court recorded a concern from Professor Carl Goodyear about the potential effect of such a reduction on the workload of the remaining academic staff members, noting also that the matter had been discussed at the Council of Senate, with a suggestion having been made that other Senate members might take on some roles currently undertaken by Senate Assessors. Court noted a comment that the latter option might also have the benefit of providing good experience and encouraging staff to stand for Senate Assessor positions on Court.

CRT 2017/51.16 Organisational Change – UoG Sport

At the February 2018 meeting, by way of update on the restructuring of UoG Sport, Court had heard that the University and unions had been working to limit as far as possible the number of redundancies and that efforts had been made to ensure that remaining members of staff did not suffer loss of income because of the restructuring.

New working arrangements has been implemented at Gilmorehill in March. The dispute with the campus trade unions regarding the proposed changes at Garscube had formally ended. The trade unions had informed their members and new arrangements would be implemented there from 1 August.

It was noted that there would be a review of the new arrangements, which would involve the unions. Dr Duncan would advise Court about the timescale for this.

CRT 2017/51.17 Organisational Change Governance Group

David Finlayson, co-opted member of Court, would fill a vacancy on the group. The role and purpose of the group was currently under review through the HR Committee.

CRT 2017/51.18 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, had 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 had been appointed as Head of the School of Mathematics & Statistics for 4 years from 1 August 2018.

CRT/2017/52. Report from the Rector

The Rector apologised for not having been able to attend the April meeting, owing to professional commitments.

The Rector advised Court that he had met with the Court Convener and Vice-Convener earlier in the day, the meetings having included a discussion about the Rector's approach to his role, which he believed was to act on his election mandate of being a campaigning Rector, who would meet with students and staff. The Rector noted that he felt that this had sometimes led to argument, comment and observations at Court meetings. The Rector did not consider that it was his role to stay quiet.

The Rector advised that he wished to raise two matters at the present meeting.

The first related to the recent death of a student. The Rector recorded his thanks to the University Chaplain for his support for the student during an extremely difficult time for her, and his support for her family following her death. He added that the University community had also supported other students during this time and that the memorial service for the student had shown the University at its best.

The second matter related to the Rector's concerns about cases of alleged racial harassment and about reporting processes for student complaints in this and other areas. The concerns were noted by management.

In discussion following a short break after the Rector's report, it was agreed that the HR Committee would discuss staff reporting mechanisms relating to any harassment cases.

CRT/2017/53. Reports of Court Committees

CRT/2017/53.1 Human Resources Committee

CRT/2017/53.1.1 Personal Relationships Policy

A Personal Relationships policy had been approved for presentation to Court. The chair of the Committee, Dr June Milligan, advised that the policy had received input and advice from several Court and management committees, and from expert external sources, and that the HR Committee was content that the policy had been considered in depth ahead of the draft being finalised. In discussion, it was noted that Elliot Napier would meet with management to discuss the policy's implications for some categories of students who were also staff; and that wording referring to the 'University community' would also cover external Court members, who would be reminded of the policy's existence on an annual basis.

Court approved the policy, subject to the discussion taking place with Mr Napier and subject to a small number of minor corrections to wording. Court recorded its thanks to Mhairi Taylor, of the University's Equality & Diversity Unit, for her work in drafting the policy.

CRT/2017/53.1.2 Other Committee Business

The Committee had received an update from Chris Green, the Chief Transformation Officer, on the World Class Glasgow Transformation Programme. The Committee had also discussed 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 had been a paper initiating a discussion on University benefits for new parents. The strategic update from the HR Director had 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.

The HR Committee report was noted by Court.

CRT/2017/53.2 Student Experience Committee

Court noted a report of the first meeting of the Student Experience Committee, held in April. The Committee had discussed and agreed a finalised Constitution, Membership and Remit, which Court now approved.

Court noted the report, in particular the discussions on key topics including the development of the Student Experience Strategy and Action Plan, referred to earlier in the meeting.

Court's thanks to Kate Powell for her work in connection with the setting up and operation of the Committee were recorded.

CRT/2017/53.3 Finance Committee

CRT/2016/53.3.1 Budget, financial forecast and capital plan

The budget, four-year forecast and capital plan had been considered by the Finance Committee, which had discussed minor adjustments to the commentary in the areas of capital spend on IT projects and equipment; and had recommended the documents to Court for approval. Approval of these items had been given by Court earlier in the meeting under item CRT/2017/49.

The Committee had 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. The paper had 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.

With regard to the cashflow position, and in response to a question about the visibility of this to Court, it was noted that while the Finance Committee would continue to monitor the matter regularly, details would also appear in reports to Court and that Court might receive additional, related, papers from time to time.

CRT/2016/53.3.2 Campus development

The Committee had received an overview of progress on the campus development, 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 Committee recognised that this was the stage during which most movement in programme would be seen and some movement in cost was also expected. Finance Committee had noted the movement of some costs from Phase 1B to Phase 1A, aligning with the Capital Plan for 2018/19.

CRT/2017/53.3.3 CapEx Projects

The Committee had considered and approved seven Capex applications, with aggregate capital spend of £9.29m. Funding for all projects was included within the Capital Plan 2018/19 or provision included in equipment budgets. Court noted the details.

CRT/2017/53.3.4 Investment Sub-Committee

The Committee had received details of a recent meeting of the Investment Sub-Committee, which oversaw the management of liquid funds. The Sub-Committee had discussed the underperformance of some funds with the relevant fund managers, and would meet again over the summer to discuss proposed investments of additional funds with other managers. Finance Committee had 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.

In discussion, it was noted that the underperformance related to a relatively small target of investment return in the context of the University's overall investment, but that the matter would nevertheless be pursued with the fund managers and that the matter would be kept under review.

CRT/2017/53.3.5 Financial reports

The Committee had noted a report showing the Overview of Performance as at 30 April 2018; Court now noted the details.

The Finance Committee report was noted.

CRT/2017/53.4 Audit & Risk Committee

The Committee had 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 had discussed the Internal Audit Risk Assessment and Plan 2018/19, agreeing that audits of Safeguarding and GTA-related areas be brought forward; in the context of this agreement, the Committee chair, Heather Cousins, noted that it reinforced the value of having Court members on the Committee, since it facilitated Court's particular areas of interest or concern being brought to the Committee's attention.

The Committee had approved the external auditors' approach to preparing the financial statements for the year to 31 July 2018. The Committee had received the updated University Risk Register. The Committee had received an update on implementation of outstanding recommendations from prior internal audits.

Court was advised that as part of its annual self-assessment, the Committee would be contacting University managers to clarify the processes in place for securing value for money in the University's operations, given that this area was included in the Committee's remit.

With regard to the Risk Register, Dr Duncan explained that there were different levels of risk assessment and management at the University, with both College/University Services and institutional-level registers in existence, the latter being reviewed by SMG on a regular basis, including SMG examining a specific area of the register in detail at each meeting. At the request of the Committee, both the format and content of the register had been revised in recent months. The register was provided annually to Court, as previously agreed during the review of Court's involvement in Risk Management arrangements.

In discussion, in the context of a comment about a perceived lack of engagement with industry and the need to track this and include reference to it in the register, it was noted that industrial engagement was covered by the Research-related risk, although it was agreed that this might be brought out to a greater degree in the text. It was also noted that recent and forthcoming senior management appointees in Research would be working to improve the University's profile in this area, which would be kept under review.

In response to a question about references made at the Court briefing to 'emerging risks' including pensions-related risks, and how such risks sat within the register, it was noted that USS was covered in the register, both specifically and in the context of finance-related risks.

In response to a question about how the University's risk profile – including for example the proportion of red/amber/green risks – was monitored over time, whether risk appetite was adjusted

accordingly and if benchmarking against other HEIs occurred, it was noted that the Committee had requested a summary paper at each of its meetings, to include movements in risk profile. The internal auditors also provided an overall analysis of risks in the HE sector, on an annual basis. It was also noted that the University's risk management policy included a reference to risk appetite; this would be reviewed to ensure that quantification of risk appetite was included.

Court noted the Risk Register and agreed the revised format, which the chair of the Committee advised had also been approved by the Committee. Ms Cousins recorded the Committee's thanks to those involved in the revision of the register.

The Audit & Risk Committee report was noted.

CRT/2017/53.5 Estates Committee

CRT/2017/53.5.1 Capital Projects

Court noted: the anticipated reduction in 2017/18 capital spend from £122m to £79m; and the updated total capital expenditure profile of £915.4m, an increase of £12.4m from the last capital plan update. Court noted the planned 2018/19 capital spend of £148m and the new major projects identified during the last twelve months. Revised spend profiles and proposed additional works had been covered in the paper/presentation on the capital plan, received and approved earlier in the meeting.

CRT/2017/53.5.2 Capex Applications

Court noted Estates Committee's approval of Capex applications relating to: Gilmorehill/Boyd Orr/Mechanical and Electrical Upgrades £1.7m; Gilmorehill/Joseph Black Building/Skabara Laboratory £1,025,000; Purchase of Illumina Novaseq Sequencer £820k; Gilmorehill/James Watt/JWNC/Plasma Etch Tool £530k; Replacement of Superconducting Quantum Interface Device (SQUID) £620k; IT Services/IPSC Pervasive Wi-Fi £3,544,769; and Audio Visual/Video Conferencing Service Enhancement £976,100.

The Estates Committee report was noted.

CRT/2017/53.6 Remuneration Committee

The Committee's chair, June Milligan, reported that, at its last meeting, the Committee had welcomed the addition of new members, these being a member of staff and a student member. The Committee had discussed: recent guidance for Remuneration Committees, including the CUC HE Remuneration Code; arrangements for determining senior staff salaries, which had included a briefing on policy and approach, ahead of details being reported to Court later in the year; and Voluntary Severance and salary augmentation approvals since the last meeting.

In response to a question about the Remuneration Committee minutes recording the Principal as an attender at the meeting, and whether his attendance would be the norm, Court noted that the Principal would attend the Committee's meetings to inform discussions on senior management pay other than his own – at which point he would not be present – and had also attended the recent meeting in order to receive the briefing on policy and approach. Given that the meetings always considered senior management pay, it was likely therefore that he would always be an attender at meetings, for the purposes described.

The Remuneration Committee report was noted.

CRT/2017/53.7 Health, Safety & Wellbeing Committee

The Committee had received: updates on the launch of the travel safety protocol, on TU safety

representatives within Sport 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 had discussed road and fire safety and adverse weather issues. The Committee had noted a paper on Healthy Workplaces: Management of Dangerous Substances. The Committee had covered its usual range of business in reviewing standard reports on Occupational Health activities, audit updates, accident reporting and employee counselling.

With regard to the role of TU safety representatives, there had been an initiative to raise the profile of the role, including visits to Schools by staff in SEPS.

The University had recently received an HSE assessment of biological safety and would address points made in it.

Referring to the recent road traffic accident on University Avenue, the Rector asked about the City Council's response to the University's request to limit speed on that road to 20mph, which had been that this was not seen as necessary. Court heard that discussions with the Council were continuing, with assistance from Cllr Aitken.

The report from the Health, Safety & Wellbeing Committee was noted.

CRT/2017/54. Communications from Council of Senate

The Council of Senate had: received a report on the recent industrial action and the associated implications for Learning, Teaching and Assessment; received an update report on the estates strategy; received a briefing on the draft budget and financial forecasts and a report from the Student Experience Committee; received a Convener's report on the Scottish Funding Council Letter of Guidance and on USS Pension Reform; and received an update from the Clerk of Senate on implementation of the HE Governance (Scotland) Act 2016 and on honorary degrees.

Council of Senate had joined the chair of the meeting in thanking the Clerk of Senate, Professor John Briggs, for his service to Senate and the University, on the occasion of his retirement.

Court also recorded its thanks to Professor Briggs, for his service to Court and the University.

The communications from Council of Senate were noted.

CRT/2017/55. Any Other Business

The Convener thanked members of Court for all their work during the 2017/18 year.

CRT/2017/56. Date of Next Meeting

The Court Strategy Day will be on Friday 28 September 2018.

The next meeting of Court will be held on Wednesday 10 October 2018 at 1.45pm in the Senate Room.

Court Context Card 10 October 2018 - Principal's Report

Speaker	Professor Sir Anton Muscatelli	
Speaker role	Principal	
Paper Description	For information	
Topic last discussed at Court	Last report to Court was June 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"> 1. Transformation (World Changing Glasgow) programme 2. Student Admissions including RUK 3. USS/pensions update 4. Higher Education Developments <ul style="list-style-type: none"> Brexit Post-18 Funding review in England Migration Advisory Committee's reports 5. League Table University Rankings and NSS 6. Key activities 7. Senior Management Group Business 	
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	<p>Item 1 : Risk 1B Finance- Failure to maximise organisational efficiency and effectiveness, control expenditure and achieve savings targets</p> <p>Items 2 and 4: Risk 2A Government Policy (UK) - Developments in UK Government policy adversely impact on University's ability to recruit and retain staff and students or secure sufficient research funds</p> <p>Item 3: Risk 1A Finance - Failure to maintain and enhance income generation to meet the University's commitments</p> <p>Item 4: Risk 6 Market - Significant changes in the student recruitment market have adverse impact on University's competitive and financial position</p> <p>Item 5: Risk 5 Reputation - Failure to maintain and enhance the reputation of the University through press, social media and engagement with stakeholders</p>	
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; USS	
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 10 October 2018

Principal's Report

It is with immense sadness that I have to report to Court the passing of Sir William Kerr Fraser, who died on 13 September 2018.

As you will know, Sir William was a tremendous servant of this University. A student, an SRC President, a graduate, Sir William was appointed Vice Chancellor and Principal of the University of Glasgow in 1988, serving in that capacity with distinction until 1995.

Over the seven years in office, he steered the University through a period of change and challenge which included reductions in government funding and calls for Universities to show greater accountability for their teaching and research. Many of the issues that define HE institutions today were taking shape then, and under Sir William's leadership the University more than rose to meet the challenges of the ways universities were expected to be run and perform.

Sir William became Chancellor of the University in 1996, a role he held with his customary grace and modesty until 2006. Both as Principal and Chancellor, he would gain great strength and support from his wife, companion and co-worker, Lady Marion Fraser, KT, who died on 25 December 2016. Together they forged a fantastic partnership that was fuelled by a genuine love of the University, and which enabled them to create a sense that we belonged to a University family.

A man of immense integrity, sense of duty, and commitment to public service, he was trusted and commanded respect across the University community and far beyond.

In mourning his loss, I would wish Court to record and acknowledge the great debt we owe to Sir William, one of this University's most distinguished and beloved servants. He will be sorely missed, and I am sure our thoughts remain with his family at this time.

It is the family's wish that a memorial service will be held in the University Chapel to celebrate and give thanks for Sir William's life.

It has been agreed that this will take place at 11.00 am, 24 November 2018.

Items A: For Discussion

1. Transformation (World Changing Glasgow) programme

Following the appointment of the Chief Transformation Officer earlier in the year and recruitment of the team to develop and drive the programme, we are now ready to brief Court more fully, after a series of shorter updates since 2017. CTO Chris Green will attend the Court meeting to present key points. The presentation will assume that the Court are familiar with the attached papers.

2. Student Admissions including RUK

UG

The total UG intake for 2018 is predicted to be 4,900 student registrations on 1st December 2018 compared to 4,905 in 2017.

RUK applicants underperformed at Confirmation and in the difficult RUK recruiting climate the university did not manage to attract the same numbers as previous years in Clearing. International students are predicted to have increased by 39 from 2017.

MD20/40 Intake

A Commission on Widening Access (CoWA) target for full time MD20 students was introduced in 2018. Our target for CoWA is 12.7% of intake which equates to 391 students and our expected numbers are predicted to be close to the target. With part-time study counted (including BA Community Development and BA Childhood Practices) the University would be +13 on MD20 numbers. With an increase of the CoWA MD20 target in 2019 to 13.2% (~431 students) and there not being an expected corresponding rise in MD20 applicants the University will have to consider alternative strategies.

RUK

Owing to not enough applicants meeting their offer conditions and a highly competitive Clearing period, the University did not meet target in these areas. With a decreasing 18 year old population in England and English universities being uncapped, External Relations are looking at ways to fund an increase in our RUK recruitment activities to help mitigate the impact of these factors on future entrant numbers.

International

International UG predictions are slightly under target at -15 however, this is still an expected increase of +39 from the 2017 intake and early indications point to fewer students than initially expected converting from GIC.

Postgraduate Taught Entry (excluding PDGE)

Postgraduate Taught has again seen a significant increase in applications. International applications have increased by 23.4% (6,842 applications) and Home/EU applications have increased by 11% (658 applications). Overall we estimate there will be a 10% increase in both Home/EU and International numbers, predicting an extra 300 or so International students and 235 Home/EU students (over 500 in total across PGT).

3. Universities Superannuation Scheme USS/Pensions update

In June, Court heard that the Joint Expert Panel (JEP) had been formed, with three members from each of UCU and UUK, and an independent expert chair. The Panel's role is to examine the valuation of the USS including an assessment of the methodology, assumptions and process underpinning the valuation. It is tasked with agreeing key principles associated with the future approach of the UCU and UUK to the USS valuation. It has explored the scope for possible adjustments to the methodology, which would allow the valuation to be concluded.

The JEP gathered evidence over the summer and its first report was published on 13 September. The Panel has recommended a number of areas where adjustments to the 2017 valuation should be considered by USS as Trustee. These include a re-evaluation of the employers' attitude to risk, maintaining a higher reliance on the employer covenant, and a greater consistency of approach between the 2014 and 2017 valuations, which affects the scale and timing of deficit recovery contributions. The panel also refers to taking account of recent market improvements and data on mortality. The JEP was also critical of the role played by the Pensions Regulator during the valuation process (tPR). Under these circumstances, the JEP reaches different conclusions on the pricing of the existing scheme benefits under the 2017 valuation.

Meanwhile, the statutory employer consultation by USS on proposed changes to employee and employer contributions under rule 76.4 is under way, inviting input from members potentially affected by them. The 60-day consultation period began on 3 September and will continue until 2 November 2018. Those affected are invited to respond on the proposed cost sharing provisions, the proposed schedule of phasing in of higher contributions, and the removal of the employer match from 1 April 2019.

The publication of the JEP report sets the scene for a complex series of consultation with both UUK members and within UCU. Much will also depend on the response by the Trustee, and the situation will evolve quickly during the next few weeks.

UUK initiated a consultation with USS's participating employers on the JEP recommendations, September 2018.

In addition to this report, I will provide a verbal update to Court at the meeting.

4. Higher Education Developments

Brexit

In June I advised that there were ongoing discussions with the UK Government about the future of the UK's participation in the European Research and Innovation Area and with the Scottish Government regarding EU student funding.

On research funding, the European Commission had at that time presented its proposals for Horizon Europe (FP9), which set out the rules on third country association, giving the UK the option to negotiate association to Horizon Europe. However, this is subject to the Brexit negotiations. Since then, I have taken part in a Russell Group delegation visit to Brussels and will report back to Court on the current mood in the sector on the prospects for our participation in Horizon Europe. This is clearly very dependent on the overall Brexit withdrawal agreement negotiations.

Post-18 Funding Review in England

At previous Court meetings I reported about the current funding review in England, with an advisory panel chaired by Philip Augar. The Department for Education (DfE) has confirmed it will not report back until a ruling from the Office for National Statistics (ONS) on how student loans should be treated in the national figures on deficit and debt. This could re-write the public cost of student finance. ONS is now expected to publish in December how student loans should be counted in public finances. The review into fees will take into account its findings and report back to the government in the new year. This will delay a decision on policy decisions. Meantime, Court members may be interested in a series of briefings which the Russell Group has published regarding the post-18 Education Review and submitted as evidence: <https://www.russellgroup.ac.uk/policy/policy-documents/post-18-education-review-briefings>.

Migration Advisory Committee's Reports

The UK Government's Migration Advisory Committee (MAC) reports on EEA Migration and International Students were issued on 18 and 11 September respectively: <https://www.gov.uk/government/organisations/migration-advisory-committee>.

These reports at one level, made disappointing reading for the sector, but we will continue to lobby government on these issues. On EEA citizens, we of course continue to press and hope for freedom of movement. If that does not happen and the UK government insists on a Brexit which does not allow freedom of movement, as a backstop we are also lobbying through the Russell Group for a liberal regime of a European Skills Permit (see <https://russellgroup.ac.uk/news/european-skills-permit/>).

Items B: For Information

5. League Table Rankings and NSS

At the June Court meeting, we had details from three League Tables: the UK's Complete University Guide (up to 24th from 27th); the Guardian league table (down one place to 24th); and in the QS table we were down to 69th from 65th.

Since then, the University has been placed 93rd in the THE World Rankings, compared to 80th last year and 88th in the previous year. The reason for the fall in rank position is largely due to the Teaching pillar, driven by the Doctorates awarded. We expect to recover in this metric for the next publication. Based on weighting and rank position, our key strength is Citations (30%), ranked 77th and our weaknesses are the Research and Teaching pillars ranked at 116th and 196th

respectively, each is weighted at 30%. Reputation metrics have the largest influence on these pillars with Teaching reputation contributing to 15% and Research reputation 18%.

With respect to The Times and Sunday Times Good University Guide 2019, the University has risen three places to 17th in the UK rankings. We have also remained at second place in the Scottish rankings and moved up two places from 14th to 12th in the Russell group. Key strengths at Glasgow are Entry Tariff and Research Quality, ranked 7th and 12th respectively. Other strengths within the top quartile are Career Prospects (16th) and Good Honours (21st).

We provided a full analysis of League Table performance and how it relates to our KPIs at the Court Strategy Day.

At the end of July, this year's National Student Survey (NSS) outcome was published. The University achieved excellent results: overall, the University was rated joint first in the Russell Group and joint second in Scotland. For overall satisfaction, the following subjects were ranked 1st or joint 1st in the UK: Nutrition; Theology and Religious Studies; Genetics; and Teacher education. USS scores for Assessment and Feedback have risen from 68.6% last year to 69.3%, with improvements in the areas of "criteria used in marking being clear" and "marking and assessment being fair". As Court is aware, Assessment and Feedback is one of the priority workstreams for our World Class Glasgow transformation team.

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

22 June: Attended, with senior colleagues, a joint meeting with the Principal of the University of Edinburgh and equivalent senior colleagues, followed by dinner hosted by the Principal. We met again for a meeting and dinner at Glasgow on 8 October. The purpose is to discuss ways in which the two Universities can collaborate more effectively.

23 July: Met with Professor John Iredale, the new Chair of the Beatson Board of Directors.

10 September: Attended a meeting of the Beatson Board of Governors.

14 September: Met with John Davis, Provost of the Smithsonian Institute who was visiting the University. Glasgow is continuing to develop links with the Smithsonian, and Provost Davis was keen to see the work going on in the Hunterian and around the Kelvin Hall initiative.

28 September: Court Strategy day.

2 October: Participated in a Board Meeting of the Guild of European Research-Intensive Universities (by telcon).

Internationalisation Activities

25 June: Welcomed the Rector of LUISS University, Professor Paola Severino to Glasgow on 24 June and signed an MoU the following day.

9 July: Welcomed delegates to the International Conference on China Urban Development.

17 July: Provided a welcome and short talk on Brexit to students from the Istituto di Istruzione Secondaria Superiore Simone Morea summer school who were visiting Glasgow.

31 July: Met with the Vice Chancellor of Bethlehem, Brother Peter Bray, who was visiting Glasgow.

11 September: Met with the new Italian Consul General for Scotland, Fabio Monaco.

Lobbying/Policy Influencing and Promoting the University

21 June: Attended USS Board Training and USSL Trustee Board meeting and again on the 19 July. I attended a further USSL Board meeting on 5 October.

25 June: Attended the Trades House Lecture and dinner. The lecture was delivered by Professor Iain McInnes, Director of the Institute of Infection, Immunity & Inflammation, University of Glasgow.

28 June: Chaired a Russell Group Board Meeting and dinner.

29 June: Participated in a Council of Economic Advisers telecon meeting and again on 27 August.

2 July: Chaired a Commission for Economic Growth (Glasgow City Deal) meeting.

2 July: Participated in a teleconference of Chairs of Working Group, Russell Group.

5 July: Visited the University of Exeter as Chair of the Russell Group, and undertook a series of meetings with senior leaders and the Vice Chancellor to contribute to, and share thoughts on, their development of strategy.

9 July: Met with Derek McKay, Cabinet Secretary for Finance and the Constitution at Atlantic key.

10-12 July: Welcomed the THE Teaching Excellence Summit to Glasgow. This was the first Teaching Excellence summit. I had various roles: hosted a lunch for the conference key note speakers; gave welcome remarks at the opening evening reception; provided opening remarks to the Conference delegates in the Bute Hall; and welcome remarks at the Gala dinner held in Kelvingrove Art Gallery and Museum; filmed a closing video and provided some closing remarks to the conference itself.

11 July: Took part via teleconference Investment Committee Meeting, USS and attended a further meeting on 17 September.

17 July: Met with Ivan McKee, Minister for Trade Investment and Innovation, who was visiting the University.

18 July: Attended a dinner in the British Academy, hosted by the President of the Academy.

23 July: In partnership with Universities Scotland, hosted a Principals' and Innovation Centre Chairs' dinner in the University. This was the fourth time this group has met, and it is an opportunity to discuss issues, opportunities and changes to the Scottish and UK landscape.

24 July: Met with Mr Peter Sylvester, Senior Vice President and President, Life Sciences Solutions Group, Thermo Fisher Scientific who was visiting the College of MVLS over two days. We signed an MoA in relation to the Glasgow Health Sciences Partnership (GHSP).

30 July: Attended a Glasgow Life Board Away Day.

1 August: Attended a Civic Reception in the City Chambers to mark the opening of the 2018 European Championships.

2 August: Met with Josh Littlejohn to discuss his plans to run a *Sleep in the Park Social Bite* event.

2 August and 18 September: Chaired a meeting of the First Minister's Standing Council on Europe and on 18 September participated in a Working Lunch with Children and Young People's Panel.

8 August: Hosted a visit of Lord Henley, Parliamentary Under-Secretary of State at the Department for Business, Energy and Industrial Strategy and conducted a tour of the James Watt Nanofabrication Centre.

28 August: Attended a Universities Scotland Away Day.

28 -29 August: Attended CASE Europe Conference in Edinburgh and met with Lord Bob Kerslake regarding the Civic University Commission and then attended a CASE Leadership Dinner, hosted by the University of Edinburgh which was a prelude to the CASE conference held on 29 August. Lord Kerslake was delivering a keynote session on the Civic University Commission. I participated as a panel member in a discussion around the theme: *Does university identity matter internationally? Reputation, brand and how to translate the character of your institution when on the other side of the world.*

30 August: Met with the Cabinet Secretary for Health and Sport, Jeane Freeman, whom we had invited to visit the University campus at the Queen Elizabeth University Hospital (QEUH) and the Imaging Centre for Excellence (ICE).

30 August: Co-hosted an Innovate UK Dinner in the lodging with VP and Head of College MVLS, Professor Dame Anna Dominiczak. Dr Ian Campbell, Executive Chair, Innovate UK and Mr Robert Martin, Manager for Scotland, Innovate UK, were visiting the QEUH and ICE and were given an overview of the University of Glasgow's investment in academic infrastructure for innovation/collaboration with industry/NHS at the QEUH campus.

4 September: Attended a Business engagement session hosted by the Leader of Glasgow City Government, Councillor Susan Aitken, in the City Chambers.

6 September: Participated in a Russell Group Delegation visit to Brussels. We met with the Vice-President of the Commission, Mr Katainen, as well as Dan Nica MEP, Rapporteur on the Horizon Europe legislation going through Parliament, and members of the Article 50 EU negotiating team. We also linked up with the Guild of Research-Intensive Universities for a conference session on the theme *Science for Society: Opportunities for Horizon Europe*. I was a member of the panel for a workshop addressing the theme: *Enhancing the Social Impact of Research : Making a Difference in Communities.*

7 September: Hosted a meeting with Rt Hon David Mundell, Secretary of State for Scotland.

10 September: As part of the continuing Policy Scotland series on Brexit, I attended and introduced the lecture given by Sir Martin Donnelly, former senior civil servant, entitled *Britain after Brexit – the political and economic choices ahead.*

11 September: I welcomed attendees to the opening of the Scottish Centre for Macromolecular Imaging. Professor Richard Henderson, 2017 Nobel prize winner for Chemistry, performed the opening.

12 September: Met with Richard Lochhead the new Minister for Further Education, Higher Education and Science.

13 September: Invited to the Office of the Secretary of State for Scotland to meet Lucy Smith, the Director General of the UK Governance Group.

18 September: I hosted a Dinner on our plans for Quantum and nano-technology collaborations with industry partners and other stakeholders (SFC, Innovate UK, SFC and GCC) in the Lodging.

19 September: Co-hosted a dinner with Roy Leckie held in the Walter Scott offices in Edinburgh, in relation to fundraising for the campus development.

20-22 September: I attended the FCO Pontignano Conference held in Certosa di Pontignano, Italy. The conference is organised by the British Embassy and the British Council in Italy and hosted annually by the University of Siena. Pontignano, Co-Chaired by Lord David Willetts and Carlo

Calenda (former Italian minister), has become the flagship UK-Italy bilateral forum for addressing shared challenges and opportunities, and it brings together leading decision makers and influencers from the worlds of government, business, academia, culture and the media. The title of the 2018 Conference was *Bridging the Gaps*. I gave a presentation, as part of a working group on the theme: *Smart Universities and Cities: Reducing Inequality*.

25-27 September: Attended the THE World Academic Summit, held in NUS, Singapore. I participated with a presentation in a breakout session entitled, *Bridging the gap between research outcome and societal good* as well as a panel session on the *THE University Leaders Survey*.

28 September: Attended British Museum Dinner, focused on intra-UK collaborations, held in the National Museum of Scotland, Edinburgh.

2 October: Attended and spoke at the Glasgow City Council Summit on Brexit.

9 October: Attended via telecon a CityUK Senior FinTech Steering Committee meeting.

10 October: Met with Benny Higgins, Chairman of National Galleries of Scotland.

Internal activities and Communications and Alumni events

20 – 29 June: Presided over several summer graduation ceremonies at Gilmorehill and on 3 July presided at the graduations in Dumfries.

25 July: Attended and spoke at a presentation event to mark Professor John Briggs retirement from the post of Clerk of Senate.

3 August: Presented certificates to students from Nankai who had attended a University of Glasgow Summer School.

27 August: Visited the launch of the new audio archive and update event on the next steps for the Digital Archive of Scottish Gaelic.

31 August: Attended an event which celebrated the legacy of the University of Glasgow Settlement.

12 September: Spoke at a Celebrating Excellence Reception, which was held to congratulate colleagues promoted to Professors.

13 September: Filmed a short video message for the new academic year.

13 September: Met with students who run the very successful student led Glasgow Economic Forum to hear their thoughts and plans for the 2019 Scottish Economic Conference.

15 September: Attended the Bachelor of Accountancy (BAcc) 50th Anniversary Celebration Dinner and welcomed guests. Sir Douglas Flint, a BAcc graduate, spoke at the dinner.

19 September: Spoke at the Social Media Day which was arranged for staff and students to explore and engage with the use of social media.

1 October: Attended and introduced the first Gifford Lecture. The Gifford lecturer this year was Professor Judith Butler, Maxine Elliot Professor in the Department of Comparative Literature and the Program of Critical Theory at the University of California, Berkeley.

2 October: Hosted a lunch for Diane Cronin, AJ Cronin's granddaughter to celebrate AJ Cronin's life. AJ Cronin is an alumnus of the University.

4 October: Attended the Carnegie Lecture and introduced the speaker Dr Richard Kurin, Under Secretary for History, Art, and Culture at the Smithsonian Institution.

7. Senior Management Group business

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

SMG Meeting of 2 July

- Increasing our Research Capacity

- Preparing for REF: Tracking our REF2021 Outputs Portfolio

SMG Meeting of 9 July

- Capital Programme Update
- Staff Bonus and Holiday

SMG Meeting of 17 July

- Management Accounts
- Risk List
- Health Outcomes
- Strategic Alignment update

SMG Meeting of 30 July

- History of Slavery Steering Committee Report
- University Strategy 2020 – 2025: Consultation Process
- REF Review: UoA 21 Politics and International Studies

SMG Meeting of 6 August

- UKVI Audit update
- Staff Survey
- Admissions update
- SMG Team objectives
- Student Experience Strategy
- Personal Relationships Policy

SMG Meeting of 13 August

- REF2021: Interim Code of Practice for the Selection of Outputs
- REF2021 Consultation on the Draft Guidance and Panel Criteria

SMG Meeting of 21 August

- Risk List
- NSS
- Language Strategy
- Proposal for investment in UGS
- Strategic Alignment update

SMG Meeting of 27 August

- Annual ECDP update
- Kelvin Hall update
- UKRI Strategic Priorities Fund
- Minutes of Marketing & Public Affairs Strategy Group meeting held on 9 July 2018

SMG Meeting of 3 September

- Capital Programme Update

- Lease of additional space at Tay House

SMG Meeting of 10 September

- Draft Scottish Government Culture Strategy: University of Glasgow response
- REF2021 Consultation on the Draft Guidance and Panel Criteria: Final Institutional Response

SMG Meeting of 18 September

- Management Accounts
- Risk List
- SRC – Introductions and priorities for 2018-19 (SRC President and Sabbaticals attended for this item)
- Scottish Government’s Programme for Government
- Increasing our Senior Research Capacity: The Lord Kelvin Adam Smith Readership Recruitment Scheme
- REF 2021 Consultation
- List of REF 2021 UoAs
- World-Changing Glasgow: Promoting the Research and Innovation Agenda at the University of Glasgow
- International Partnership Funding
- Brexit – Update from HR
- Strategic Alignment update
- IRR report: UoA 15, General Engineering
- Parking Permit & Enforcement Scheme
- University Innovation Fund – Proposal for Management

SMG Meeting of 24 September

- Transformation Programme
- Chronic Diseases
- Queen’s Anniversary Prize Submission
- Annual Assurance Statement on Compliance with the Concordat to Support Research Integrity

SMG Meeting of 1 October

- SMG Team Effectiveness – Feedback Session
- Blended and Online Learning Development (BOLD) update

Court Context Card 10 October 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	Last report was to June 2018 Court	
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 The report on the review of Court Effectiveness - Court is invited to discuss this ahead of recommendations being taken forward</p> <p>A2 An update on matters relating to the Higher Education Governance (Scotland) Act 2016, in particular the composition of Court.</p> <p>A3 An update on Mental Health matters.</p> <p>A4 An update on the pay dispute.</p>	
Topics to be discussed	As above plus any A or B items Court members may wish to discuss	
Action from Court	<p>Listed under each item: specific decision requested under:</p> <p>A2 Court is invited to approve the terms of office of Employee Representatives being extended to 31 July 2019 in order to allow a smooth transition to the new Court composition arrangements under the Act. B3</p> <p>Court is invited to approve the approach to be adopted by the Remuneration Committee in relation to SMG salary review; B4 Court is invited to approve recommendations relating to appointments to the Remuneration Committee and Audit & Risk Committee.</p>	
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	100% Cross University application on several items	
% of college		
Operating stats		
% of		
Campus	All locations	
External bodies	Privy Council; Glasgow City Council	
Conflict areas		
Other universities that have done something similar	Other HEIs will be considering Court composition, senior staff remuneration, mental health matters	
Other universities that will do something similar		
Relevant Legislation	HE governance legislation/Code of Good HE Governance	
Equality Impact Assessment		
Suggested next steps		
Any other observations		



Court – Wednesday 10 October 2018

Report from the University Secretary

SECTION A - ITEMS FOR DISCUSSION / DECISION

A.1 Review of Court Effectiveness

Over the spring and summer, Liz Winders facilitated a review of Court. Liz's work included attending Committee and Court meetings, reviewing our paperwork, analysing questionnaire responses from a form circulated to Court members and attenders, and meeting individually with members of Court who had indicated they would welcome a discussion with Liz. The draft report was considered and approved by the Court Governance Group, chaired by the Convener of Court.

Court members are invited to discuss any points ahead of the recommendations being taken forward. The following actions had already been or are being taken, and tie in with some of the points in the report:

Further refinement of the format and lay-out of the University risk register;

Nominations Committee will meet face to face annually (at least);

The annual report from Health, Safety & Wellbeing Committee will be reinstated for the 2018 calendar year onwards.

A.2 HE Governance (Scotland) Act 2016

As Court is aware, 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 intention as expressed by Court in the past has been to keep as close to current arrangements as possible, keeping 11 'internal' members and a total of 25 members, at the same time as being compliant with the Act.

As previously advised, in order to provide for two Trade Union nominees (one academic and one 'support staff' in the nomenclature of the Act), we will be proposing that the number of academic staff elected 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). That arrangement maintains the current balance and, moreover, ensures that there will always be two members of professional services ('support') staff on Court. The Trade Unions were in favour of electing **two** professional services 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. Consultation is being finalised with the Trade Unions. The proposals regarding academic staff members have been agreed by the Council of Senate, together with a modernising of the nomenclature (to 'Elected Academic Staff'). A full paper will be brought to the December Court meeting and it is hoped that the changes can be implemented with effect from August 2019.

Meanwhile, the terms of office of the two Employee Representatives on Court expire in December 2018. **Court is invited to approve these terms being extended to 31 July 2019 in order to allow a smooth transition to the new arrangements.**

A.3 *Mental Health*

At previous meetings, Court has been updated on developments in the University's provision in this area, including the setting up of the Mental Health Working Group, its action plan, and progress covering both staff and students, the main areas relating to: specialist provision; training of non-professionals across the institution; and general awareness-raising. Progress was made through the recruitment of additional posts in Counselling and Psychological Services and the training of additional mental health first aiders across the institution.

As noted at the Court Strategy Day, for the first time in a number of years, we started the academic session with no waiting list for student counselling appointments. We have also introduced a back-up counselling service which is provided by phone and online. On the staff side, usage of the professional counselling services is picking up. We hope to glean more information about staff mental health from the staff survey (now underway).

A.4 *Pay dispute*

Ballots are still underway for possible industrial action over pay — UNISON (aggregated ballot) and UCU (disaggregated ballot) are currently consulting their members. The UCU ballot closes on 19 October and the UNISON ballot on 25 October. The employers have indicated that 2% or £2,425 (whichever is greater) is their final offer.

SECTION B – ITEMS FOR INFORMATION / ROUTINE ITEMS FOR APPROVAL

B.1 *Road Safety*

At the June Court meeting, I advised members that we had been in discussion with Glasgow City Council about how we could improve road safety in the vicinity of the campus, and that we were reviewing road safety arrangements at the junction of University Avenue and Kelvin Way. I also referred to our proposal to build a 'super crossing' on University Avenue opposite the Gatehouse.

Court members will see from the Health, Safety and Wellbeing Committee report that University Avenue has had road markings refreshed and new signage put in place. There are also plans to widen pavements, introduce a 20mph speed limit and alter the junction at the University's main gatehouse on University Avenue.

B.2 *Court Strategy Day 28 September*

Court's annual strategy day took place on 28 September. The event provided an opportunity for Court to contribute to development of the new strategic plan and other areas of key strategic importance, including our public engagement activity, reputational matters, and work around league tables. Court also received a briefing on the Institute of Health & Wellbeing, ahead of the business case for the Institute's new building going through the Capex application process; a session from expert externals, relating to research and innovation; and brief overviews on the work of the Student Experience Committee and first impressions from the new VP Corporate Engagement and Innovation.

Feedback received so far has been positive both in relation to the quality of the presentations and the discussions. Messages from the day will be collated and taken forward via SMG and through other governance structures.

B.3 *Remuneration Committee business*

Remuneration Committee will conduct the annual review of the salaries of SMG members later this year. In line with established practice, it will submit minutes of that meeting to Court, summarising the decisions it has made and setting out the underpinning rationale.

Following the revision to membership agreed by Court to include student and staff representation, an SRC and a staff representative were appointed to the Committee. In line with discussion at the March meeting of the committee, there has been discussion with union representatives to raise awareness of the presence of a staff representative on the Remuneration Committee, and a subgroup of the JCCN is being consulted with regard to obtaining staff input to the process.

Ahead of the review, Court is invited to approve the approach to be adopted by the Remuneration Committee (**Annex**). The principles set out there have remained constant over recent years and have also been reviewed in the context of the new Code of Good HE Governance. Remuneration Committee confirmed its ongoing agreement to and support of these principles at its last meeting.

B.4 *Nominations Committee business*

Remuneration Committee

During the summer, Dominic Cole-Morgan, an external lay member, left the Remuneration Committee following a relocation abroad.

The Nominations Committee recommends to Court that Ms Kerry Christie be appointed to the Committee in Mr Cole-Morgan's place, to serve for 4 years with immediate effect. Ms Christie is Chief People Officer for Standard Life Aberdeen; she was previously Head of Human Resources at Aberdeen Asset Management.

Court is invited to approve this recommendation.

Audit & Risk Committee

David Watt will end his (first) 4-year term on the Audit & Risk Committee in early 2019. The Nominations Committee recommends to Court that Mr Watt serve a further 4 years from 1 February 2019. Mr Watt, who is a chartered accountant with over 35 years of experience, is willing to do this and has the full support of the chair of the Committee.

Court is invited to approve this recommendation.

Investment Advisory Committee IAC (for information)

Following a recommendation from the Nominations Committee to Court, which has approved the recommendation between meetings, Graeme Johnston has been appointed to the IAC for 4 years from 1 October 2018.

Other Committee business (for information)

Ronnie Mercer has been appointed as Vice-chair of the Remuneration Committee. The Vice-chair appointments are agreed within the relevant committees.

B.5 *Summary of Convener's Business*

During the last session it was agreed that a summary of activities undertaken by the Convener would be provided to Court meetings. The details are at **Annex**.

B.6 *UoG Sport*

At the last meeting, it was noted that there would be a review of the new arrangements, which would involve the unions. I was requested to advise Court about the timescale for this.

A "lessons learned" exercise has been conducted, but our sense is that there is more we can do to create a warmer, more collegial atmosphere in Sport. We are currently considering further interventions over the next month.

B.7 *Court Business 2018/19*

The Schedule of Court Business for the coming year is at **Annex**, for reference, along with the Statement of Primary Responsibilities of Court and a list of remits/memberships of Court Committees for this session. This information is also available on the Court website at <http://www.gla.ac.uk/services/courtoffice/universitycourtandcourtmeetings/> together with other resources for Court members.

A 'Fast Facts' document for Court members is being refreshed to include 2018/19 information and will be circulated shortly. It will also be available from the Court Office, as is a list of acronyms used in HE and the University. The acronyms list is circulated regularly with Court papers.

The attendance lists for meetings of Court and its Committees for 2017/18 have been reviewed; there are no issues to report in connection with this. Details of Court attendance will be published on the website, in connection with the annual accounts.

B.8 *Senate Assessor on Court*

Professor Carl Goodyear has been reappointed as Senate Assessor on Court for 4 years from 1 August 2018.

B.9 *Enhancement-led Institutional Review (ELIR)*

The item is highlighted in this report because the timing of Council of Senate meetings is such that Court receives related documents (Communications from Council of Senate) later than other Court papers.

The Quality Assurance Agency (QAA), which is the UK body that monitors and advises on standards and quality in UK HE, undertakes a rolling 5-year programme of Enhancement-led Institutional Review (ELIR) of all HEIs in Scotland. The main focus of ELIR is to review an institution's approach to improving the student learning experience. It also examines the institution's ability to secure the academic standards of its awards and to manage the quality of the learning opportunities provided for students.

The University underwent its last ELIR review in 2013/14. We are scheduled to undergo another review during academic year 2018/19. In preparation for the exercise, which includes visits to the University by a review team, we are required to submit a 'Reflective Analysis' (a self-evaluation), to set out our strategic approach to enhancing and managing the student learning experience. In 2013, Court was given the opportunity to comment on this document. Members will be offered a similar opportunity for the present review and will shortly be sent a link (provided by the Senate Office) to the draft Reflective Analysis, on which members' comments will be welcome. Detailed scrutiny of the Reflective Analysis is of course being carried out by academic committees. The Vice Principal (Academic and Educational Innovation), Professor Frank Coton, will be at the Court meeting to respond to any questions.

B.10 *Honorary Degree Nominations*

In line with the previously agreed arrangement with Senate to allow members of Court to submit observations on nominations for honorary degrees, the Vice Principal & Clerk of Senate Professor Jill Morrison will advise Court of the 2018/19 nominations, on a confidential basis, under the *Communications from Council of Senate* agenda item. Members of Court should contact the Clerk of Senate should they have observations to make.

B.11 *Director of Research Institute / Head of School Appointments*

College of MVLS

Institute of Cancer Sciences

Professor Owen Sansom has been appointed as Director of the Institute of Cancer Sciences, for 5 years from 1 August 2018. Professor Sansom is also Director of the CRUK Beatson Institute.

College of Science and Engineering

School of Geographical & Earth Sciences

Professor Martin Lee has been reappointed as Head of the School of Geographical & Earth Sciences for 2 years from 1 August 2019.

Remuneration Committee

Below is the remit of the Committee, together with the key objectives and remuneration principles applicable to the strategic deliberations and associated decision-making of Remuneration Committee in ensuring the University is fully compliant with and applying the principles of Scottish Code of Good HE Governance and the CUC Code of Practice for Remuneration Committees.

Remuneration Committee Remit

1. To formulate the University's remuneration policy, and to review that policy annually, recommending changes to Court as appropriate;
2. To determine the salaries of the Principal and other members of Senior Management Group, having regard to:
 - Their performance in advancing the University's strategic objectives,
 - The need to offer salaries that are competitive with those of other major UK universities, as reflected in robust comparative data, and
 - The budget approved by Court;
3. Annually, to determine the University's policy on the performance-related reward of professorial and senior administrative staff (all level 10 staff);
4. In the absence of the Convener of Court, to make recommendations on the nature and level of any remuneration for the Convener of Court, subject to approval by Court;
5. To advise Court on the University's policy on severance arrangements for staff, and, within parameters agreed by Court, to implement that policy, considering, on an individual basis, any severance proposal that:
 - Departs from the parameters agreed by Court, and/or
 - Pertains to for a member of the Senior Management Group
6. To maintain oversight of contracts of employment for senior staff;
7. To receive an annual report on expenses incurred by members of the Senior Management Group.
8. To ensure that the Committee's membership includes the skills and experience necessary to address its remit effectively.
9. To seek the views of representatives of students and staff of the institution, including representatives of recognised trade unions, in relation to the remuneration package of the Principal and the senior executive team.

Membership

Chair (lay member of Court), 2 other lay members of Court (one of whom will be the Convener of Court), 2 other co-opted members, 1 Staff Representative on Court, SRC President

In attendance (not if their own salary/terms under discussion): Principal, COO/University Secretary, Director Human Resources

Remuneration Committee: Key Objectives & Working Principles

Senior salary determination and remuneration review levels are informed by the following:-

- Reflect relevant skillset and experience consistent with complexity, scale and expectations of individual roles (VC/SMG) within the remit of the Committee;
- Provide tangible reward for excellent performance in advancing University strategic aims and objectives;
- Offer competitive salaries conducive with other major UK University comparators as reflected in robust comparative salary data;
- Give consideration to any case(s) where salary level is substantially out of line with comparative positions in comparable universities;
- Apply general principle that percentage pay increases for SMG (inc. VC) and senior senior (Grade 10) are not higher than the wider workforce and
- Within budgetary parameters approved by Court.

Remuneration Principles: Senior Staff

- Remuneration of SMG members outside national negotiating framework (do not qualify for any annual award agreed at national level);
- Institutional positioning consistent with external comparative benchmark data and Russell Group market median position conducive with overall University performance;
- Comparative benchmark salary information and analysis of individual SMG roles and associated salary levels with those of other major UK university comparators;
- Performance assessment against agreed SMG PDR team targets set in preceding year aligned with strategic aims and KPI deliverables alongside individual delivery against pre-agreed objectives;
- Risk assessment in relation to recruitment and retention considerations;
- Any justified salary review is normally consolidated subject to Remuneration Committee approval.

Convener of Court

Summary of Business –21 June 2018 to 10 October 2018

Date	Meeting	Location
27 June 2018	Board Vacancies Portal Steering Group	Conference Call
3 July 2018	Crichton Graduations*	Dumfries
9 July 2018	Teaching Excellence (THE Summit): Conference call with panel members	Conference Call
10 July 2018	THE Summit - Lunch/Presentation/Campus Tour	University of Glasgow
	THE Summit - Welcome Reception	University of Glasgow
11 July 2018	The Summit - Gala Dinner	University of Glasgow
12 July 2018	THE Summit – chairing talk & presentation	University of Glasgow
23 July 2018	30% Club Working Group	Conference Call
25 July 2018	Anton Muscatelli – Catch up	Phone Call
6 August 2018	30% Club Working Group	Conference Call
29 August 2018	Court Governance Working Group – Review of Court	University of Glasgow
30 August 2018	Anton Muscatelli – Catch up	Phone Call
17 September 2018	Finance Committee	Conference Call
19 September 2018	Anton Muscatelli – Catch up	Phone Call
	Pre-Court Officers Lunch	Conference Call
26 September 2018	30% Club Working Group	Conference Call
27 September	Advance HE – speech to Top Management Programme	Blythswood Hotel, Glasgow
	William Hunter Dinner	University of Glasgow
28 September 2018	Court Strategy Day	Hilton Grosvenor, Glasgow
10 October 2018	P&DR: Anton Muscatelli Filming: Communication and Public Affairs Court Pre-Briefing Meeting Court Court Dinner	University of Glasgow

* apologies given

ANNUAL SCHEDULE OF COURT BUSINESS

- (Sept/Oct*
- October**
- *Strategy Discussion Day)*
 - Report from Head of College (pre-Court briefing)
 - Report on any action taken under delegated powers over summer
 - Court Strategy Day
 - Committee memberships
 - Statement of Primary Responsibilities
 - Schedule of Court business for forthcoming year
 - Report on previous year's attendance of Court and Committees
 - Learning & Teaching update and KPIs from Vice Principal
 - Summary Income and Expenditure report (Finance Committee)
 - Nominations Committee recommendations
 - Annual report to the Scottish Funding Council on Institutional Review of Quality
 - Honorary Degree nominations
- December**
- Report from Head of University Services (pre-Court briefing)
 - Audited Accounts/Financial Statements for previous year (including subsidiaries' financial statements and GU Trust statements)
 - Report on Investments (Finance Committee)
 - Summary Income and Expenditure report (Finance Committee)
 - Media report
 - Audit & Risk Committee annual report
 - Annual Report on the University's Complaints Procedure
 - Human Resources KPIs
- February**
- Report from Head of College (pre-Court briefing)
 - SRC annual report
 - Draft Outcome Agreement for next year from Vice Principal
 - Finance KPIs
 - Health, Safety & Wellbeing annual report
 - Summary Income and Expenditure report (Finance Committee)
- April**
- Report from Head of College (pre-Court briefing)
 - Research update and KPIs from Vice Principal
 - SFC Main Grant Allocations for forthcoming year
 - Summary Income and Expenditure report (Finance Committee)
 - Annual Self-assessment, convener appraisal and Code compliance
 - Annual Report from Organisational Change Governance Group
- June**
- Report from Head of College (pre-Court briefing)
 - **Strategic Plan (annual update) including KPIs**
 - Capital Programme (annual update for approval)
 - Budget Overview for forthcoming year/Financial Forecasts/sustainability
 - Media report
 - Full Risk Register including Mitigation Actions
 - Report on Investments (Finance Committee)
 - Summary Income and Expenditure report (Finance Committee)
 - Estates KPIs

University of Glasgow

STATEMENT OF PRIMARY RESPONSIBILITIES

The primary responsibilities of the University Court, as the governing body of the University, are:

General

To be satisfied that appropriate mechanisms are in place:

1. to administer and manage all of the revenue and property of the University and to exercise general control over its affairs, purposes and functions, taking all final decisions on matters of fundamental concern to the institution;
2. to safeguard the good name and values of the University and to ensure that the institution is responsive to the interests of its stakeholders, including students, staff, graduates, the local community and funding bodies;
3. to make provision, in consultation with the Senate, for the general welfare of students;
4. to ensure, in conjunction with Senate, the quality of the Institution's educational provision;
5. to ensure the solvency of the University and to safeguard its assets ;
6. to ensure compliance with the University's Statutes, Ordinances, Resolutions and other rules and regulations of the University, as well as national and international law where applicable;
7. to appoint the Principal and Vice-Chancellor of the University, including the terms and conditions attaching to the appointment, and to put in place suitable arrangements for monitoring his or her performance;
8. to appoint a Secretary of Court and to ensure that with regard to his or her managerial responsibilities in the University, there is an appropriate separation in the lines of accountability;

Strategic Planning

9. to approve the mission of the University and its strategic plans, setting out its aims and objectives in teaching and research, and identifying the financial, physical and staffing requirements for their achievement;
10. to approve a financial strategy, long-term business plans and annual budgets;
11. to approve an estates strategy for the management and development of the University's estate and buildings in support of institutional objectives;

12. to approve a human resources strategy and to ensure that reward arrangements for its employees are appropriate to the needs of the University;
13. to monitor the University's performance against approved plans and key performance indicators;

Exercise of Controls

14. to make clear and to review regularly the executive authority and other powers delegated to the Principal and Vice-Chancellor, to other senior officers and to other bodies of the University including the Senate and Committees of Court, such authority and powers to be set out in a Schedule of Delegated Authorities;
15. to ensure the proper use of public funds awarded to the University, observance of the terms of the Financial Memorandum between the University and the Scottish Funding Council (SFC) and compliance with the University's Outcome Agreement with the SFC;
16. to establish and monitor effective systems of internal control and accountability throughout the University;
17. to oversee the University's arrangements for internal and external audit and to approve the University's annual financial statements;
18. to ensure that arrangements are in place for the proper management of health and safety in respect of students, staff and other persons affected by University operations;
19. to be the University's legal authority and, as such, to ensure that systems are in place for meeting all the University's legal obligations, including those arising from contracts and other legal commitments made in the University's name.

Effectiveness and Transparency

20. to ensure, through the appointment of co-opted lay persons in accordance with the Statutes, and through liaison with the University's General Council with regard to its Assessors, a balance of skills and experience amongst the membership of the Court sufficient to meet its primary responsibilities;
21. to ensure that the proceedings of the Court are conducted in accordance with best practice in higher education corporate governance and with the principles of public life drawn up by the Committee on Standards in Public Life;
22. to ensure that procedures are in place in the University for dealing with internal grievances, whistleblowing, conflicts of interest and public interest disclosure;
23. to monitor its own performance and that of its Committees, with a formal evaluation of effectiveness undertaken not less than every five years.

January 2018

Court Context Card - Annual Report for the Scottish Funding Council on Institution Review of Quality and Governing Body Statement of Assurance for AY 2017-18

Speaker	Professor Frank Coton
Speaker role	Vice Principal (Academic and Educational Innovation)
Paper Description	Annual Report for the Scottish Funding Council on Institution Review of Quality and Governing Body Statement of Assurance for AY 2017-18 (including annexes)
Topic last discussed at Court	October 2017 (annual report and statement for the year 2016/17)
Topic discussed at Committee	See paper's cover sheet
Committee members present	
Cost of proposed plan	N/A
Major benefit of proposed plan	
Revenue from proposed plan	N/A
Urgency	Medium - Court approval required for SFC
Timing	Immediate
Red-Amber-Green Rating	Green
Paper Type	For approval/endorsement
Paper Summary	The statement summarises outcomes and reflective overview from internal review processes including Periodic Subject Reviews (PSR), Annual Monitoring, Course Evaluation and Graduate School Reviews. The University's strategic review of student-related services and Information concerning review activity carried out at the University by Professional, Statutory or Regulatory Bodies are also included.
Topics to be discussed	The paper in general/and approval sought
Action from Court	Court is requested to approve the draft report and endorse the statement of assurance in the cover sheet
Recommendation to Court	Approval of report and endorsement of statement
Relevant Strategic Plan workstream	
Most relevant Primary KPI it will help the university to achieve	3. Student experience
Most relevant Secondary KPI it will help the university to achieve	Student Mobility/Service delivery
Risk register - university level	Risk 4: Student - Failure to offer an attractive, high quality and fulfilling student experience to UG and PG students
Risk register - college level	
Demographics	
% of University	100%
% of college	
Operating stats	
% of	
Campus	All
External bodies	SFC
Conflict areas	
Other universities that have done something similar	All Scottish HEIs
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	No specific implications identified, although Schools should continue to embed consideration of equality and diversity in all its procedures and provision.
Suggested next steps	
Any other observations	Since 2003, the Scottish Funding Council (SFC) has operated the national 'Quality Enhancement Framework'. This was devised collectively by the SFC, the HE sector (through Universities Scotland), the Quality Assurance Agency (QAA) for Higher Education, and representatives of the student body. The Quality Enhancement Framework in Scotland replaced the systems of quality audits and teaching quality assessments and subject reviews that had operated during the previous decade. It was judged that these earlier activities had 'demonstrated that, in general, Scottish Higher Education institutions had in place effective quality management systems relating to the experience of students and the standards of their awards, and that the subject provision experienced by students was highly satisfactory or better.' (QAA Handbook for enhancement-led institutional review: Scotland, p. 1).



Court - Wednesday 10 October 2018

Annual Report for the Scottish Funding Council

Institution Review of Quality Academic Year 2017-18

Brief Description of the Paper

A copy of the University's draft annual report to the Scottish Funding Council (SFC) on institution review of quality for AY 2017-18 is attached. The contents are specified by the SFC and include:

- A summary of outcomes from internal quality processes including: Periodic Subject Review (PSR); Annual Monitoring, Course Evaluation and Graduate School Review
- Information on Professional, Statutory and Regulatory Body (PSRB) activity
- The University's strategic review of student-related services
- A reflective overview, including summary of action taken and the University's use of contextual information, including performance data and data from student surveys, both external and internal

The deadline for submission of the report was 30 September 2018, and the Council requests that we confirm to them when the report has been approved by Court in the event that Court does not meet until after that date. The draft nature of the statement has been duly reported to SFC.

Court has duly approved the annual report for the last several years. Court will recall that a 'Statement of Assurance' is required that Court is content with the Report. The prescribed text is quoted below and should be signed off by the Chair of the Governing Body with an indication of when it was endorsed.

"On behalf of the governing body of [University of Glasgow], I confirm that we have considered the institutions arrangements for the management of academic standards and the quality of the learning experience for AY 2017-18, including the scope and impact of these. I further confirm that we are satisfied that the institution has effective arrangements to maintain standards and to assure and enhance the quality of its provision. We can therefore provide assurance to the Council that the academic standards and the quality of the learning provision at this institution continue to meet the requirements set by the Council."

Action Required

Court is requested **to approve** the draft report and endorse the statement of assurance above.

How we assure the effectiveness of arrangements for maintaining academic standards and quality

Under the terms of its constitution, at the University, Senate has responsibility for teaching. This has been understood as meaning responsibility for academic standards and quality. Senate employs a range of mechanisms to ensure standards and quality are maintained. The main methods used are:

- The external examiner system
- The annual monitoring of all courses
- The periodic review of programmes by subject (involving external subject experts)
- The periodic review of the Graduate Schools
- Course evaluation
- The scrutiny of all new courses and degree programmes
- Gathering and analysing feedback from students

Many of the University's degrees are also accredited by professional or statutory bodies and these degrees are reviewed by the relevant body on a cyclical basis.

The findings from the range of mechanisms detailed above are analysed and responded to by committees at School, Research Institute, College and Senate levels. This includes normally annual consideration of ways to enhance the effectiveness of the mechanisms themselves and of the committees that receive and consider them also. The framework of these arrangements is detailed in the University's Academic Quality Framework, which may be found at: http://www.gla.ac.uk/media/media_127773_en.pdf. The University's quality arrangements must also conform to the terms of the Scottish national Quality Enhancement Framework. Details of this may be found at: <https://www.qaa.ac.uk/scotland/quality-enhancement-framework#>

Compliance with the Quality Enhancement Framework is assessed at the five-yearly Enhancement-led Institutional Reviews (ELIRs).

Quality arrangements and monitoring of external requirements are managed for the University by the Senate Office.

The ELIR reviews check (in detail) compliance with the terms of the UK Quality Code for Higher Education published by the Quality Assurance Agency (QAA). This Code includes detailed provisions for each of the main quality assurance mechanisms we employ. ELIR reviews also check compliance with national Subject Benchmark Statements and with the Scottish Credit and Qualifications Framework.

The University has received the best result possible in each of the reviews it has undergone. Court will be aware that the most recent ELIR took place earlier in 2014. This exercise resulted in an excellent outcome. The reports from the 2014 ELIR may be found at:

<http://www.qaa.ac.uk/reviews-and-reports/provider?UKPRN=10007794>

The QAA also checks the University's compliance with the requirements of the annual report to the Scottish Funding Council. No notes of concern have been received on these reports since they began to be required.

The ELIR reviews check (in detail) compliance with the terms of the UK Quality Code for Higher Education published by the Quality Assurance Agency (QAA). This Code includes detailed provisions for each of the main quality assurance mechanisms we

employ. ELIR reviews also check compliance with national Subject Benchmark Statements and with the Scottish Credit and Qualifications Framework.

The University has received the best result possible in each of the reviews it has undergone. Court will be aware that the most recent ELIR took place earlier in 2014. This exercise resulted in an excellent outcome. The reports from the 2014 ELIR may be found at: <http://www.qaa.ac.uk/reviews-and-reports/provider?UKPRN=10007794>

Information concerning the forthcoming 2018-19 ELIR will be provided in the Communications from Senate to Court following the meeting of the Council of Senate on 4 October.

The QAA also checks the University's compliance with the requirements of the annual report to the Scottish Funding Council. No notes of concern have been received on these reports since they began to be required.



Annual Report for the Scottish Funding Council

Institutional Report on Quality 2017-18

1. Introduction

As per the guidelines provided on 6 July, 2018 by the Scottish Funding Council, the University's annual report includes:

- A summary of outcomes from internal quality processes including: Periodic Subject Review (PSR); Annual Monitoring, Course Evaluation and Graduate School Review
- Information on Professional, Statutory and Regulatory Body (PSRB) activity
- The University's strategic review of student-related services
- A reflective overview, including summary of action taken and the University's use of contextual information, including performance data and data from student surveys, both external and internal

2. Summary of outcomes

2.1 Periodic Subject Review (PSR)

Seven Reviews took place in Session 2017-18. The Review of the Undergraduate Medical School was postponed until November 2018 to avoid conflict with its re-accreditation by the General Medical Council. The outcomes of this Review will be included in the overview of session 2018-19.

Music	13/14 February 2018
Physics & Astronomy	15 February 2018
Law	20/21 February 2018
Management	9 March 2018
Education	19/20 March 2018
Short Courses (previously known as Open Studies)	1 and 2 May 2018
Modern Languages and Cultures	3 May 2018
Undergraduate Medical School	21 November 2018

Details of the programmes covered by the reviews are listed in Appendix 1. The University's approved PSR review reports are publically available and can be found at: <http://www.gla.ac.uk/services/senateoffice/qea/periodicsubjectreview/>.

2.1.1 Recommendations

In total, there were 89 recommendations¹ arising from the 7 reviews. Of these, 41 related to the 'Enhancement of Learning and Teaching' and 37 to 'Enhancing the Student Experience'. This reflects the enhancement-focus of the review process. Examples of areas for further development included:

Enhancement of Learning and Teaching

- Assessment and Feedback, pre-dominantly focussed on extending range of assessment and achieving greater consistency and timeliness of feedback
- Curriculum development, reviewing of range of courses to encourage effective use of staff time, efficient delivery, rationalisation and greater emphasis on graduate attributes
- Engaging and supporting staff, including training and support of Early Career staff and Graduate Teaching Assistants, opportunities for sharing good practice, peer observation and additional support and development for all staff
- Increasing student participation in study abroad and placement learning by promotion of opportunities through events and other support

Enhancing the Student Experience

- Student feedback mechanisms and responsiveness to student feedback/evaluations, including attention to ensuring feedback loop is closed
- Recruitment and widening participation, and consideration of supplementary measures to increase widening participation
- Suitable teaching accommodation and effective timetabling

Other themes related to setting strategic priorities for learning and teaching and articulating vision and plans for future growth (7 recommendations) and a number grouped around formalising reporting and monitoring mechanisms (4 recommendations).

2.1.2 Commendations/Good practice

Good practices identified in Periodic Subject Reviews are highlighted in the reports and are considered for their potential for sharing across the University. In session 2017-18, a total of 64 instances of good practice were identified. Twenty-eight were categorised as 'Enhancing the Student Experience', 25 as 'Enhancement of Learning and Teaching' and 11 were categorised as 'Context and Strategy'. Examples included:

Enhancing the Student Experience

- Effective and responsive feedback mechanisms, whereby students are fully involved in processes and discussion of developments, and strong efforts are made to respond to student feedback
- Graduate attributes and employability opportunities, in particular, the introduction of an Employability Conference
- Exceptional levels of support provided to students, such as investment in building student community; scaffolding of student learning and support during transition; support for students from non-traditional backgrounds; management, organisation and promotion of study abroad activities; support for students with disabilities
- Effective induction events and innovative use of social media

¹ Two Reports are still to be approved by ASC and the associated recommendations/commendations confirmed. Therefore, the total numbers could either increase or decrease dependent on ASC's view.

Enhancement of Learning and Teaching

- Range of new approaches to enhance business engagement
- Small and individual tutorials with performative interaction providing the students with opportunity to engage and work alongside staff
- Promoting effective use and understanding of feedback through use of formative assessment as an opportunity to provide students with regular feedback; keeping feedback prompt and timely enabling students to make effective use of it; introducing a Feedback Action Tracker to encourage students to actively engage with feedback
- Sharing of good practice at Learning and Teaching Away Days or Briefing events

Context and Strategy

- Inclusion and community building to ensure all staff are committed to supporting the student experience
- Partnership working in collaboration with schools and local authorities

2.1.3. Subject Reviews to be conducted in Session 2018-19

The following six reviews are scheduled to take place in Session 2018-19. The full schedule for the current cycle, 2014-2020, is provided as Appendix 2.

Medical Undergraduate School (postponed from 2017-18)
Celtic and Gaelic
Veterinary Medicine
College of MVLS Graduate School: PGT Cluster 1: Biomedical Science, Animal & Plant Sciences
Engineering
Politics

2.2 Annual Monitoring

Annual Monitoring at the University of Glasgow is a three-tier review process: School, College and University level. School Quality Officers are responsible for collating and analysing information for consideration at School level with College Quality Officers undertaking this at College level. Issues requiring action at the wider University-level are reported for consideration by Academic Standards Committee (ASC). Relevant services or Groups provide updates and responses to these University-wide matters.

Issues arising

Key themes from the Undergraduate and Postgraduate Annual Monitoring Summaries for Session 2017-18 were:

- Quality and suitability of teaching spaces
- MyCampus (the student records system)
- Moodle (the Virtual Learning Environment (VLE))
- Recruitment and marketing
- Library and IT provision at the Crichton Campus

- URKUND (Similarity checking software)
- Improving web platforms for online Distance Learning Masters programmes
- Update on centralised support for students with mental health issues

Good practice

During discussion of Annual Monitoring outcomes at EdPSC in November 2017, it was noted that the Committee's focus on the issues raised did not acknowledge the substantial amount of information on good practice contained in the College and School Summaries. To rebalance the discussion, and to give a better reflection of the positive aspects of annual monitoring, it was agreed that a summary of good practice themes would be added to the overview of issues for the next round of reports.

2.3 Course Evaluation

In May 2017, EdPSC received a report on the implementation of our new Course Evaluation Policy and standardised course evaluation questions. The Policy has been well received and is now in use across the whole University. Specific outcomes of course evaluation are owned at local level as course leaders and lecturers are best placed to respond to their feedback. We are currently working on producing an aggregated report that can be considered alongside NSS and data from other surveys. The report will give the average and high/low responses to the standard closed questions for each level of study in each school. The mode and detail of reporting has been agreed to provide overview while protecting individual staff from teacher ranking. We want to ensure that staff have confidence in the data reported; therefore, we are assessing the reports carefully to be confident that the data is robust before it is released.

2.4 Graduate School Reviews

The Graduate School in the College of Social Sciences was reviewed in June 2018. The report is still being finalised as of August 2018. The Graduate School of the College of Science & Engineering was reviewed in the previous session and the report has now been confirmed and published².

In both reviews in this cycle so far, there were common themes relating to:

- Communications with both staff and students across the complex landscape of schools and research institutes. It was suggested that improved communications might yield benefits on various challenges articulated by Graduate Schools, such as developing a stronger culture of timely thesis submission.
- Opportunities for supervisor development. This was raised in both reviews and work is now underway.
- Improved systems to support the PGR lifecycle to provide better management information to inform and support enhancements to the PGR student experience.

2.5 Reviews by Professional, Statutory or Regulatory Bodies (PSRB)

Appendix 3 indicates the Reviews conducted in Session 2017-18 and those planned for Session 2018-19.

²

<https://www.gla.ac.uk/research/ourresearchenvironment/prs/graduateschoolreview/reviewcycleandreviewreports/>

3. The Role and Nature of Student Involvement in Institution-led Review Processes

The University continues to work closely with the Students Representatives' Council (SRC) to involve students in all quality management processes at the University of Glasgow. The University considers its relationship with the SRC to be strong and effective. We acknowledge the contribution of students who take on class representative and SRC roles, and who act as PSR Panel members, by recording their activity on their Higher Education Achievement Record (HEAR). It is our practice for SRC panel members to lead PSR panel sessions with students.

In Session 2017-18, the SRC included Periodic Subject Review and Course Evaluation in its mandatory Class Representative training programme. This highlighted to all class representatives the importance of student participation in PSR and the significance of their role in relation to it and to course evaluation and monitoring staff responses to evaluation. The class representatives of those Subjects or Schools being reviewed should expect to be consulted in relation to the Self Evaluation Report, to be actively involved with recruiting students to meet with the Panel and to have access to the outcome of the review.

As part of the review of the PSR process, we will be considering all opportunities to further enhance and deepen student involvement.

4. Reflective Overview and Action Taken

4.1 Overview

There are common themes across findings from QA processes and other data sources on the student experience. These feature substantially in the planning and prioritisation at all levels of the University, starting from the Senior Management Group's commitment through to Schools. The University is very committed to the student experience as demonstrated in our Learning and Teaching Strategy, the emerging strategy of the newly established Student Experience Committee as well as the major developments currently underway namely: the extensive Campus development programme, refurbishment of teaching spaces programme, major restructuring of support services, changes to our committee structure and the major Transformation Programme. However, we also recognise the need to focus on a number of issues arising, including addressing teaching space issues in the short term, supporting our staff, particularly early career and GTAs, supporting our students, in particular PGT and WP students and improving satisfaction rates in relation to assessment and feedback. As such, we have a number of working groups established to focus on particular priorities to deliver constructive improvements.

4.2 Action Taken

4.2.1 Periodic Subject Review

All Periodic Subject Review Reports are reviewed and approved by Academic Standards Committee, with an overview of all the recommendations and good practice provided at the beginning of the following Session. ASC's attention is drawn to any themes that appear in the recommendations that might indicate a need for University level activity to address. Recent examples of this include support and training for Graduate Teaching Assistants (GTAs) and Assessment and Feedback.

Support and Training for GTAs

The Assessment and Feedback Working Group has been tasked with addressing GTA training and support as GTAs have a significant impact on assessment, marking and feedback. To date, the Working Group has collated examples of good practice from Annual Monitoring, PSR and discussions with teaching teams across the University. Based on this, a number of recommendations were developed improving teaching and support for GTAs in relation to good assessment and feedback practice.

A number of other initiatives to improve GTA support have been funded.

- A GTA project run by Learning Enhancement and Academic Development Service (LEADS) with staff from the School of Psychology. This was established following a review of recommendations made during Session 2016-17.
- A GTA symposium to highlight good practice from administrative and academic staff around the institution, enhance HR processes in support of GTA recruitment and to strengthen awareness of wider GTA support activities. The key outcome from the symposium was recognition of the need for an institution-wide Handbook/Code of Practice and an institution-wide resource for sharing good practice. Since the symposium, a Moodle page has been created which is administrated by the Good Practice Adviser and the Head of GTA Training. The handbook is being drafted and will be circulated for wider consultation in due course. A substantial piece of work, led by HR and the Colleges of Arts and Social Sciences has also been completed, the outcome of which is a revised policy on GTA recruitment, increased transparency and greater consistency of rates of pay for teaching contact and marking activities. The Union has been involved and we are now working to implement the outcomes of this review.
- A new information sheet with key contacts has been created to assist GTAs to navigate pay, HR and other administrative processes.

Assessment and Feedback Transformation Project

The University has reflected on PSR and other quality processes outcomes and routinely scrutinises data obtained from the NSS and other student surveys. One outcome of these considerations has been the launch of a major strategic review of Assessment and Feedback as a key part of delivering a positive experience for students and staff. The Assessment and Feedback Practice Workstream is currently reviewing and analysing current academic practice and policy both within the University and elsewhere to identify the best approach for the University. The Assessment and Feedback Working Group, which was established in 2016, will continue, supporting the Transformation Project on particular priorities to deliver constructive improvements while the wider project is in its specification phase. E-Assessment forms a second workstream of the project and seeks to establish current University practices and capabilities around electronic assessment and systems, benchmark them and develop a specification for future e-assessment. The third workstream focuses on processes and systems that support and help manage assessment and feedback with a view to identifying how to streamline our approach and ensure greater consistency of experience for students and staff.

The Assessment and Feedback Transformation Project is part of a wider “World Changing Glasgow Transformation Programme” to improve our systems and services to the benefit our students and staff and support the delivery of the University Strategy 2015-2020. Further projects include Staff Recruitment and the Service Delivery Model.

Student support

The Transitions Working Group (TWG) was established to focus on support for academic achievement in the context of the structure, and the key bridging points, throughout taught programmes. Recently, the TWG has recommended the creation of a coherent set of pre-arrival materials; and creation of a coordinating function around induction. The proposals are borne out of careful consideration and review of existing experiences and based on evidence from a range of sources such as the Welcome Survey, NSS, SRC feedback, outcomes of LTDF projects etc. These recommendations will now be taken forward by the Student Experience Committee (SEC) as its focus and membership creates an opportunity to further integrate some of the decision making and priority setting within the context of wider discussions around student support.

One major, and noteworthy, development in student support is the roll out of the Academic Writing Skills programme (AWSP) to *all* new UG and PGT students in Session 2018-19. The Programme began in the then Faculty of Arts over 10 years ago. It has since grown from being a small, internally-funded innovative writing project, to becoming a writing centre and now a mainstreamed 'compulsory' Writing Skills Programme for all taught students. It is designed to give students feedback and guidance on their academic writing without affecting their grades. It aims to help students understand how to deal with university-level feedback and have confidence in their writing. Expected benefits include: improved student retention through allowing students to engage with University level writing at an early stage; increased understanding of good academic practice in writing, improved graduate attributes through encouraging clear, effective communication; enhanced institutional reputation through innovative use of blended and online resourcing and teaching.

Support for staff

The Recognition of Teaching Excellence Working Group has reviewed and updated criteria for the recognition of teaching excellence used in the promotions processes. For the Learning, Teaching and Scholarship (LTS) track, a coherent promotions pathway has been established to support the career development of staff on this track more effectively. Also within the purview of this group has been revised P&DR (Performance and Development Review) for LTS staff, guidance for promotion, guidance on scholarship and the development of approaches to mentoring. There is a growing number of staff progressing through this career track, enhanced understanding of the nature of this career track, and a range of support across the University. In relation to early career staff, LEADS is redesigning the Early Career Development Programme and the Postgraduate Certificate in Academic Practice (PGCAP).

Good practice

We continue to identify a large number of examples of good practice through Periodic Subject Review. We use the same themes to categorise recommendations and good practice to enable us to match them and to provide information on the good practice when a recommendation has been made on a similar topic. In addition, LEADS have recently re-appointed to the post of Good Practice Adviser. This post has responsibility for selecting and disseminating examples of good practice that have potential for use in other areas of the University. Discussion of the best ways to promoting good practice and monitor adoption of promoted practices has been reactivated by the new appointee.

Changes to the Periodic Subject Review process in 2017-18

A PSR staff survey was introduced in Session 2017-18 and was circulated to all staff within the School or Subject being reviewed prior to the review event. Questions were mainly drawn from the Universitas 21 Teaching Practices Survey. The purpose of the survey was to provide an opportunity for all staff to communicate directly with the Review Panel on how staff across the Subject/School view the teaching provision and support for those involved in teaching. The intention behind using the survey format was to provide an opportunity for all staff views to be heard equally and to encourage as wide a participation in the review as possible. Initial feedback from PSR Review Panel Conveners has been positive with the surveys providing context and highlighting issues that were not always apparent in the Self Evaluation Reports.

A full review of the PSR process will take place during Session 2018-19. Significant changes are anticipated to enhance and refresh the process. The new process will be piloted prior to full introduction for the fourth cycle of reviews which will commence in 2020-21.

4.2.2 Annual Monitoring

Quality and suitability of teaching spaces is one of the most prominent topics raised in the Undergraduate and Postgraduate College Annual Monitoring Summaries. Specific issues are sent to Estates and Commercial Services for commentary and responses are monitored by ASC. One of the challenges is the provision of sufficient and suitable teaching space and of study space on campus to meet the demands of growth in student numbers and this is well-recognised by the University.

The Campus Development Programme has begun with a £90m investment in the Learning and Teaching Hub which is due to open in 2019. It will provide over 1700 seats in state of the art teaching facilities as well as 1100 social/study spaces. However, in the interim, there remains significant pressure on space which we are seeking to manage as effectively as possible. Education Policy and Strategy Committee (EdPSC) has established a Refurbishment of Teaching Space Working Group to develop a strategic plan for the refurbishment of centrally managed teaching spaces and to oversee the refurbishments. The refurbishment plan will ensure that common design principles, which will underpin the development of teaching spaces across the campus, can evolve from insights drawn from local and international evaluations of good practice in teaching space design. Key priorities for the Group are to integrate considerations across all stakeholder groups and to engage effectively with the University's staff and student community. The University has committed an annual sum of £2m for ongoing investment in upgrading centrally managed teaching spaces across the campus. A separate budget is available for upgrading IT and lab spaces.

The monitoring and responses provided on other issues raised in Annual Monitoring can be found at: https://frontdoor.spa.gla.ac.uk/commdoc/senate/ASC/Papers/asc1768_Cover_Sheet_2018-05-25.htm

4.2.3 Course Evaluation

In Session 2018-19, we will be working to improve response rates. These are currently very variable across the University. We plan to investigate practice in areas that do well and compare with those that do less well and to use this information to offer support and guidance resources and to work with all areas to spread good practice as widely as possible.

4.2.4 Graduate School Review

After the Review of the College of Science and Engineering Graduate School in May 2017, the Deans of Graduate Studies Committee agreed that a number of areas for discussion should become mandatory. The Guidance document was updated to reflect this. The mandatory items include statistical data, such as submission rates, as well as more qualitative data such as details of training programmes, PRES action plans and Graduate School Board minutes.

Proposed 2nd Review Cycle

2016/17: College of Science and Engineering

2017/18: College of Social Sciences

2018/19: College of Arts

2019/20: College of MVLS

Following further discussion, the University is commencing a more thorough re-vamp of the Graduate School review methodology. This is likely to involve further use of data and possibly more frequent reviews. In tandem with this, the University is also reviewing the governance arrangements for the PGR and PGT student experience with a view to enhancing the effectiveness of the reporting structure.

4.2.5 Use of and analysis of evidence to inform decision making

Evidence from our quality processes as discussed above and data from surveys is used to inform our strategies and has now become an integral part of our planning processes in Colleges, Schools and Research Institutes. This has been facilitated by the introduction of planning dashboards and easily accessible business intelligence provided via Qlikview software. For example, all staff are able to

interrogate NSS responses, down to the level of individual questions (for example on assessment and feedback), compare these with other parts of the University and across the sector as a whole. This provides important information for our enhancement work and is also improving our ability to benchmark our progress against the wider sector by pointing to good practice beyond the University. Other models enable staff to review retention, progression, continuation, academic performance of articulating students, PGR completion and other such areas of academic progress that enable us to focus our attention and interventions in clear and specific ways.

Student Surveys

Some key findings arising from student surveys were:

NSS (2018)

- For our undergraduate students, levels of satisfaction compare very favourably to the sector based on NSS data (11th in the UK for overall satisfaction (87.7%))
- The satisfaction with teaching at the University is high. In the case of UG students, satisfaction with teaching is approaching sector leading, based on NSS data (4th in the UK).
- The vast majority of our UG students are satisfied with the learning resources available to them (87.9%).
- Most of our UG students agree that their programme is well organised and managed (76.4%).

PTES (2017)

- Overall satisfaction of our postgraduate (taught) (PGT) students is marginally below sector averages (79.3%) and there is a substantial differential between their levels of satisfaction and those of our undergraduate (UG) students. This suggests our PGT students are not always benefiting from some of the positive experiences of our UG students or that their expectations differ from our UG population. We know that levels of satisfaction are variable across the University and that shortfall in some areas impact significantly on the overall picture presented through survey data.
- Our PGT students also report that our staff are good at explaining things; however some also feel that levels of challenge and support for learning could be improved.

PRES (2017)

- Our postgraduate (research) (PGR) students are very satisfied with the overall quality of our PGR provision and we perform well above sector and Russell Group averages on this measure (84%).
- The quality of supervision for our PGR students is a strength for the University and we perform above Russell Group averages (the most appropriate benchmark for PGR supervision) across all indicators in this area
- For PGR students, there are high levels of understanding of responsibilities – both those of the students themselves and those of supervisory staff. PGR students are also confident of knowing who to approach in the case that they have any concerns about their programme of research.
- Our PGR students generally have a good understanding of the requirements and deadlines for progress monitoring but, although there have been improvements since 2013; we fall slightly below Russell Group averages on this measure.

Welcome Survey

- A very high level of respondents to our Welcome Survey (93%) felt that they were made to feel welcome upon their arrival at the University. 88% of respondents felt that they were part of the University of Glasgow community.

- New students who responded to our Welcome Survey reported being aware of the student support services available (88%), being satisfied with the admissions team (87%) and being aware of the library services available (86%).
- Of 1450 responses to the question (in our Welcome Survey) ‘What did we do well during your first weeks at University?’, common themes included:
 - Fresher’s week events being a fun way of introducing students to the University and their peers.
 - Staff and other students helped provide a good welcome and were available to provide any assistance needed.
 - The information provided and assistance available to the new students helped them adapt in their first week.
 - Inductions and course introductions were also helpful on a school/college level.

Action taken

For both UG and PGT students, assessment and feedback is an ongoing concern. We do not consistently provide high quality feedback within an appropriate timescale, although there are very high satisfaction levels within some parts of the University (PTES 2017, NSS 2018). Specific action on assessment and feedback is described above under Section 1.

The Transitions Working Group has identified support for PGT students as a priority for Session 2017-18. Staff who have responsibility for PGT support from across Colleges have met with the Group in order to identify good practice and to examine where issues are arising.

Much of the responsibility for addressing the key points arising from student surveys is devolved to Colleges and Schools in the preparation of their annual NSS action plans but is carefully overseen by the Senior Management Group. In October 2017, Education Policy and Strategy Committee (EdPSC) agreed that a three-yearly approach to action planning would be more effective, reducing the need to respond to short term fluctuations. The three-year plans will be reviewed each year following the publication of the NSS results to check for new or in-year issues and will be reported to EdPSC for overview. The College NSS plans have evolved and widened their focus beyond NSS to the whole student experience and culture of improvement within the Colleges and Schools.

4.2.6 Analysis of Retention data

The Retention and Success Sub Group (A sub group of the Transitions Working Group) is taking forward a review of reporting mechanisms in partnership with Planning & Business Intelligence. It is envisaged that data will be more degree programme specific and that a mechanism will be put in place to report action taken in response to the data. A focus will be on monitoring MD20/40 students and mature students as it is recognised that there is a need to better understand how to support these students in their transitions into and throughout study.

4.2.7 Review of Student Services

Since the last annual return, the University has undertaken a fundamental review of the organisation of its University Services, which has now been restructured into eight large executive directorates, all of which have a significant focus on the student experience. Many key student-facing services have been brought together as *Student and Academic Services*. There has been further review of the constituent parts of Student and Academic Services which is now made up of three divisions: Student Services; Academic Services; and Learning Enhancement and Academic Development Services (LEADS). The aim of the new Student and Academic Services Directorate is to coordinate academic and non-academic support for students provided by central services in an accessible and effective offering. This will include interface between Student Support delivered by Student Services and services provided within Colleges, Schools and Research Institutes. More broadly, the

development of a formal service delivery model is underway. The new model looks to integrate support from across university services, and to support students holistically across the campus and better integrating access to and support from a range of University services.

The methods by which we will undertake ongoing review of student support services and the effectiveness of the Directorate as a whole are yet to be determined but will be the responsibility of the Student Experience Committee (see below).

The University has established a new Student Experience Committee (SEC) to oversee the non-academic aspects of the student experience. SEC replaces the Student Support and Development Committee. This is a joint Senate and Court committee, reflecting the prominence and focus the University places on the student experience. The new committee therefore complements the role of the Education Policy and Strategy Committee and, together, will ensure the University is taking a holistic view of the student experience. It is jointly convened by the Chief Operating Officer and University Secretary and the President of the Student Representatives Council and membership includes senior academic and Advising representation. Its remit is to:

- 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.
- *Review and monitor the effectiveness of services and identify measures for doing so*
- Determine and monitor key measures of the student experience and oversee the development and implementation of plans to enhance student satisfaction
- Consider key trends in the external environment, and consider their implications for the student experience.

Appendix 4 is a draft action plan produced following the first meeting of the Student Experience Committee. It clearly highlights the University's priorities in supporting and enhancing the student experience.

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Periodic Subject Reviews

Subject Areas and Programmes Reviewed in Session 2017-18

Education

Undergraduate

Bachelor Arts Childhood Practice [BACP]
Bachelor Arts Community Development [BACD]
Master of Education (Primary) [MEduc]
Master of Arts in Religious and Philosophical Education [MARPE]
Bachelor of Technological Education [BTechEd]

Postgraduate

Adult Education for Social Change (Erasmus Mundus International Master) [IMAESC]
Adult Education, Community Development & Youth Work¹ [MEd/PgDip]
Advanced Educational Leadership [PgCert: online distance learning]
Assessment in Education [MSc: online distance learning]
Childhood Practice [MEdCP/PgDipCP]
Children's Literature & Literacies [MEd]
Children's Literature, Media and Culture [IntM]
Education [MSc: online distance learning]
Education (Primary) [PGDE]
Education, Public Policy & Equity [MSc]
Education (Secondary) [PGDE]
Educational Studies [MEd]²
Educational Studies [MSc]²
Educational Studies (Adult Education, Community Development & Youth Studies) [MSc]

¹ MEd Adult Education, Community Development and Youth Work awards a professional qualification accredited by the Community Learning and Development Standards Council in Scotland.

² MSc and MEd Educational Studies programmes are distinguished firstly by their entry criteria: The MEd programmes require an undergraduate degree in education; the MSc programmes do not require this. There are differences in the dissertation requirements as well.

Law

Undergraduate

Scots Law LLB
Scots Law LLB (graduate entry)
Scots Law with French Language
Scots Law with French Legal Studies
Scots Law with German Language
Scots Law with German Legal Studies
Scots Law with Italian Language
Scots Law with Italian Legal Studies
Scots Law with Portuguese Language
Scots Law with Russian Language
Scots Law with Spanish Language
Scots Law with Spanish Legal Studies
Scots Law/Business & Management
Scots Law/Business Economics
Scots Law/Economic & Social History
Scots Law/Economics
Scots Law/English Literature
Scots Law/Gaelic Language
Scots Law/History
Scots Law/Philosophy
Scots Law/Politics
Scots Law/Social & Public Policy

Postgraduate

Diploma in Professional Legal Practice (PgDip)
Corporate and Finance Law (LLM)
Intellectual Property and the Digital Economy (LLM)
International Commercial Law (LLM)
International Competition Law and Policy (LLM)
International Economic Law (LLM)
International Law (LLM)
International Law and Security (LLM)
Law (LLM)
Law (MRes)
Socio-Legal Studies (MRes)

Management

Undergraduate

MA Hons Business & Management

Postgraduate

Generalist MSc Management
MSc Management with Enterprise and Business Growth
MSc Management with Human Resources
MSc Management with International Finance Specialist

MSc International Strategic Marketing MSc International Business & Entrepreneurship
MSc International Human Resource Management & Development
MSc Finance & Management Professional
The Glasgow MBA

Modern Languages and Cultures

Undergraduate

Master of Arts – Comparative Literature (joint honours)

Master of Arts – Languages

- Single honours – French, German, Italian, Spanish
- Joint honours – French, German, Italian

Postgraduate

Master of Letters (T)(Arts) Comparative Literature

Master of Letters (T)(Arts) Modern Languages and Culture (Withdrawn)

Master of Science (Arts) Translations Studies: Translation & Professional Practice

Music

Undergraduate

Master of Arts

Bachelor of Music

BEng Music with Electronics

Postgraduate

Master of Music Composition and Creative Practice,

Master of Music Historically Informed Performance Practice (run with the Royal Conservatoire of Scotland)

Master of Music Musicology

MLitt Music Industries

Master of Science Sound Design and Audio Visual Practice

Physics and Astronomy

Undergraduate

BSc/BSc (Hons)/MSci (Hons)

- Physics
- Physics with Astrophysics
- Chemical Physics
- Astronomy and Physics
- Physics and Applied Mathematics
- Physics and Mathematics
- Astronomy and Mathematics
- Computing Science and Physics

MSci (Hons)

- Chemical Physics with Work Placement

BSc/BSc (Hons)

- Physics and Pure Mathematics

Other undergraduate courses not associated with a specific degree programme:

Exploring the Cosmos 1X and 1Y

Science Skills

The Science of Musical Instruments and Acoustics

Introductory Physics

Physics 2T: Programming under Linux

Postgraduate

MSc Astrophysics

MSc Physics: Advanced Materials

MSc Physics: Nuclear Technologies

MSc Theoretical Physics

MSc Physics: Energy and Environment

MSc Sensor and Imaging Systems

Short Courses

Access to Arts & Social Sciences: Classical Studies

Access to Arts and Social Sciences: Economics

Access to Arts and Social Sciences: Politics

Access to Arts & Social Sciences: English Literature

Access to Arts & Social Sciences: History of Art

Access to Arts & Social Sciences: Medieval History

Access to Arts and Social Sciences: Psychology

Access to Arts & Social Sciences: Scottish History

Access to Arts and Social Sciences: Social and Economic History

Access to Arts and Social Sciences: Sociology

Access to Arts & Social Sciences: Theology & Religious Studies

Access: Law

Access: Philosophy

Access to Science, Engineering and Nursing: Biology

Access to Science, Engineering and Nursing: Chemistry

Access to Science, Engineering and Nursing: Physics

Access to Science, Engineering and Nursing: Mathematics

Periodic Subject Review (PSR) – Schedule 2014 to 2020

Next Review	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Arts	Classics History Theatre, Film and TV Studies ¹	Archaeology English Language and Literature and Scottish Literature	HATII History of Art	School of Modern Languages and Cultures Music	Celtic and Gaelic Theatre, Film and TV Studies* moved to 20-21 in line with 6 yr cycle	Philosophy Theology and Religious Studies
	3	4	2	2	1	2
Medical, Veterinary and Life Sciences		Dental School	School of Life Sciences	Medical Undergraduate School – Postponed to Nov 2018	School of Veterinary Medicine MVLS Graduate School: PGT Cluster 1:: Biomedical Science, Animal & Plant Sciences	Nursing and Health Care School MVLS Graduate School: PGT Cluster 2: Medical Professions, Health & Wellbeing and Medical & Clinical Science
	0	1	1	1	2	2
Science and Engineering	School of Chemistry School of Geographical and Earth Sciences	School of Mathematics and Statistics	School of Psychology	School of Physics and Astronomy	School of Engineering	School of Computing Science
	2	1	1	1	1	1
Social Sciences	Economics Urban Studies	Accounting and Finance ² School of Interdisciplinary Studies	Accounting and Finance Central and East European Studies	School of Education School of Law Management ³	Politics	Economic and Social History Sociology
	2	1	2	3	1	2
Others		Learning and Teaching Centre: ADU	Open Studies ⁴	Open Studies		
	0	1	0	1		0
Total	7	8	6	8	5	7
Year of Cycle	1 of 3rd	2 of 3rd	3 of 3rd	4 of 3rd	5 of 3rd	6 of 3rd

¹ Postponed from 2012-13

² Postpone until Session 2016-17

³ Missed from original schedule – added October 2016

⁴ Should have been scheduled for Session 2017-18 and not 2016-17

Appendix 3

Reviews by Professional, Statutory or Regulatory Bodies (PSRB)

PSRB Reviews conducted in Session 2017-18

Please note that the reviews listed below are those reported to the SFC in Autumn 2017 as expected in 2017-18. Those entries highlighted in bold should have been included in the report for 2016-17 as these reviews were held during 2017-18.

Subject	PSRB	Outcome
Adam Smith Business School	Association of MBAs	Report received. Programme has been reaccredited.
	European Quality Improvement System	Report received. Programmes have been reaccredited.
Institute of Health & Wellbeing	British Psychological Society	Report received. Programme accredited on an ongoing basis.
	Health & Care Professions Council	Report received. Programme accredited on an ongoing basis.
School of Engineering	Institution of Engineering Designers	Programmes have been reaccredited.
	Institution of Mechanical Engineers	Programmes have been reaccredited.
	Royal Aeronautical Society	Programmes have been reaccredited.
School of Law	Law Society of Scotland	Report received. Programmes have been reaccredited.
School of Social & Political Sciences	Royal Institute of Chartered Surveyors	Programmes accredited on an ongoing basis.
	Royal Town Planning Institute	Programmes accredited on an ongoing basis.

PSRB Reviews *to be conducted in Session 2018-19*

The following PSRB reviews are anticipated in 2018-19.

Subject	PSRB
Institute of Health & Wellbeing	British Psychological Society
School of Computing Science	British Computer Society / Institute of Engineering & Technology (Joint Visit)
School of Engineering	Engineering Accreditation Board
	Institution of Engineering & Technology
	Joint Board of Moderators
School of Humanities	Archives & Records Association
School of Physics & Astronomy	Institute of Physics
School of Social & Political Sciences	Chartered Institute of Housing
	Royal Town Planning Institute

Student Experience – Action Plan

Many aspects of the non-academic student experience at the University of Glasgow are first class. There is ample evidence that students from all backgrounds and at all stages enjoy their time at the University, and that what happens outside the classroom is every bit as fulfilling as their academic experience.

To a significant extent, the University reflects the character and personality of the city – there is a strong sense of pride and a community spirit which manifests itself at many different levels. The City's vibrancy is reflected in the social lives of students on and off campus – many students hail from west-central Scotland and most live all or part of their lives as students in the wider community. They benefit from the richness of the City's facilities, culture and night life, and in return they make a major contribution to the local economy. Thousands of students also contribute to society as volunteers and interns, or take part in work placements with local businesses.

On campus, Glasgow offers a rich variety of opportunities. While some of these are supported or enabled by the University, many more are organised by students themselves, who take the lead responsibility for shaping their own experience. The Students Representative Council plays a vital part in representing the student voice, supporting clubs and societies and providing support services. The Glasgow University Union and Queen Margaret Union fulfil a complementary role, offering social facilities on campus and providing infrastructure and support for clubs. Glasgow University Sports Association takes the lead in organising student involvement in nearly 70 sports, working closely with individual clubs and the University's Sport and Recreation Service. In addition, many academic schools support subject-focused societies or facilitate social activities based on classes or year cohorts. Overall, Glasgow is a very exciting place to be, and has probably never offered as wide a range of experiences to its student population.

At the same time, we believe there are further improvements we can make in relation to the student experience. Even in areas where we are well ahead of the competition, there is room for enhancement. In others, we are committed to learning from the best institutions around the world and to making meaningful progress in areas where we are behind. Moreover, as new opportunities arise or new challenges take shape, we are determined to address them with vigour, harnessing the creativity, energy and positive spirit with which our student community abounds.

The new Student Experience Committee benefits from strong student and staff representation as well as lay members from the University's governing body. It brings together the key bodies which are in touch with student opinion and are best placed to shape the student experience of the future. It also enjoys access to key budget holders in the University and to University Court and Senate. We are resolved to work together in

partnership, while respecting our different roles and expertise. The following actions constitutes our shared agenda; they will be revisited regularly as we move forward.

1. Student Safety and Support

Our aim is to ensure all students have a safe and enjoyable time whilst studying at the University. We will review our policies and procedures to ensure they are relevant and up-to-date, and will address issues promptly as they arise.

We will:

Short-term actions:

- Ensure that clear and consistent policies are in place covering all aspects of student safety
- Provide clear and consistent advice to new students on all aspects of personal safety
- Implement the key priorities in the support strand of the Gender-Based Violence Action Plan (online reporting, training, communications and policy development)
- Implement the key priorities in the Mental Health Action Plan (awareness-raising, training and provision of professional support)
- Work with the City Council to address road safety and related issues
- Introduce an app-based system to support both students abroad and lone workers, and encourage take up across the student population

Medium-long-term actions:

- Develop online training materials covering key aspects of personal safety and conduct

2. Information for incoming and current students

Information for students can often be overwhelming and key messages can be missed. We will work to streamline the information disseminated to students receive and be consistent in our communications.

We will:

Short-term actions:

- Establish a student communications capability embedded in Communications and Public Affairs
- Identify and implement ways of working which harness the capabilities of the SRC, the Unions and GUSA
- Improve coordination of communications between central services and academic units

- Ensure that clear, consistent information is given to Student Freshers' Helpers, Ambassadors and Tour Guides
- Establish a more joined-up approach in the provision of support to new students, encompassing services, academic units and student bodies
- Improve communications to incoming students, including a clear, comprehensive set of FAQs

Medium-long-term actions:

- Make effective use of new student-facing enterprise management system and other channels of communication

3. Careers and employability

As employers' expectations change, we will work to equip our students for the workplace of the future and provide them with clear guidance.

We will:

Short-term actions:

- Generate more granular data and develop a plan relating to the needs of specific student groups (including BAME and WP students)
- Establish a more visible physical presence for the Careers Service
- Strengthen provision and support for student volunteering through the Student Volunteer Support Service at the SRC.
- Raise the profile of study abroad opportunities among the student population

Medium-long-term actions:

- Increase placement and internship opportunities
- Develop and promote students' transferable skills
- Disseminate information to students on developments in the graduate employment market
- Enhance provision for student entrepreneurs and business start-ups, in parallel with the development of the Innovation Quarter on the Western Infirmary site and the West End
- Promote international student mobility, with a particular focus on academic units where participation rates are comparatively low

4. Clubs and societies

Glasgow has over 300 clubs and societies which give students social opportunities as well as developing their graduate attributes and building entrepreneurship. The University values their contribution and is committed to providing infrastructure, facilities and services to support their activities.

We will:

Short-term actions:

- Provide easily accessible, on-campus storage space for clubs and societies
- Establish a fund to assist clubs and societies with accessing space out of office hours
- Increase funding for GUSA so that all sports clubs can affiliate and receive support to access off-campus facilities and coaching
- Explore the provision of affordable catering for club events on campus

Medium-long-term actions:

- Review sports facilities on campus in comparison to those at competitor universities and develop a plan to address any obvious needs

5. Facilities and infrastructure

As the campus development plan is implemented, we will ensure that the student experience is at the forefront of our thinking and that physical environment enhances that experience at every level

Short-term actions:

- Review 24-hour Library opening and extend it if the findings are positive
- Support the Queen Margaret Union during the current neighbouring building works and fire safety-related refurbishment works

Medium-long-term actions:

- Ensure that the social needs of students are addressed appropriately in new builds and refurbishment projects
- Anticipate any increase in student numbers and plan accordingly to avoid overcrowding
- Maintain the social spaces on campus to a high standard, including the unions
- Address the needs of the Dumfries campus in collaboration with University of the West of Scotland

6. Student finance

The University understands the increasing financial pressure on students and will seek to alleviate financial pressures wherever possible.

We will:

Short-term actions:

- Abolish the General Council fee and related charges
- Ensure that students are aware of the existence of the hardship fund
- Establish a forum to consider student residence fees on an annual basis

Medium-long-term actions:

- Maintain a watching brief on charges to students across all aspects of student life
- Ensure that the student bodies are appropriately funded so they can play a critical role as partners in enhancing the student experience

7. Integration of International Students

As our student populations becomes increasingly diverse, we will strive to integrate international students into the University community and facilitate engagement in student activities.

We will:

Short-term actions:

- Develop a coherent plan to enhance integration of students from diverse cultures and backgrounds
- Engage student bodies in promoting international student integration through events, clubs and societies
- Review in-session support for students for whom English is a second language

Medium-long-term actions:

- Develop ways of enhancing feedback from international students and ensuring their voice is heard in decision-making forums

8. Equality issues

We want all students to be treated equally and with respect. To this end, we will ensure that equality issues are at the forefront of University priorities and procedures.

We will:

Short-term actions:

- Ensure that key policies and procedures are up to date and that they reflect best practice within and outwith the sector
- Maintain close links with students who represent the range of protected characteristic groups and ensure that their voice is heard

Medium-long-term actions:

- Ensure a joined-up approach across the different committees and working groups responsible for aspects of the equality and diversity agenda
- Develop and implement a wellbeing framework for the University

David Duncan and Lauren McDougall
Co-conveners, Student Experience Committee

10 July 2018

Court Context Card 10 October 2018 - Finance Committee Report

Speaker	Graeme Bissett
Speaker role	Finance Committee Convenor
Paper Description	Finance Committee Report to Court
<i>Topic last discussed at Court</i>	Jun-18
<i>Topic discussed at Committee</i>	Sep-18
<i>Committee members present</i>	Court members present at last meeting: G Bissett, E Orcharton, E Passey
<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/2018/04 - Executive Summary</p> <p>FC/2018/05 - Amended Remit and Agenda Plan- Court is invited to approve the revised remit</p> <p>FC/2018/06 - Update on the Capital Programme</p> <p>FC/2018/08 - 2 Capex applications, approved, summary included in minutes</p> <p>FC/2018/14 - Overview of Performance as at 31 July 2018</p> <p>FC/2018/14 - Reports showing short and long term cashflow</p> <p>FC/2018/15 - Report showing long-term impact of rising pension costs</p>
<i>Topics to be discussed</i>	All for discussion if wished: Committee Remit (attached); progress of Capital Programme (attached); investment performance; Period 12 Overview of Performance; and cashflow (attached); long-term impact of rising USS pension costs (attached)
<i>Action from Court</i>	To approve Committee Remit. Other items for noting.
<i>Recommendation to Court</i>	The Committee's Remit is RECOMMENDED to Court
<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>	<p>100% undergraduates</p> <p>100% postgraduates</p> <p>100% home students</p> <p>100% overseas students</p> <p>100% staff</p>
<i>Operating stats</i>	
<i>% of</i>	<p>100% revenues</p> <p>100% of costs</p> <p>100% of profits</p> <p>100% real estate - land</p> <p>100% real estate - buildings</p> <p>100% of total assets</p> <p>100% of total liabilities</p>
<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 Monday 17 September 2018
in the Melville Room

Present:

Mr Graeme Bissett (Convenor), Mr Robert Fraser, Ms Elspeth Orcharton, Ms Elizabeth Passey (via teleconference), Mr Iain Stewart

In attendance:

Mrs Ann Allen, Mr Gregor Caldow, Dr David Duncan, Prof Neal Juster, Ms Fiona Quinn

Apologies:

Ms Heather Cousins, Prof Nick Hill, Dr Simon Kennedy, Ms Lauren McDougall, Mr Ronnie Mercer, Prof Sir Anton Muscatelli, Mr Gavin Stewart

FC/2018/01. Summary of main points

- The Committee welcomed an Executive Summary of agenda items and key financial metrics. The summary would be provided to Court.
- The Committee considered its annual programme and remit and proposed minor changes to acknowledge the Committee's role in overseeing cash investments and long term cashflow. A revised remit is submitted to Court for approval.
- A report providing an overview of progress on the campus development was noted. The most significant issue is that fire safety requirements are potentially changing with possible impact on both programme and budget. The contractor is in discussion with the city council regarding the Learning and Teaching Hub.
- Capital spend for 2018 is significantly under budget, with actual spend of £42m against budget of £115m. The difference primarily relates to reprofiling of planned spend into later years. The aggregate programme spend for Phase 1a and 1b is currently retained at the June 2018 Capital Plan level of £531m, subject to a proposed additional spend of £7m on the Institute of Health & Wellbeing building, which will be subject to business case scrutiny in the next two months.
- Two Capex applications were approved, with aggregate capital spend of £4.2m and including one project (capital costs £1.2m) which would be fully funded by external grant.
- The Committee noted a report on performance of endowment investments and cash investments. Endowment performance was strong, while cash investments had returned income of £2.0m since inception in mid-2017 and were behind benchmark by £0.4m. A further review with the fund manager was planned.
- It was agreed that current governance arrangements for investment funds should be maintained, with two sub-committees. The Investment Advisory Committee (IAC) would continue in its present role with respect to endowment investments and the Investments Sub-Committee would

continue to monitor the performance of cash investments together with the movement of funds from the investment portfolio into operational cash accounts. There would however be a request that the IAC reviews and offers advice on the cash investment performance which would require increased reporting to the IAC.

- The Committee approved the closure of three unused bank accounts and the opening of two new accounts.
- A counterparty limit increase from £35m to £50m for HSBC was approved. The Committee requested that bank credit ratings and counterparty limits be reviewed with limits being set in bands, depending on credit ratings. A revised proposal would be considered at the November Committee meeting.
- The Committee noted the overview of performance which incorporates a view on short- and long-term cashflow. The results for the year ended 31 July 2018 disclosed an operating surplus under FRS102 of 23m compared to budget of £17.7m.
- Cash generated from operations in the year was £38.1m, an increase of £89.6m on budget. The most significant movement was £72.6m as a result of delays and reprofiling of expenditure on the campus redevelopment. At year-end, the University had £287.6m of uncommitted liquid funds.
- The long-term impact of rising USS pension costs was considered and discussed in detail, with particular focus on the cumulative impact on University cash flow of potential increased contribution rates and consequential effects on the affordability of the Capital Plan. As is reported elsewhere in Court papers, the position with USS remains fluid and it is therefore too early to reach any conclusions on consequential effects. The Committee requested that a schedule be prepared which maps known or anticipated decision points on USS matters against the decision points on major components of the Capital Plan over the next 12 months. This should enable the University to take account of USS cash flows in assessing affordability as part of the approval process for major capital investments.
- The Committee approved two new entities: UOG Commercial Limited and a new subsidiary of UGlasgow Singapore Pte. The University had entered into a partnership with Leuphana University, leading to set up of a jointly controlled entity.

FC/2018/02. Declarations of Interest

No declarations were reported.

FC/2018/03. Minutes of the meeting held on Wednesday 30 May 2018

The minutes of Finance Committee held on 30 May 2018 were approved.

FC/2018/04. Executive Summary (paper 5)

The Committee received a paper summarising agenda business and key financial metrics. Members welcomed the summary and agreed that it should be provided to Court, along with a note of agreed actions and key decisions, as part of the Finance Committee pack. Certain detailed

elements of the papers currently provided to Court would not in future be provided, in favour of the clearer summaries of the key points.

The Group Financial Controller gave a commentary on the figures contained in the paper. The Committee noted movement of £23.3m in Capital Plan spend (actual £42.3m; May 2018 forecast £65.6m). £11.1m of the difference relates to demolition costs forecast as capital but incurred as revenue. The remainder of the difference is due to reprofiling of spend on the Learning and Teaching Hub and Research Hub. In response to a question from the Committee regarding the £11.1m incurred as revenue expenditure, it was agreed that future summaries would include a statement of total costs, whether classified as capital or revenue.

FC/2018/05. Annual Review of Finance Committee Remit and Annual Plan (paper 6)

Members noted that each Committee of Court was required formally to review and approve its remit on an annual basis. Committee members considered the current remit and suggested the following additions to the second bullet point:

- To consider the investment of endowment funds **and surplus cash funds**;
- **To consider the long term financial position of the University.**

An amended remit would be circulated to the Committee and presented to Court for approval.

The Committee received a draft Annual Programme setting out Committee business for the forthcoming year. Finance Committee approved the Annual Programme, with the addition of 'financial risk management' under the capital plan topic; and the addition of 'long term horizon scan' under the financial planning topic.

FC/2018/06. Capital Programme Update, Campus Redevelopment Spend and Contingency, and Capital Plan update (paper 7.1, 7.2 and 7.3)

Finance Committee received an update on current capital projects and a summary of progress of the capital plan.

Fire Safety

The Committee discussed potential changes in fire safety requirements. In the light of recent serious fires, including the Glasgow School of Art fire, the approach to fire protection of buildings is under increased scrutiny. Finance Committee noted that the priority in existing fire safety strategy in the University was protection of life, however the Council is giving increasing priority to protection of built assets, and may require installation of a sprinkler system in the Learning & Teaching Hub and in other new builds. The University's Programme Governance Board will consider the impact on the overall programme of the potential installation of fire suppression equipment. Discussions with the city council regarding the Learning and Teaching Hub are in the hands of the contractor. Based on legal advice to date, it is believed that the contractor has responsibility for resolving this issue and delivering a compliant building with all necessary approvals in place. The Committee noted that an update would be forthcoming when there was a better understanding of any cost impact.

Institute of Health and Wellbeing

The Full Business Case would come to Finance Committee and Court in November and December 2018. Court members would also have an opportunity to gain an insight into the project at the Strategy Day in late September.

Resources

The Executive Director (Estates) reported on a review of resources within her team in order to ensure sufficient senior time is spent with contractors and designers. Some roles had been recalibrated to allow more focus on the campus development and to increase capacity.

Capital Spend

The Committee discussed the risk that capital spend could fall behind budget again. It was noted that actual spend for 2017/18 had been £42.3m, with forecast for the current year £115m and £157m for 2019/20. The Executive Director (Estates) noted that currently the main risk around maintaining this expenditure profile was possible slippage in the progress of Full Business Cases for the Institute of Health and Wellbeing and the Adam Smith Business School through Court and Committee approvals. Both of these projects were in a phase of intense work to ensure the FBCs were compelling and set out the transformational change that was required. The aggregate programme spend for Phase 1a and 1b is currently retained at the June 2018 Capital Plan level of £531m, subject to a proposed additional spend of £7m on the Institute of Health & Wellbeing building, which will be subject to business case scrutiny in the next two months.

Risk Register

It was noted that the final red risk, road safety, had been omitted from the report. It was noted that actions had been agreed with the city council which would manage this risk, but for continuity it was agreed that the risk should remain on the report until the work had been completed.

The Committee agreed that it would be useful to see trends in movement of risks. A review of reporting formats was underway, and in the meantime it was agreed that columns should be added to the risk register to show the current RAG rating alongside the rating as it had been at the time of the previous two meetings of Finance Committee.

FC/2018/07. Status of Capital Grant Funding (paper 7.4)

Finance Committee noted the report on capital grant funding. As previously noted, equipment purchases would not go ahead unless grant applications were successful. The Senior Vice Principal noted that on occasion there may be a case for funding a strategically important piece of equipment, even if external grant applications are not successful. Colleges are encouraged to set a budget for equipment to be utilised in such cases.

FC/2018/08. Capital Expenditure Application Summaries (paper 7.5)

Finance Committee received two capital expenditure requests, summarised in the table below:

Project	Purpose	Total projected cost	Provision in capital plan	Other funding source	Value of funding sought under this application	Action required
Western / New Building / Engineering	Fees Only	£56m	Yes (£56m)	none	£3m	Approval sought

Two Thermal Ionisation Spectrometers (ERC-ADV Grant)	Full Business Case	£2.9m	No	ERC-ADV grant being sought	£0m	Approval sought
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Finance Committee approved the Capex applications, noting that the application for equipment spend would only proceed if the external grant application was successful.

For specialist equipment capex requests, the Committee noted that it would be helpful to have a brief explanation in non-technical language of the features and benefits of the equipment, and why it was strategically important.

FC/2018/09. Investment Funds Performance and Bank Balances (paper 8.1)

Finance Committee noted the endowments investment report and a report on cash investments. Endowment performance over the year was strong. The Committee noted that for the cash investments there was a shortfall of £0.4m against targets, and this was under review with the managers. Overall however total return of c£2.0m since inception of the investments was still higher than the best term deposit rates.

In terms of cash balances, the Committee noted that some balances were approaching upper limits. The next meeting of the investment sub-committee would consider options for further medium term investment, bearing in mind that there is currently a shortfall in the return from existing investments.

FC/2018/10. Minutes of Investment Advisory Committee held on 18 May 2018 (paper 8.2)

Finance Committee noted the minutes of the Investment Advisory Committee from 18 May 2018.

FC/2018/11. Treasury Audit Report (paper 8.3)

The Committee noted the report.

FC/2018/12. Investment Funds Governance (paper 8.4)

Finance Committee received a paper setting out options for the governance and scrutiny of investment funds. Currently there are two sub-committees performing this function, with the Investment Advisory Committee (IAC) looking after investment of endowment funds and the Investment sub-committee meeting on a more frequent basis to oversee the cash investments. Given the different focus, frequency and membership of the two committees, it was agreed that the Investment Advisory Committee would continue in its present role with respect to endowment investments and the Investments Sub-Committee would continue to monitor the performance of cash investments together with the movement of funds from the investment portfolio into operational cash accounts. There would however be a request that the IAC reviews and offers advice on the cash investment performance which would require increased reporting to the IAC.

FC/2018/13. Banking Matters (paper 8.5)

The Committee noted and approved three points relating to banking matters, as follows:

1. Closure of three Clydesdale accounts which were no longer needed.
2. Opening of two new accounts, for UOG Commercial Ltd (see discussion of Corporate Structure) and a dedicated account for SAAS (Student Awards Agency for Scotland) funds.
3. Increase in Counterparty limit for our operational banker. The Committee agreed that the limit should be increased from £35m to £50m, with the caveat that the Committee would be notified if HSBC's credit rating dropped below AA-. In addition the Committee requested a more granular approach to setting counterparty limits for other banks with which the University has accounts. It was agreed that counterparty limits with different providers should be set in bands, with due consideration given to differing credit rating. A revised proposal would be considered at the November Committee meeting.

FC/2018/14. Overview of Performance as at 31 July 2018 (paper 9.1)

The Director of Finance provided a report on the overview of performance to 31 July 2018. The Committee noted that the University achieved an operating surplus of £23m under FRS102 which was £5.3m ahead of budget. The movements which contributed to the improved surplus included tuition fees at £5.9m higher than budget, salary savings of £7.2m, and consumables £4.8m higher than budgeted.

The Committee noted that donations were £12.4m behind budget and that re-phasing and re-forecasting of this income was required. The overall donations target was £55m towards projects in the capital plan, and a piece of work was underway to test whether the target was achievable and if so over what period of time. The Committee requested and would receive regular reports on donations at future meetings.

The Committee noted a net cashflow of £17m, an increase of £89.6m on budget. The most significant movement was £72.6m as a result of delays and reprofiling of expenditure on the campus redevelopment. The University generated cash from operations of £38.1m. At year-end, uncommitted net funds stood at £287.6m. The Committee noted the long term cashflow report.

FC/2018/15. Pensions Update – Long Term Cash Flow (paper 9.2)

The Committee noted the possible impact of pension contribution increases on long term cash flow. To maintain current benefit levels, and reduce the USS deficit, from 2020/21 USS contributions would rise by £12.2m, £9.2. above budgeted increases. If that were implemented, the cumulative effect would be that the budgeted cash position in 2035/36 would drop from £196m to £5m. A further sensitivity was presented which illustrated the materially adverse effect of failure to achieve the planned £8m pa cost savings.

The long-term impact of rising USS pension costs was considered and discussed in detail, with particular focus on the cumulative impact on University cash flow of potential increased contribution rates and consequential effects on the affordability of the Capital Plan. The position with USS remains fluid and it is therefore too early to reach any conclusions on consequential effects. The Committee requested that a schedule be prepared which maps known or anticipated

decision points on USS matters against the decision points on major components of the Capital Plan over the next 12 months. This should enable the University to take account of USS cash flows in assessing affordability as part of the approval process for major capital investments.

FC/2018/16. Debtors Report as at 31 July 2018 (paper 9.3)

Finance Committee noted an update on overall debt levels as at 31 July 2018. The Group Financial Controller reported that total debt stood at £28.91m, representing a decrease year on year relative to July 2017 (£33.6m).

The level of student and sponsor debt was slightly lower in July 2018 (£1.96m) than July 2017 (£2m).

The Committee noted a £3.47m decrease in the year in commercial aged debt (£22.89m as compared to £26.36m in 2017).

EU RSO debt stood at £1.83m as compared with £3.71m in July 2017.

Residential Services debt was £0.18m compared with £0.11m in July 2017.

FC/2018/17. Accounting Policy Updates (paper 9.4)

Finance Committee received a paper setting out updates to accounting policies relating to pensions.

The Committee approved the updates.

FC/2018/18. Accounting and Reporting Changes (paper 9.5)

The Committee noted a paper setting out accounting standards changes and changes to the financial statements.

Finance Committee noted the new arrangements for Gift Aid accounting and noted the decision to early adopt.

Members noted that the submission date for annual accounts and supporting documentation would be moved to 1 December for the 2019-20 academic year. This would necessitate a change in University processes and the Committee would receive an update in due course.

FC/2018/19. Corporate Structure (paper 9.6)

The Director of Finance presented a paper describing the various entities which are consolidated into the University's annual accounts as well as a number of other entities which are dormant or for which the University has responsibility as a guarantor. The Committee noted that there had been some changes from the prior year, as follows:

UOG Commercial Limited

The company UOG Commercial was incorporated on 22 August 2018 following email approval from the Convenor on behalf of the Committee. The subsidiary would be 100% owned by GU Holdings and would provide catering on the new campus. The Committee noted and ratified this. The plans for utilising this new vehicle would be discussed with the Committee in due course.

Leuphana University of Lüneberg

Following the signing of a partnership agreement, a jointly controlled entity had been set up in Germany as a limited liability company named the European Centre for Advance Studies GmbH (ECAS).

University of Glasgow Singapore

The Committee noted that in order to realise the full range of benefits of maintaining a base in Singapore that would serve the needs of the University across SE Asia, it would be necessary for University of Glasgow Singapore to develop a clearer identity separate from Singapore Institute of Technology (partner institution for joint delivery of undergraduate programmes). Approval was therefore sought from Finance Committee to create an additional subsidiary company in Singapore to allow registration with the Committee for Private Education (CPE) and ultimately provision of postgraduate courses. The intention was to set this up as a direct subsidiary of the current Singapore company, UGlasgow Singapore Pte.

The Committee approved the proposal to create the additional Singapore company.

FC/2018/20. Insurance Renewal 2018/19 (paper 9.7)

The Committee received a report on insurance activity including a note of the premium costs for the coming year. It was noted that most of the University’s main insurance policies were subject to competitive tender in 2015, and placed on a 3 year + 2 basis at this point. The option to extend the policies for a further two years was exercised in 2018. The 2018/19 renewal was primarily concerned with providing the insurers with up-to-date information and premiums being calculated accordingly using the agreed rates.

The total premium costs for 2018/19 were circa £1.38m, a decrease of £85k (5.8%) on the previous year. The decrease was primarily due to a reduction in terrorism insurance which was re-tendered.

The estimated cost for the year would be within the insurance budget for 2018/19, which was £1.8m.

Finance Committee noted the insurance renewal report.

FC/2018/21. Table of Actions

Action	Date Due	Notes
Circulate the DCF and breakdown of spend for the PGT Learning & Teaching Space Capex application	ASAP	Director of Estates and Commercial Services
Provide feedback on TRAC results across the sector	When available	Director of Finance / Group Financial Controller

Review Finance Committee papers which go to Court, including Executive Summary	October 2018	Convenor / Clerk
Amend Finance Committee remit and present to Court for approval	October 2018	Convenor / Clerk
Amend Capital Programme Risk Register to include previous two RAG ratings against each risk and retain Road Safety risk	November 2018	Director of Estates and Commercial Services
Provide note on options to invest further funds	November 2018	Investment Sub-Committee
Invite Chair of IAC to future meeting	Ahead of next meeting	Convenor / Clerk
Provide proposals for a more granular approach to setting counterparty limits, related to credit rating of each bank	November 2018	Director of Finance / Group Financial Controller
Provide updated cash flow paper	November 2018	Director of Finance / Group Financial Controller
Prepare schedule which maps decision points on USS matters against the decision points on major components of the Capital Plan over the next 12 months	November 2018	Director of Finance / Group Financial Controller / Director of Estates
Provide regular reports on donations at future meetings	November 2018	Director of Finance / Group Financial Controller

FC/2018/22. Date of Next Meeting

Monday 19 November 2018, 10.00am.

*Prepared by: Fiona Quinn, Clerk to Committee, Fiona.Quinn@glasgow.ac.uk
Last modified on: Wednesday 26 September 2018*

Finance Committee

Remit:

To monitor the income and expenditure of the University.

To consider financial policies and issues and to make recommendations to Court on:

- the annual revenue and capital budget;
- banking, borrowing and lending;
- the investment of endowment funds and surplus cash funds;
- the long term financial position of the University; and
- other financial matters, always having regard to the importance of financial sustainability.

To advise Court on the financial implications of policy decisions being considered by Court.

To consider the financial statements of the University and make recommendations to Court thereon.

Having received a report from the Capex Committee:

- to make recommendations to Court on the budget for capital projects;
- to decide on all capex proposals involving expenditure of between £500,000 and £25M, subject to these proposals being included in the Court approved capital plan and, where appropriate, having been approved by the Estates Committee;
- to make recommendations to Court on all capex proposals involving expenditure above £25M, subject to these proposals being included in the Court approved capital plan and, where appropriate, having been approved by Estates Committee; and
- to decide on all requests for capital budget variances of £500,000 or above.

To authorise individual items of revenue expenditure costing £1M or more.

To ensure that the Committee's membership includes the skills and experience necessary to address its remit effectively. To this end, the Committee may request that the University Court appoint one or more additional co-opted members to the Committee. The Chair of Finance Committee will participate in the selection process for a new co-opted member.

Finance Committee will normally meet five times a year. A quorum for a meeting of the Committee will be one third of its members.

Membership: 4 lay members of Court, 1 external lay member, 2 Senate Assessors, Principal, Director of Finance, President of the SRC

In attendance: COO/University Secretary, Convener of Audit Committee, Convener of Estates Committee, Group Financial Controller, Executive Director of Estates & Commercial Services, Senior Vice-Principal

For approval ~~Approved~~ by Court, October 2018~~6~~

UNIVERSITY OF GLASGOW FINANCE COMMITTEE ANNUAL PROGRAMME 2018-19

TOPICS	SEPTEMBER 2018	NOVEMBER 2018	JANUARY 2018	MARCH 2019	MAY 2019
Preliminary matters	Apologies Declarations of interest Minutes of last meeting Matters arising	Apologies Declarations of interest Minutes of last meeting Matters arising	Apologies Declarations of interest Minutes of last meeting Matters arising	Apologies Declarations of interest Minutes of last meeting Matters arising	Apologies Declarations of interest Minutes of last meeting Matters arising
Capital Plan: <i>For approval - >£0.5m < £25.0m and in-Plan For recommendation >£25.0m For approval – budget variances > £0.5m</i>	Update on Campus Development Specific capex and Business Case approvals Overview of capex versus annual plan Management of financial risks	Update on Campus Development Specific capex and Business Case approvals Overview of capex versus annual plan Management of financial risks	Update on Campus Development Specific capex and Business Case approvals Overview of capex versus annual plan Management of financial risks	Update on Campus Development Specific capex and Business Case approvals Overview of capex versus annual plan Management of financial risks	Update on Campus Development Specific capex and Business Case approvals Overview of capex versus annual plan Management of financial risks
Investment performance	Endowment portfolio Surplus cash portfolio Annual review	Endowment portfolio Surplus cash portfolio	Endowment portfolio Surplus cash portfolio	Endowment portfolio Surplus cash portfolio	Endowment portfolio Surplus cash portfolio
Financial performance update <i>For approval – revenue spend items >£1.0m</i>	YTD report v Plan Full year outturn f/c (surplus, balance sheet, cashflow)	YTD report v Plan Full year outturn f/c (surplus, balance sheet, cashflow)	YTD report v Plan Full year outturn f/c (surplus, balance sheet, cashflow)	YTD report v Plan Full year outturn f/c (surplus, balance sheet, cashflow)	YTD report v Plan Full year outturn f/c (surplus, balance sheet, cashflow)
Financial planning	Forward cash flow projections Long term horizon scan	Forward cash flow projections and sensitivity analysis Long term horizon scan	Forward cash flow projections Outline prospects for FY19 Long term horizon scan	Forward cash flow projections and sensitivity analysis Update on Plan for FY19 Review of capital structure Long term horizon scan	Forward cash flow projections Plan FY19 for review and approval Long term horizon scan

Annual Report & Accounts	Accounting / audit / reporting issues, if any	Accounting / audit / reporting issues, if any Draft Annual Financial Statements – University Group and Subsidiaries, US GAAP Accounts Going Concern review	Accounting / audit / reporting issues, if any	Accounting / audit / reporting issues, if any	Accounting / audit / reporting issues, if any
Committee matters	Annual review of remit Confirm annual programme Format of papers			Interaction with other Court committees	Annual self-evaluation [to include review of remit, annual programme and papers]
Other matters	Annual insurance review			TRAC Return	Student Finance Committee Report
Reporting	Matters for draft Report to Court	Matters for draft Report to Court	Matters for draft Report to Court	Matters for draft Report to Court	Matters for draft Report to Court
AOB					
Attending:	Committee members including: Robert Fraser Prof Sir Anton Muscatelli Convenors of Estates and Audit & Risk Committees Gregor Caldow Prof Neal Juster Ann Allen David Duncan Fiona Quinn Convenor Investment Advisory Committee	Committee members including: Robert Fraser Prof Sir Anton Muscatelli Convenors of Estates and Audit & Risk Committees Gregor Caldow Prof Neal Juster Ann Allen David Duncan Fiona Quinn	Committee members including: Robert Fraser Prof Sir Anton Muscatelli Convenors of Estates and Audit & Risk Committees Gregor Caldow Prof Neal Juster Ann Allen David Duncan Fiona Quinn	Committee members including: Robert Fraser Prof Sir Anton Muscatelli Convenors of Estates and Audit & Risk Committees Gregor Caldow Prof Neal Juster Ann Allen David Duncan Fiona Quinn	Committee members including: Robert Fraser Prof Sir Anton Muscatelli Convenors of Estates and Audit & Risk Committees Gregor Caldow Prof Neal Juster Ann Allen David Duncan Fiona Quinn

Court Context Card - 10 October 2018 - Report from Estates Committee

Speaker	Mr Ronnie Mercer
Speaker role	Estates Committee Convener
Paper Description	Report from Estates Committee (21 August 2018 meeting)
Topic last discussed at Court	Jun-18
Topic discussed at Committee	Various
Committee members present	Mr R Mercer (Convener), Prof L Farmer, Ms L McDougall, Mr D Milloy, Dr B Wood
Cost of proposed plan	Various
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	Various
Timing	Short, Medium and Long Term
Red-Amber-Green Rating	Not Applicable
Paper Type	Information
Paper Summary	Minutes including update on Capital programme and Project progress/approval
Topics to be discussed	Court is asked to note Estates Committee's approval of CapEx applications as follows:
Action from Court	EC/2018/5.2.1 Western/New Build/Engineering The Committee noted and approved in principal the application in the sum of £3m for design team fees (Stages 2 and 3); EC/2018/5.3.1 Two Thermal Ionization Spectrometers The Committee noted and approved the application in the sum of £1.2m in preparation for an ERC advanced grant application.
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	Risk 9 Estates: Failure to define and implement a coherent, holistic campus development programme which is transformational and offers value for money
Risk register - college level	Not Applicable
Demographics	
% of University	100% staff and students
Campus	Entire University Estate (all campuses)
External bodies	Glasgow City Council; external contractors
Conflict areas	Not Applicable
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	Building and Planning legislation
Equality Impact Assessment	On a building by building basis/by CapEx, where applicable
Suggested next steps	
Any other observations	

UNIVERSITY of GLASGOW
Estates Committee

Minute of the meeting held in the Melville Room, Gilbert Scott Building on Tuesday 21 August 2018

Present: Mrs A Allen, Professor L Farmer, Mr R Fraser, Ms L McDougall, Professor N Juster, Mr R Mercer (Convenor), Mr D Milloy, Mr A Seabourne, Mr D Smith, Dr B Wood.

In Attendance: Mrs N Cameron, Mrs L Duncan (Clerk), Mr R Garnish (Observer), Mr P Haggarty, Mr R Smith.

Apologies: Dr D Duncan, Professor A Muscatelli (Principal).

EC/2018/1 Minute of the meeting held on 16 May 2018

The minute was approved as an accurate record.

EC/2018/2 Matters Arising

There were no matters arising.

EC/2018/3 Declarations of Interest

There were no declarations.

EC/2018/4 Terms of Reference

The Committee noted that the Terms of Reference would be circulated following the meeting and agreed for members' comments.

EC/2018/4 Capital Programme Update

EC/2018/4.1 Programme Governance Board Update

EC/2018/4.1.1 Convenor's Update

The report was noted.

The Committee noted that an additional £7.3m spend on Western/New Build/Institute of Health and Wellbeing was approved by the Capital Programme Governance Board although this was not included within the current Cost Report due to the reporting cycle and timing of papers.

It noted that Workstream 7 (Future Learning Spaces) would potentially be removed from Estates Committee reporting and that Workstream 8 (Strategic Investment and Disposal) may be included within future dashboard reports.

EC/2018/4.1.2 Lay Member's Update

Lay Members noted that work was underway to resolve some difficulties that had been highlighted in respect of reconciliation of financial detail within the Cost Report. A paper regarding this would be presented to the Programme Governance Board.

EC/2018/4.1.3 Capital Programme Summary Report

The Committee noted the summary report and the key activities during the last two months. It noted additional asbestos had been identified during the demolition of G block and that associated cost implications, expected to be below £100k, were being assessed.

EC/2018/4.1.4 Major Project Dashboard Reports

The committee noted the current **green** status of all major project Workstreams.

EC/2018/4.1.5 Cost Report

The Committee noted the drawdown value for the Learning and Teaching Hub was £248k. It noted that going forward two separate reports would be prepared: Finance Report to be prepared by the University Finance Team; and Construction Report to be prepared by Currie and Brown which would provide both high-level financial information and the granular detail in respect of construction reporting.

EC/2018/4.2 Capital Projects Governance Board Update

EC/2018/4.2.1 Convenor's Update

The Committee noted the **amber** status of: Adam Smith Business School/PGT space; and Learning and Teaching Hub. It noted an eight-week delay in respect of the Learning and Teaching Hub due to unknown underground cabling and building warrant delays.

EC/2018/4.2.2 Lay Member's Update

The report was noted.

EC/2018/4.2.3 Capital Projects Summary Report

The report was noted.

EC/2018/4.2.4 Project Dashboard Reports

The current status of the major projects was noted:

Adam Smith Business School/PGT Space

Completion of design works was expected in September 2018 and the Stage 2 design report would be presented to the Capital Projects Governance Board in October 2018.

Institute of Health and Wellbeing

The full business case would be submitted to Court in December 2018.

Research Hub

Planning consent for the project had been considered by Glasgow City Council within the recent Infrastructure application. No issues were identified and it was expected that consent would be achieved in September 2018.

EC/2018/5 CapEx Committee Report

EC/2018/5.1 CapEx Application Summary

The summary was noted.

EC/2018/5.2 Estates CapEx Applications

EC/2018/5.2.1 Western/New Build/Engineering

The Committee noted and approved in principal the application in the sum of £3m for design team fees (Stages 2 and 3).

EC/2018/5.3 Equipment CapEx Applications

EC/2018/5.3.1 Two Thermal Ionization Spectrometers

The Committee noted and approved the application in the sum of £1.2m in preparation for an ERC advanced grant application.

EC/2018/6 Control and Monitor Reports

EC/2018/6.1 RAG Report

There were currently seventy live projects.

Two were noted as full or partially **red**: Gilmorehill/Pearce Lodge/Fabric Repair and IT relocation repairs; and Gilmorehill/Learning and Teaching Hub. Eighteen live projects were noted as **amber** and a further four pre-business case approvals were also noted as **amber**.

EC/2018/6.2 Risk Register

The Committee noted the current Risk Register which contained ten corporate red risks:

Risk 3 (Changes to Building Regulation and Legislation) would be raised to Risk 1 due to the likely impact on programme.

Risk 10 (Road Safety - University Avenue) improvements were currently being made to road crossings under a cost-sharing agreement with Glasgow City Council.

The Committee agreed that the Programme Fire Strategy would be added to the Risk Register.

EC/2018/6.3 Programme

The Committee noted the current Master Programme.

EC/2018/6.4 Health and Safety Dashboard

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

EC/2018/7 Estates Reports

No items to consider.

EC/2018/8 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/2018/9 Schedule of Meetings for 2018/19

The schedule of dates was noted: Tuesday 6 November 2018; Tuesday 15 January 2019; Tuesday 12 March 2019; and Tuesday 7 May 2019.

Court Context Card 10 October 2018 - HR Committee

Speaker	Ms June Milligan
Speaker role	HR Committee Chair
Paper Description	Draft minute of committee meeting held on 05 September 2018
<i>Topic last discussed at Court</i>	Last HRC report June 2018
<i>Topic discussed at Committee</i>	See paper summary section.
<i>Committee members present</i>	See Attached.
<i>Cost of proposed plan</i>	
<i>Major benefit of proposed plan</i>	
<i>Revenue from proposed plan</i>	
<i>Urgency</i>	
<i>Timing</i>	
<i>Red-Amber-Green Rating</i>	Green
<i>Paper Type</i>	Information
<i>Paper Summary</i>	Draft minute of meeting held on 05 September 2018. The Committee received an update from Mr Chris Green regarding the World Class Glasgow, Transformation Programme, prompting a detailed discussion regarding the cultural aspects of this and the importance of actively engaging staff in the development and delivery of the programme. There were further presentations and discussions regarding the Technician Commitment and the Glasgow Professional Behavioural Framework. The Strategic Report from the HR Director covered a range of topics including the latest developments with regard to the USS pension scheme, pay negotiations and Brexit as well as the launch of the bi-annual staff survey.
<i>Topics to be discussed</i>	None
<i>Action from Court</i>	To note
<i>Recommendation to Court</i>	To note
Relevant Strategic Plan workstream	Agility, Focus, Empowering People
Most relevant Primary KPI it will help the university to achieve	Staff Engagement
Most relevant Secondary KPI it will help the university to achieve	Gender Equality/Service Delivery
Risk register - university level	3a,3b, 1b, 4, 7a
Risk register - college level	
Demographics	
<i>% of University</i>	100% staff
Operating stats	
<i>% of</i>	
Campus	All
External bodies	
Conflict areas	None Highlighted
Other universities that have done something similar	N/A
Other universities that will do something similar	
Relevant Legislation	None to specifically highlight
Equality Impact Assessment	The topics discussed will impact on all staff within the University. There were no topics covered relating specifically to equality matters at this meeting of the Committee
Suggested next steps	N/A
Any other observations	

UNIVERSITY OF GLASGOW
Human Resources Committee

Minute of meeting held in the Melville Room, Main Building
on Wednesday 5th September 2018

Present: Ms J Milligan (JM) (Chair), Mrs C Barr (CB), Dr D Duncan (DD), Professor K McCue (KM), Dr M Macdonald Simpson (MMS), Ms Margaret Anne McParland (MAP), Ms S Ashworth (SA), Mr R Goward (RG), Mr R Cloughton (RPC),

By Invitation: Mr C Green (CGr) Item 3, Mr S Wilson Item 4, Ms L Cummings Item 5. Ms C Murray (observing)

Apologies: Professor N Juster (NJ), Professor Dame A Dominiczak (AD), Professor C Goodyear (CG), Ms S Campbell (SC),

Executive Summary:

- The Committee received presentations on the development of the World Class Glasgow Transformation programme. CGr spoke to the role of the Programme Team and the project design principles being developed as well as the emerging priorities, that would be finalised in October following a consultation process. Staff engagement and involvement will be key to the success of the programme and the Committee considered how it might best support and contribute to the governance of the programme.
- Further presentations were given regarding the Technician Commitment and the introduction of the Glasgow Professional Behavioural Framework which will support many management processes across all professional services staff, from recruitment to career development and performance management and the Leadership, Management & Citizenship element of our Academic Career Tracks.
- The Committee also received an update of key strategic issues from the HR Director including matters relating to USS and this year's Pay Negotiations and ballots for industrial action by UCU and Unison.

HR/18/01

Opening Remarks & Apologies

Update from meeting of Court

JM opened the meeting and welcomed C Murray, Interim Head of OD and Change as a guest to the meeting. Apologies were noted as above.

JM also welcomed AD in her absence as a new member to the Committee and noted thanks to Roibeard O Maolalaigh for his contribution as a member of the Committee as he has now stepped down.

JM gave a brief verbal report of the last meeting of Court noting the discussion regarding the now finalised Personal Relationships Policy and the review of the Governance arrangements for our Management of Organisational Change Policy. Both topics having been covered at the last meeting of this Committee.

HR/18/02

Minute of Meeting held on 31 May 2018

The minute of 31 May was approved as an accurate record.

HR/18/03

Strategic Transformation – World Class Glasgow Programme

CGr gave a presentation on the work of the World Class Glasgow Programme.

Since his attendance at the last meeting of the Committee, CGr and members of the small WCG team had met with a range of staff and attended a number of events including the recent Engagement Lead Away Day to consult on the programme. This consultation has considered both the drivers for transformational change, the approach to be adopted and potential initial priorities on which to focus. A paper would be presented later in September to the WCG Board prior to discussion at the October meeting of Court.

CGr noted that the programme aimed to follow through on the transformational implications of the Inspiring People Strategy and provide a bridge from the present to the future. There is a critical need to engage and involve staff in the development and delivery of the programme as the success of the programme is wholly dependent on our people..

CGr suggested that the programme would be deliberately disruptive but always with a purpose and reason, actively seeking new ways to do things. Equally, the programme would build on initiatives that are already under way and the Committee felt it important to recognise that the University has already begun its transformation journey. The University needed to respond to future challenges and changes in the sector and the programme aimed to help the University and all its people prepare for and cope with that uncertainty.

CGr noted that many colleagues talked about the need to cut across organisational boundaries and “join the dots” but he emphasised that the programme would focus on processes and behaviours rather than the organisational structure. The programme is developing design principles for the various projects, some of which would form programmes in themselves. This would include ensuring an holistic whole-organisation approach, keeping it simple and delivering solutions “once for Glasgow”.

The programme had identified over 20 potential projects but the aim was to prioritise a relatively small number of these as part of the initial wave ensuring the University delivers a few things well rather than trying to do too much at once. Assessment and Feedback was a key priority already identified along with embedding the Recruitment Review and other priority options would be finalised over the coming weeks.

During the discussion that followed the presentation a range of aspects were covered. The use of appropriate benchmark data and best practice models was explored as was the importance of relating all aspects to the core research and teaching purpose of the University. Many elements would focus on professional support services for students and the academic community but the latter would also be involved in delivering the transformational change sought. The critical importance of the cultural and behavioural/OD elements were also explored along with enhancing our change readiness and capability across the institution.

Consideration was given to the governance role the HR Committee might play given the central focus on people and how the desired outcomes and benefits of the programme might be measured and monitored. CGr noted that business cases would be developed for each element of the programme and these would include key performance indicators, which could be evaluated and reviewed alongside other measures arising from the imminent Staff Survey and other engagement tools. Tracking measures of academic and student satisfaction in terms of the support provided to them would form a part of this, as would examples of increased efficiency and staff empowerment.

JM thanked CGr and reiterated that the Committee and wider Court had a key role to play in terms of both governance of the World Class Glasgow Programme and promoting the cultural changes needed to ensure its success.

HR/18/04

Technician’s Commitment

SW joined the meeting and gave a presentation on the Technician’s Commitment to which the University is a signatory. He provided background to the commitment and information on the technician community at the University. The commitment centres on five key drivers namely, Visibility, Recognition, Career Development, Sustainability and Evaluating Impact. It recognises the value of the Technician community to the sector and the importance of sustaining it for the future. SW drew attention to the demographics of this staff group at the University and the importance of pro-active steps being taken to mitigate this clear risk and to support staff at each stage of their careers.

A Steering Group chaired by Frank Coton (VP, Academic & Educational Innovation) has been established and the presentation noted a number of initiatives that have already begun or been delivered at the University, and then covered the evolving action plan for the coming years. A consultation exercise on the plan is currently underway and it will be published later this year. The consultation includes active engagement with the relevant campus trade unions (Unite and UCU) who are supportive of the initiative.

SW explained that there was a need for some cultural changes within the technician community itself to support different career paths and greater networking/sharing of skills and experience. In terms of the demographic challenge, the plan includes proposals to expand the apprenticeship programme. The Committee welcomed the work being undertaken and stressed the importance of this agenda for the University and the wider sector.

HR/18/05 Glasgow Professional Behavioural Framework

LC joined the meeting and provided an update to the Committee on the work to introduce the GPB Framework, the details of which were shared in advance of the meeting.

The Framework has been developed in-house with the support of a consultant and is based on over 150 interviews with staff and detailed analysis. This has been distilled into eight behavioural areas including Collaboration and Teamwork, Engaging with Change and Planning and Organising. It was noted how these positively align with the cultural aspirations that will underpin the World Class Glasgow programme. These behavioural themes are largely competency based and each includes illustrative behaviours that will be relevant to all staff, managers and senior leaders as well as noting examples of behaviours which may make us less successful.

The presentation then highlighted the way in which the Framework will be embedded within the full range of management/HR processes from recruitment and induction, personal and career development to performance management and recognition.

There was discussion regarding the most effective approach to launch the framework. The Committee supported a proactive high profile launch though it was recognised that elements of the framework will be quite challenging to implement. Considering the most effective way to measure the impact of the framework was felt to be important. DD highlighted the scope to utilise the framework within Development/Assessment centres, supporting career development and succession planning.

Finally, whilst it was noted that the Framework had been developed for professional services and support staff, it will be shared and appropriately applied within the Leadership, Management & Citizenship theme across the academic career tracks in due course. Members of the Committee commended LC on an excellent piece of work and felt it had real potential to support positive change across the institution.

HR/18/06 Strategic Report from the HR Director

CB spoke to the report highlighting a number of key strategic points and providing updates accordingly. The ongoing developments and the consultation process relating to USS proposals were noted, recognising the ongoing challenge that this situation presents to the University and wider sector more generally. The ballots for industrial action by UCU and Unison in relation to the national pay dispute were also discussed. CB spoke to the section covering the recent audit carried out by the UKVI Higher Education Assurance Team and the ongoing importance to the University of ensuring full compliance with the obligations placed on the University in accordance with our highly trusted sponsorship status. Whilst the outcome has not yet been reported, CB reflected on the benefit of the ongoing work being carried out by the function to promote and educate colleagues in this regard.

CB noted that the Bi-annual Staff Survey would launch later in September and provided a briefing on the work undertaken by colleagues and the new supplier (ORC) to review our approach to conducting the survey. A reduction in the number of questions whilst retaining the ability to track change over time and enhancing the use of external benchmark information is expected to enhance the quality and granularity of staff feedback which will assist future action planning. This would feed into the wider programme of work on organisational behaviours, culture and employee engagement including the re-vitalised Engagement Lead Network, the latest meeting of which CGr had attended to discuss the WCG programme.

CB highlighted the continuing work relating to supporting staff and students who may experience inappropriate behaviours. She shared cards with the Committee that had been produced by the Scottish Government in relation to supporting those who experience Gender Based Violence that would be distributed to all staff. She also shared copies of the new Diversity Calendar which now follows the academic year and highlights events both within the University and wider society.

The paper also included updates relating to policy developments including the finalisation of the Personal Relationships Policy, strategic recruitment, the latest Brexit developments and building and enhancing our OD capability to support WCG including the appointment of CM on an interim basis.

HR/18/07 HR Analytics

RPC spoke briefly to the regular presentation of MI and highlighted a number of indicators relating to the Technical and Specialist Job Family, reinforcing the importance of the work presented to the Committee. The increase in employees from the non-UK EU countries was noted but all agreed the risks arising from the ongoing uncertainty remained significant.

HR/18/08 Minutes of the EDSC

The draft minutes of the most recent meetings of the Committee were noted.

HR/18/09 Matters Arising from 31 May 2018

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

HR/18/10 Closing Remarks

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

HR/18/11 Date of Next Meeting

The next meeting is scheduled to take place on 28 November 2018 at 10am in the Principal's Meeting Room.

DRAFT

Court Context Card 10 October 2018 - Audit & Risk Committee

Speaker	Ms Heather Cousins	
Speaker role	Audit & Risk Committee Chair	
Paper Description	Minute of Committee meeting 19 September 2018	
<i>Topic last discussed at Court</i>	Last Audit & Risk Committee report June 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/discussion	
<i>Paper Summary</i>	<p>The Committee received internal audit reports on reviews of: Capital Procurement Review; IT Disposal and Data Cleansing; Student Support Services – Mental Health; Treasury; Graduate Teaching Assistants GTA & Demonstrators Onboarding Process; and Programme Management Office PMO. The Committee approved the finalised Internal Audit Risk Assessment and Plan 2018/19. The Committee agreed KPIs in relation to the conduct of internal audits. The Committee received the updated University Risk Register. The Committee received an update on Implementation of Outstanding Recommendations from prior internal audits. The Committee noted the annually-provided reports on corporate structure and Compliance with the Concordat to Support Research Integrity.</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.	
Relevant Strategic Plan workstream		
Most relevant Primary KPI it will help the university to achieve		
Most relevant Secondary KPI it will help the university to achieve		
Risk register - university level		
Risk register - college level		
Demographics		
<i>% of University</i>	100% Cross University application on several items	
Operating stats		
<i>% of</i>		
Campus	All	
External bodies	Regulatory bodies for auditors; Research Councils	
Conflict areas	None Highlighted	
Other universities that have done something similar		
Other universities that will do something similar		
Relevant Legislation	Statements of Recommended Practice (for audits)	
Equality Impact Assessment		
Suggested next steps	N/A	
Any other observations		

UNIVERSITY OF GLASGOW
Audit & Risk Committee

Minute of Meeting held on Wednesday 19 September 2018
In Room 355, Main Building

Present:

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

In attendance:

Mr Ken Baldwin (Ernst & Young) (KB), Dr David Duncan, COO & University Secretary (DD), Mr Gregor Caldwell, Group Financial Controller (GC), Mr Robert Fraser (Director of Finance) (RF), Ms Denise Gallagher (PWC) (DG), Ms Deborah Maddern (Clerk) (DM), Professor Sir Anton Muscatelli (Principal) (AM), Ms Lindsey Paterson (PWC) (LP), Mr Stephen Reid (Ernst & Young) (SR)

Apologies: Dr Dorothy Welch (Deputy Secretary) (DAW)

AUDIT/2018/1. Declarations of Interest

There were no declarations of interest.

AUDIT/2018/2. Minutes of the meeting held on 23 May 2018

The minutes were approved.

AUDIT/2018/3. Matters Arising

.1 Audit-related policies/information for Committee (standing item)

DD advised that there were no details to report.

.2 Internal Audit Charter – inclusion in auditee information

LP confirmed that the PWC charter was now being included in information provided to areas undergoing audit.

.3 Internal Audit KPIs

A paper had been provided and would be discussed under item 4.

.4 E&Y audit quality arrangements

A report had been provided. The International Standard on Quality Control (UK and Ireland) required that a system of quality control was established, as part of financial audit procedures, to provide reasonable assurance that professional standards and regulatory and legal requirements were being complied with and that the independent auditor's report or opinion was appropriate in the circumstances. Details of the EY 2017 UK Transparency Report, which were also relevant to this area had been provided to the committee for reference.

SR explained that the quality of the contract with the University was maintained via feedback from the A&RC and from management. The latter process included an annual debriefing relating to the audit. It was agreed that details of this meeting would be provided to the committee.

ACTION SR

AUDIT/2018/4. Internal Audit Update

The summary overview report was noted. All 2017/18 reviews had been completed, with the exception of the Safeguarding review, which would be presented at the next meeting.

4.1 Capital Procurement Review

The University had set up a project board to provide governance over the capital investment programme relating to the Imaging Centre of Excellence. The project had initially been on a relatively small scale, not requiring a formal tender process. Additional funding had later been secured, which had resulted in a significant increase in the size of the project, such that a formal tender process should have been followed. This had not occurred and the review had sought to identify the reasons and identify lessons for the future, particularly in the context of the campus redevelopment programme. The overall report was classified as Critical risk, although it noted that many of the issues identified had occurred up to 4 years ago and the controls in place were now more robust, such that the overall risk was now lower.

The review had identified that there had been insufficient change control processes in place at the time that the project increased in scope. There were four high-risk and one medium-risk findings, including: insufficient communication between stakeholders involved in the project, and a lack of change controls, with procurement function not having been consulted on the increased costs of the project; the procurement function not having been aware of letters of intent which had been binding on the University; there having been no formal delegated authority for signature of the letters; and that wording relating to procurement guidelines having (originally) been followed was erroneously carried forward when the project increased in scale, thereby providing false assurance to the Capex committee that procurement guidelines had been followed later on. There was also a high-risk finding relating to a final tranche of forecast and yet-to-be incurred costs not having been subject to the standard review and verification process by the cost consultants; and to a gainshare having been agreed with the contractor, despite there still being ongoing work, with no independent verification and approval of the calculation of it before agreement and payment.

The report noted that since the project had started, a number of process improvements had been implemented by management, which would help to address the issues identified. These included attendance by procurement at estates finance meetings; responsibility for contract set-up and management moving from estates to procurement; and letters of intent no longer being used. Management had agreed with the findings in the report and would action recommendations relating to additional controls.

The Committee asked why existing governance arrangements had not picked up the issues, and sought reassurances that such a situation could not occur again. A concern was also expressed that despite the change in scale of the project occurring within a very short timeframe, this had not triggered a process for obtaining the necessary additional procurement input. A concern was also recorded about the apparent lack of senior review of statements in project paperwork, relating to procurement processes, and about whether this indicated any cultural problems.

In response to questions, it was explained that at the time, the procurement function had been less integrated than it now was. There had also been a staff absence after the process had started, with communications not being maintained as well as they should have been. There had been some erroneous assumptions made about others reviewing processes, when this had not in fact occurred; the much fuller integration of procurement and estates that was now in place was such processes and reviews were much more tightly controlled. PWC had reviewed the procurement function in 2017, with a good outcome. It was also noted that the facility had been constructed on an NHS site and that the contractor was part of the existing NHS framework. The project had since been audited by the funder with a positive outcome. In addition, the Framework agreements now in operation at the University served to reduce the possibility of future problems, as did the much closer relationship between the estates and procurement functions, and the sign-off procedures now in place.

The committee requested that a report be provided to the next meeting, on the lessons learned and on the current levels of safeguard in place.

ACTION DD/RF

4.2 IT Disposal and Data Cleansing

The review had assessed the design and operating effectiveness of key controls in place with regard to the disposal of IT equipment and in particular the safeguarding confidential data held on such devices. The overall rating was Medium risk, with one high- and two low-risk findings, the former relating to there being no centralised process in place to ensure IT equipment was returned when an individual left employment, creating a risk that property was not returned and confidential information might not be destroyed appropriately. While there were requirements for equipment to be returned, and a process for individuals to do this themselves, the Committee agreed that a more formalised central approach, involving the HR and IT functions, would reduce the particular risks around data cleansing.

Committee members commented that a more centralised approach would also mean that asset registers were better maintained since the present system of disposal relied on staff notifying local or central IT services of disposals.

The recommendations were being actioned by management.

4.3 Student Support Services – Mental Health

The review had assessed the processes in place to ensure students were aware of, and had access to, mental health services; the training of support staff and protocols for students in crisis; and the overall policies and governance in place in this area. The report concluded that overall, there were many areas of good practice, with different services and initiatives across the University – including the establishment of the Mental Health Working Group, the development of the Action Plan and the increased funding provided to CAPS in the last year. The SRC had also been active in developing some very successful complementary Mental Health initiatives, alongside the University offerings. These included the Mind your Mate suicide prevention training and Peer Support training.

Four medium-risk findings had been made, with the report rated Medium risk overall. The findings included: the issues facing different groups of students and their support needs should be assessed through wide consultation and existing services should be mapped against this to identify any gaps or areas where services could be improved; management should review the workload and resourcing model of the CAPS service and crisis team to ensure that there was adequate resource to support the work in an effective and sustainable way; and a lack of consistency in the Student Adviser role, in respect of mental health matters, across different areas of the University. In discussion, it was noted that a key element in addressing recommendations was to ensure that all staff were aware of the avenues available for referring people to the services available. The committee heard that awareness-raising was taking place via routes such as the website, social media and briefings. A comment was noted that it was important that differentiated analyses were made of the needs of individuals with different protected characteristics. In discussion it was also noted that while there had not been clinical input to the audit itself, the working group overseeing the mental health action plan did have clinically qualified members.

The recommendations were being actioned by management.

4.4 Treasury

The review had analysed the design and operating effectiveness of key controls relating to the Treasury function in place during the period from 1 September 2017 to 30 April 2018. The report was rated Low risk, with examples of good practice noted and the majority of key controls found to be well designed and operating effectively.

4.5 Graduate Teaching Assistants GTA & Demonstrators Onboarding Process

The audit had reviewed the design effectiveness of the controls in place in relation to the Graduate

Teaching Assistants (GTAs) and Demonstrator recruitment process. The audit had taken place following the FY17/18 academic year, when there had been delays in issuing employment contracts and establishing individuals on the payroll system, leading to delays in payment for the work performed. The overall report rating was Low risk, with two medium-risk findings, relating to: local variations in time allocation for preparation and marking needing to be made clearer and be more fully justified; and the need for the University to establish and agree a deadline for submission of contract information with the Schools, with deadlines possibly being staggered to manage workload. In addition, progress updates should be communicated on a regular basis to all key stakeholders to allow appropriate oversight and early identification of potential delays.

The committee noted the actions taken by management and also noted a status update with regard to September onboarding of GTAs and Demonstrators, with all individuals starting work on 1st September having been onboarded and recorded for the payroll run.

4.6 Programme Management Office PMO

This review had been undertaken as part of the 2017/18 internal audit plan, as a follow-up to the Budgetary Control: Campus Redevelopment Spend review undertaken in October 2017. The present review had assessed the current PMO arrangements in place and the effectiveness of the PMO in supporting the significant projects being carried out by the University. The overall rating was High risk, the findings including two high- and two medium-risk areas. Good practice had been noted in relation to Estates and Commercial Services investing significant time and effort to improve processes, controls and reporting within the department. The high-risk findings related to the current PMO function only coordinating the Estates capital programme, with no overarching PMO; and to reporting not being consistent between different projects. Medium-risk findings related to staffing resource for the increasing number of projects, roles and responsibilities of the PMO function not being properly formalised, and to reliance placed on third parties for project management and cost management/reporting.

In discussion it was commented that the discussions under the Capital Procurement Review item were also pertinent to the PMO review and that the lessons learned paper being provided to the November meeting would be relevant. This included the importance of good document management. A further comment was noted that adequate resourcing of the PMO was important.

The recommendations were being actioned by management, although it was noted that significant work had already taken place in terms of governance of estates projects. The estates projects strand would be more fully embedded before further consideration would be given to the merits of creating a PMO with a wider remit. It was agreed that third party activity in relation to information provision and management needed to be subject to the same standards and controls as that provided in-house.

4.7 Internal Audit updated 2018/19 annual plan

The plan had been updated slightly since the last meeting, to incorporate changes requested by the committee. The plan was approved.

4.8 Internal Audit KPIs

A paper outlining suggested KPIs both at PWC/University contractual level and at individual audit level had been provided, having been requested at the last meeting. It was agreed that the suggested measures should be implemented and that a report on them be collated for each committee meeting, as part of the internal audit update.

ACTION PWC

AUDIT/2018/5. Risk Management - Risk Register

The current University Risk Register was noted.

Refinements to the format would be implemented for the November meeting. These related to a summary table/matrix, and brief covering paper noting the changes and identifying any areas that had (for example) been escalated, mitigated or removed, being included with the register on each occasion. A new column had also been requested, to cover progress with respect to mitigation. Clarification about the scoring system would also be provided.

ACTION RF

AUDIT/2018/6. Implementation of Outstanding Recommendations

The update on implementation actions was noted. A number of finance-related actions against previous audits would come off the register at the next meeting. Non-finance related actions against previous audits would be further reviewed with a view to possible removal of older information.

ACTION GC/DAW

AUDIT/2018/7. Corporate Structure

Details of the updated corporate structure had been provided and were noted. There had been some changes to directorships and the creation of UoG Commercial Ltd was reflected.

AUDIT/2018/8. Annual Statement on Compliance with the Concordat to Support Research Integrity

A report had been provided to the committee, as required by the Research Councils. It included a progress review of activities to promote a culture of research integrity. Since the institutional review carried out in 2015, significant progress had been made in raising awareness of the research integrity agenda and providing training and support in this area. Participation in face-to-face research integrity training had been mandatory for all new PGRs since 2016 and provision continued to be developed in this area, for staff and students

A longer-term evaluation of the impact of the new measures was being undertaken. The University would continue to seek out best practice from the sector.

The Code of Good Practice on Research had been updated to include more extensive guidance on authorship, as well as more information for researchers on choosing the most appropriate publication venue for their work. The Policy and Procedures for Investigating Allegations of Misconduct in Research had been updated to incorporate the policy issued by UKRI regarding the notification of funders and the requirement to have external representation on investigation panels.

Two formal investigations relating to research misconduct had been completed during the 2017/18 academic year (four in the previous year) and one was ongoing.

The report was noted.

AUDIT/2018/9. Any Other Business

There was no other business.

AUDIT/2018/10. Date of Next Meeting

Wednesday 7 November 2018 at 2pm in the Melville Room

Prepared by: Deborah Maddern, Clerk to Committee, deborah.maddern@glasgow.ac.uk

Court Context Card 10 October 2018 - Student Experience Committee report

Speakers	Dr David Duncan and Lauren McDougall	
Speakers' roles	Joint Conveners of the Committee	
Paper Description	Report of the second meeting of the Student Experience Committee (SEC) held on 20 September 2018	
<i>Topic last discussed at Court</i>	June 2018	
<i>Topic discussed at Committee</i>	See paper summary section below.	
<i>Court members present</i>	Lauren McDougall, 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	
Paper Summary	Report of the second meeting of the Student Experience Committee (SEC) held on 20 September 2018. The Committee's discussions included items for Court to note, in particular: <ul style="list-style-type: none"> • The SEC Action Plan • Report from the Transitions Working Group • Student Mental Health Support • Gender Based Violence (GBV) 	
<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.	
Relevant Strategic Plan workstream		
Most relevant Primary KPI it will help the university to achieve		
Most relevant Secondary KPI it will help the university to achieve	Risk 4 Student: Failure to offer an attractive, high quality and fulfilling student experience to UG and PG students	
Risk register - university level		
Risk register - college level		
Demographics		
<i>% of University</i>	100% Students	
Operating stats		
<i>% of</i>		
Campus	All	
External bodies		
Conflict areas		
Other universities that have done something similar		
Other universities that will do something similar		
Relevant Legislation		
Equality Impact Assessment	There are equality implications in many areas covered by the Committee, the Head of Equality and Diversity attends meetings in an advisory capacity, and the Action Plan covers a number of areas where equality issues will be addressed.	
Suggested next steps	NA	
Any other observations		

University of Glasgow

Court – 10 October 2018

Student Experience Committee – Report of meeting held on 20 September 2018

Dr David Duncan & Ms Lauren McDougall (Co-conveners)

1 Student Experience Action Plan [For Noting]

SEC received for discussion a copy of the draft Student Experience Action Plan which had been developed by the Co-conveners and also the outgoing SRC President over the summer. The draft plan had previously been circulated to members for comment.

David Finlayson noted that the student experience was being covered in a number of fora within the University and he therefore sought reassurance that this was being tackled in a coherent way without duplication, and with common use of language and terminology across the different areas. It was confirmed that the SEC would take an overview of all activity relating to non-academic elements of the student experience, and that related activity in other areas would be fed into this. Moira Fischbacher-Smith confirmed that as convener of the Transitions Working Group (TWG) and the Learning and Teaching Committee (LTC), her membership of SEC would support the coherence of activity, particularly as the work of the TWG would report into SEC as well as LTC to ensure that actions were taken forward and priorities covered.

Members welcomed the Action Plan and the eight areas of priority that were covered. It was agreed however, that further work was required to ensure that the Plan could be operationalised with more specific tasks being identified with target dates. Lauren McDougall undertook to take this forward with David Duncan. It was also confirmed that the Action Plan would be reviewed at each meeting of SEC in order to identify progress with actions and any changing priorities would be reflected in amendments to the Plan.

Following the above noted amendments the Action Plan would be submitted to Court and Senate for approval.

2 Report from the Transitions Working Group [For Noting]

Moira Fischbacher-Smith introduced her report which provided an overview of the activity of the TWG which was a working group of the LTC and had been established to ensure that coherent support is provided to students throughout their study at University. The primary focus of the group was to improve academic progression rates for undergraduate and taught postgraduate students. It was noted that TWG had a mixed membership of academic, pastoral support and administrative support staff as its work encompassed all of these areas.

Two items were highlighted to SEC which had resource implications to enable progress:

- *Creation of a coherent set of pre-arrival materials*

This proposal was to develop a suite of materials (working title 'Glasgow Essentials') in the form of a user-friendly website for all students to use prior to arrival providing essential information and preparatory activities. The aim was to bring together many existing resources which have been developed for specific cohorts and to develop them for wider, generic, use. TWG had recommended an appointment to support the development of the

Glasgow Essentials material and also to coordinate induction activity across the University, working alongside the Colleges, and ensuring consistency of information for students.

Members were also advised of communication improvements which had been achieved for the 2018 entrants. Moira Fischbacher-Smith thanked Jonathan Jones for his support in coordinating the work of the Communications Sub Group which had undertaken a comprehensive review of all correspondence issued to all categories of student, including PGR, from pre-application to offer. Around 40 types of correspondence had been reviewed and revised to improve consistency, tone, simplicity and to clarify for applicants/students between “what to do” and “what need to know”.

It was confirmed that it was too early to measure the success of this work, however Moira Fischbacher-Smith reported that anecdotally, the College of Social Sciences support office had confirmed that fewer queries and difficulties were being raised by students than in previous years. She agreed to consider means of measuring the impact of the revised communications in order to report further on the improvements to the process.

- *Creation of a coordinating function around induction*

TWG had explored ways in which best practice could be adopted to improve the induction process for students building on the work of the Positive Student Journey Project, and had identified the need for longer-term resource to ensure enhanced coordination of activity across the University as noted above. It was agreed that while communications were a key element in this activity, the complexity of activity across the University given its size, was a further challenge, and that the coordination work could also be used as an opportunity to seek simplification of processes where feasible.

SEC supported the proposed ‘Glasgow Essentials’ appointment to support the above initiatives, and David Duncan agreed to take this forward with Robert Partridge and colleagues to ensure progress with the appointment was prioritised, avoid any loss of momentum in the project and ensure delivery of the Glasgow Essentials and induction coordination in preparation for the 2019 entry.

David Duncan also reported on two further forthcoming initiatives which related to this area. Firstly, a new Transformation Project for Onboarding of Students was planned which would include a review of current issues relating to multiple course choice for new students with a view to simplifying structures; and secondly, the planned introduction of a new online student enquiry system, Avanti. It was agreed that there would be dialogue and connection between these developments and the current induction and orientation activity being progressed through TWG.

3 Updates [For Noting]

3.1 Mental Health

David Duncan introduced the update report on Student Mental Health activity.

It was noted that Counselling and Psychological Services (CAPS) had for the first time commenced the year without a waiting list of students requiring support. This was due to increased resource and improved organisation. Online back-up support had also been introduced to offer immediate support for students later in the session if waiting lists did develop for face-to-face support.

Mental Health First Aid training was being rolled-out with over 200 non-expert staff now trained across the campus.

David Duncan drew attention to the planned development of a Wellbeing Framework for the University which would have a positive focus on wellness and potentially support prevention of mental health issues for some.

A recent PWC audit of student mental health provision was also noted, and members were advised that a report had been submitted to the University's Audit Committee which included a range of recommendations to be taken forward that complemented much of the work in the Action Plan.

3.2 Gender Based Violence (GBV)

Mhairi Taylor provided an oral update on current GBV activity across the University. There had been a number of training developments with the roll-out of a tiered training programme to cover different groups of staff and students to be equipped with different levels of knowledge. This included first responder training for staff, SRC training for Freshers Helpers which was operating on a 'train the trainer' model, and further development of the SRC Let's Talk campaign. Training had been developed with input from Rape Crisis Scotland. A further tier of training for investigators involved in formal procedures was also due to be developed.

Two external initiatives were also noted. Firstly, the sector-wide 'Equally Safe' Toolkit developed at Strathclyde University would also be signposted across the University to encourage use of this facility. Secondly, the University had participated in the Universities Scotland initiative for GBV cards to be issued to all staff to enable effective signposting of support if reports or enquiries were made by students. The cards provided contact details for support on GBV (both at national level and local on-campus support).

In terms of policies, it was reported that the University's Dignity at Work and Study Policy had been updated to include significant coverage of GBV, and the new Personal Relationships Policy providing guidance for staff and students had just been launched for the new session. SEC was also advised that the University's Criminal Convictions Policy, which had some overlap with this area, was also under review.

An online reporting tool had also been launched for the new session to allow members of the University to report on harassment and bullying, including GBV. It was noted that a communications roll-out to highlight this new development across the University was planned for October. It was agreed that disseminating information on this facility was important, and it was noted that key groups of staff such as Advisers of Study should have an understanding of the tool in order to guide advisees who might report GBV directly to them. David Finlayson noted that the reporting tool could potentially allow data to be gathered on reports and potential profiling of patterns of activity, although it was noted that data collection could be problematic particularly if reports were submitted on an informal basis in the first instance. It was also noted that the online tool would not be the only reporting point for GBV or other forms of bullying and harassment, so it would not necessarily provide a complete data set.

4 SEC Away Day [For Noting]

An SEC Away Day is planned to provide an opportunity to take forward the work of the Committee and enhance its overview of the student experience at the University. The agenda and format is yet to be confirmed, however the meeting will cover identification of key areas to address in order to facilitate a step-change in the student experience at Glasgow, and information on the range of current activity to support the student experience across the University. Attendance will be widened beyond the SEC membership.

Court Context Card - 10 October 2018 - report from Health, Safety and Wellbeing Committee

Speaker	Dr David Duncan	
Speaker role	Convenor of HSWC	
Paper Description	Draft Minute from 20 September 2018 HSWC meeting	
Topic last discussed at Court	June 2018	
Topic discussed at Committee	For information only	
Court members present at meeting	None	
Cost of proposed plan		
Major benefit of proposed plan		
Revenue from proposed plan		
Urgency	For Information only	
Timing	Immediate	
Red-Amber-Green Rating	Green	
Paper Type	For Information only	
Paper Summary	<p>At its meeting on 20 September 2018, the Committee received: updates on the launch of the travel safety protocol, on road safety matters, on the review of the Stress Management policy and on an HSE visit; details about meetings and interactions with contractors; information about the training of Mental Health First Aiders; and a progress report on Business Continuity matters. The Committee covered its usual range of business in reviewing standard reports on Occupational Health activities, Audit updates, Accident reporting and Employee counselling. The committee will shortly be reviewing the HSW Policy.</p>	
Topics to be discussed	None highlighted	
Action from Court	For information/discussion if desired	
Recommendation to Court	None	
Relevant Strategic Plan workstream		
Most relevant Primary KPI it will help the university to achieve		
Most relevant Secondary KPI it will help the university to achieve		
Risk register - university level		
Risk register - college level		
Demographics		
% of University	100% All staff and students, relevant to all	
Operating stats		
% of		
Campus	All locations	
External bodies	HSE; Glasgow City Council	
Conflict areas		
Other universities that have done something similar		
Other universities that will do something similar		
Relevant Legislation	Health and Safety legislation	
Equality Impact Assessment		
Suggested next steps		
Any other observations		

University of Glasgow

Health Safety and Wellbeing Committee

Minute of Meeting held on Thursday 20 September 2018 at 10:00 AM in the Melville Room

Present: Ms Louise Stergar, Mr Richard Claughton, Dr David Duncan, Mr Paul Fairie, Mr William Howie, Mr Christopher Kennedy, Ms Paula McKerrow, Mr David McLean, Mr Deric Robinson, Ms Aileen Stewart, Ms Julie Summers, Mr Graham Tobasnick, Ms Selina Woolcott, Ms Fatemeh Nokhbatolfoghahai

In Attendance: Ms Debbie Beales (Clerk), Mrs Janice Thompson (RPS), Mr David Harty (Safety & Compliance Manager), Mr Dave Thom (UCUG)

Apologies: Ms Gillian Shaw, Mr Peter Haggarty, Mr James Gray, Dr Craig Daly, Mr John Neil

HSWC/2018/1 Minutes of the Meeting held on Tuesday 29 May 2018

The Minutes of the meeting held on Tuesday 29th May 2018 were approved.

HSWC/2018/2 Matters arising

HSWC/2018/2.1 Overseas workers (verbal update SW)

Ms Woolcott informed the Committee that she is working, alongside the University's Insurance and Risk Manager, with Selective Travel (the University's international travel provider) regarding the feasibility of merging the booking of insurance and travel together. The hope is to reduce the number of systems staff have to access when arranging travel. A meeting has been set up with Selective Travel for the 26th October 2018 and she will update the Committee at the December meeting.

HSWC/2018/2.2 Road safety guidance (verbal update SW)

Ms Woolcott informed the Committee that University Avenue has had all road markings refreshed and new signage put in place. This includes bollard covers and banners with directional instructions for looking when crossing the road. Future plans (currently at detailed planning stage) include widening the pavements, introducing a 20mph speed limit and alterations to the current junction at the main gatehouse.

HSWC/2018/2.3 Stress management policy review (verbal update SW)

Ms Woolcott informed the Committee that a working group was formed to look at improving the current Managing Stress at Work Policy. Taking into account the feedback, the amended Policy will be made live on the HSW web page by the end of October. Ms Woolcott will also be working with HR to form stronger links between this Policy and the Managing Attendance and Managing Organisational Change Policies.

HSWC/2018/2.4 HSE visit (verbal update DMcL)

Mr McLean informed the Committee that the University had received a letter from HSE listing seven issues raised from their two-day visit in May. The University has replied addressing these issues and whilst HSE has acknowledged receipt of this, no formal reply has yet been

received. Mr McLean informed the Committee that he does not anticipate any issues coming back from HSE.

HSWC/2018/2.5 Contractor activity (verbal update DH)

Mr Harty informed the Committee that E&CS meet with main contractors on a weekly basis. The purpose of these meetings is to co-ordinate vehicle movements, deliveries and planned works ensuring that affected areas are aware of the arrangements in place. Quarterly meetings focus on incident reporting and reviewing lessons learned with contractors providing safety performance data on works carried out on campus. At the annual contractor forum in August, E&CS launched a new Health & Safety Charter setting out five pillars of safety. These cover leadership & behaviour, the University's code of practice, communication & co-operation, risk management and lessons learned. This Charter has been endorsed by the University's eight main contractors.

HSWC/2018/3 OH Report (Paper 1)

The Committee noted the Paper that was circulated. Ms Stewart informed the Committee that OH had completed all health surveillance (HS) by the end of June with an attendance level of 92%. This is the first time this high level of attendance has been achieved and Ms Stewart informed the Committee that this is down to two things: 1. MVLS now has a single point of contact, Paul Fairie, who co-ordinates all the different units and projects and 2. There is now a self-booking system in place, which has undoubtedly increased attendance. OH vaccinations for the previous quarter have increased substantially due to the Hep B vaccine being available again. Additional Hep B clinics will take place in October where 600-700 vaccinations are expected. Moving forward OH will be focusing on skin HS involving wet workers with MVLS already tracking this and SEPS running roadshows in washroom areas to raise awareness of the need for skin HS.

HSWC/2018/4 SEPS Report (Paper 2)

The Committee noted the Paper that was circulated. Mr McLean informed the Committee that a fatal accident within the University swimming pool in July is currently under investigation by HSE who requested the submission of an F2508 report on the occurrence. Internal investigations held by the University suggest that the incident was not work related and if HSE is in agreement, at the conclusion of their investigation, it is recommended that the University pursue the possibility of having the incident removed from HSE's database of work related fatalities.

HSWC/2018/5 Audit Update (Paper 3)

The Committee noted the Paper that was tabled on the day. Mr McLean informed the Committee that last year's audits have been completed with reports sent to all Units. For next year's audits SEPS are looking to audit one external site (perhaps Rowardennan), two NHS/UoG shared sites and three University Services. Schools with outstanding actions from last year's audit include the Business School, Interdisciplinary Studies, Education and Law but Mr McLean is confident that outstanding actions will be completed within the twelve month period.

HSWC/2018/6 EAP Report (Paper 4)

The Committee noted the Paper that was circulated and commented on the fact that there is a significant gender bias with women using the service much more than men. The Committee discussed ways to address this issue and Ms Woolcott welcomed ideas for future campaigns,

we will liaise with the EAP provider to see if they have experience of running targeted campaigns to increase the uptake of the service by men.

HSWC/2018/7 HSW Policy renewal (Paper 5)

The Committee noted the Paper that was circulated. This Policy is due for renewal and Ms Woolcott will draft an amended Policy and email to Committee members for comment. A final draft will be brought to the Committee at the December meeting.

HSWC/2018/8 Mental Health First Aiders (verbal update SW)

Ms Woolcott informed the Committee that almost 200 staff have now been trained in Mental Health First Aid (MHFA). Training courses have been organised by SEPS, UNITE and various Research Institutes with training well received by attendees. Additional courses will continue to run for the rest of this year and more are planned for 2019. A meeting of all MHFA's will take place in October to see what uptake they have experienced as well as what further training/support is required. Information on MHFA as well as contact information for MHFA's is available on the HSW web site and this has been publicised in MyGlasgow News.

HSWC/2018/9 Business Continuity (verbal update SW)

Ms Woolcott informed the Committee that she met with the Senior Management Director of Professional Services (CoSE) as Schools within this area had been slow to engage with the process. He is now working with local Business Continuity Officers to progress their Business Continuity Plans (BCP). Ms Woolcott is also meeting with the Director of SUERC to discuss BCP's there and offer guidance and support.

HSWC/2018/10 Any Other Business

- Risk assessments for night workers. The Committee discussed the issue of who is responsible for implementing risk assessments for night workers with the Library used as an example. The Convenor agreed to investigate this further and feedback to the relevant Committee members.
- Applications for parking permits. The Convenor informed the Committee that staff and students will be able to apply for next year's parking permits from the 1st October 2018. The new application system has been put in place to make the process fair for everyone.
- Issues with rodents. The Convenor asked the Committee if their areas were experiencing an increase in issues with rodents since the Western Infirmary was demolished. Many members are finding this an issue and Mr Harty agreed to take this issue forward within E&CS.
- Membership request from Student & Academic Services. The Clerk informed the Committee that there has been a request from the Director of Student & Academic Services to include Karen Morton (Head of Student Support and Wellbeing) in the HSWC membership. This request has been made in relation to Ms Morton's specific role, rather than as a representative for Student & Academic Services.

HSWC/2018/11 Date of Next Meeting

The next meeting of the HSWC will take place on Monday 10th December 2018 at 10am in the Melville Room.

Created by: Miss Debbie Beales

University of Glasgow

University Court – Wednesday 10 October 2018

Communications to Court from the meeting of Senate held on 04 October 2018

Dr Jack Aitken, Director, Senate Office

(All matters are for noting)

1. Emeritus Professor Sir William Kerr Fraser, Former Chancellor and Principal

The Principal informed Council of Senate that Sir William Kerr Fraser, former Chancellor and Principal of the University, had died on 13 September 2018 aged 89.

Sir William studied at the University of Glasgow (M.A., LL.B.), where he was President of the Students' Representative Council from 1951-52. Following a career in the Civil Service, where he ultimately became Permanent Secretary in the Scottish Office, he joined the University of Glasgow in 1988 as Principal and Vice-Chancellor, serving in these posts until 1995. In 1996, he was elected Chancellor of the University. He stood down from this role in 2006. Following its refurbishment as a student services centre, the former Hub Building was named the Fraser Building in his honour. He was awarded an honorary LL.D. by the University in 1982.

Council of Senate was notified that a memorial service would be held on Saturday 24 November at 11.00 am in the University Chapel.

Council of Senate observed a minute's silence as a mark of respect for Sir William Kerr Fraser.

2. Matters Arising

2.1 Higher Education Governance (Scotland) Act 2016

Dr Jack Aitken (Director, Senate Office) reminded the Council of Senate that it had previously agreed the terms of the composition of Senate which would bring Senate into alignment with the requirements of the Higher Education Governance Act. The composition of Senate was a matter that required to be expressed in an ordinance of the Privy Council. The 2016 Act would also affect the composition of the University Court and it had been agreed with Court that the draft ordinances for Senate and Court would be submitted simultaneously. It was planned that Draft ordinances would be submitted to the Privy Council Office by December 2018, in expectation that the new ordinances would be approved in time for implementation by the start of Academic Year 2019-20. Dr Aitken also noted that the procedure for the development of ordinances was established by statute and would involve an eight-week period of consultation. However, a draft of the new ordinance would be issued to Senate for comment as soon as it had been prepared.

3. Learning and teaching matters

3.1 Online Distance eLearning – Presentation by Vice-Principal (Academic and Educational Innovation)

Professor Frank Coton provided Council of Senate with an update on the University's Online and Distance Learning (ODL) Project. Professor Coton informed council of Senate that, in

December 2013, the University's Senior Management Group (SMG) agreed to invest £2.3M in an online learning initiative to develop:

- Masters level programmes with high market potential and aligned to the University's strengths;
- Online, on-campus courses to help create a more flexible learning environment on campus;
- Oversight via a University-level governance board.

At the time this investment was made, Professor Coton noted that the University had been lagging behind other universities in the scale of its online provision, and was missing out on opportunities to grow the student population beyond the physical constraints of the campus. The University was also missing out on the chance to develop in-country Transnational Education (TNE) opportunities supported by blended learning, and to connect with high-value professionals through the provision of online Continuing Professional Development (CPD) courses.

It was noted that the University now had 16 different online distance learning programmes and a further 10 online and blended learning courses funded by the ODL project. ODL programmes also accounted for around two thirds of all online distance learning enrolments and had seen a 100% increase in student numbers since 2014.

Following the success of the initial ODL investment, Professor Coton reported that SMG had provided £2.5M of additional funding for phase two of the programme. In this phase, the University had entered into a non-exclusive partnership with Wiley Education Services in an effort to increase the scale of its online provision. Wiley would be responsible for providing marketing and recruitment and comprehensive student support for online programmes. The work would also be supported through the establishment of a central Digital Education Team which would assist staff by providing them with the skills to use online learning technologies and by taking content from staff to produce online learning materials and activities.

In total, it was noted that nine programmes would be supported through the Wiley partnership and the initial stages of the partnership would focus on existing programmes which had the potential for scaling up, in addition to some limited development of new programmes. Recruitment for these programmes was forecast to be around 75 new students per year over three intakes in September, January and April. Programmes would also be designed to accommodate students 'slotting' in to courses during the academic year to avoid double teaching. The initial six programmes would be launched in April 2019, with marketing commencing in November 2018.

In addition to the ODL project investment, Professor Coton informed Council of Senate that SMG had made a smaller £40K investment in the development of Massive Open Online Courses (MOOCs). The University's involvement in MOOCs was driven by a desire to be part of the evolving MOOC landscape and to provide high quality, open education to the world. The University also aimed to evaluate the applicability of MOOC technologies and their emerging models for online education. Furthermore, it was hoped that MOOCs could be used to support the University's strategy in terms of online learning both on and off campus.

As part of its engagement with MOOCs, Professor Coton reported that the University had joined the FutureLearn MOOC consortium along with a number of leading UK universities and that, in April 2014, Glasgow introduced its first two MOOCs. The University now had a portfolio of around 14 active MOOCs with another seven currently under development. Since April 2014, more than 300,000 learners had studied on University of Glasgow MOOCs, and these courses now contributed to almost every aspect of academic life including student

recruitment, research and impact, undergraduate teaching, CPD, and public outreach and understanding.

Following Professor Coton's presentation, it was asked whether Wiley would subcontract any of their support for online programmes to other companies. Professor Coton confirmed that Wiley would be providing all of the support themselves and would not be using any subcontracted companies. Members of the Council of Senate queried the nature of support that Wiley would provide to students on online programmes. Professor Coton noted that Wiley would provide students with technical support and that all students would have a named contact. Wiley would also work with staff at the University to ensure that students were adequately supported throughout their studies. It was queried whether the University would consider offering its online courses to students in China. Professor Coton responded that censorship in China posed significant operational challenges for the provision of online courses in the country. He also noted that the University was attempting to diversify student recruitment and the range of countries that it offered courses to in an effort to reduce the institution's exposure to risk. In response to a question regarding predicted growth in the number of students undertaking online courses offered by the University, Professor Coton reported that, within five years, it was hoped that around 1500 – 2000 students would be enrolled onto online courses at Glasgow and that at least 10 programmes would have enrolment numbers of between 140 and 145 students.

3.2 Enhancement Led Institutional Review (ELIR) 2018-19 – update on progress to date

Professor Coton provided Council of Senate with a summary of the University's progress in preparation for the 2018-19 ELIR. Professor Coton informed Council of Senate that ELIR exercises were carried out by the Quality Assurance Agency (Scotland), acting as agents for the Scottish Funding Council and that the review would encompass all credit-bearing provision offered by the University, including research as well as taught degree programmes, distance learning and collaborative provision.

The outcomes of the 2018-19 ELIR would be a threshold judgement on whether the University's arrangements for assuring academic standards and quality were effective, in addition to a series of commendations and recommendations. The commendations and recommendations would be enhancement focussed and would reflect upon what the University was doing to improve the student learning experience.

The main stages of ELIR were the submission of a Reflective Analysis (self-evaluation document) to the QAA, a one-day Planning Visit to the University, and a five-day Review Visit. The outcomes would begin to be issued one week after the five-day visit. The University would then be required to provide a response to the outcomes of the review.

It was noted that The ELIR Steering Committee, which included representation from across the University, was working on the Reflective Analysis document for submission to the QAA. Preparations were progressing, with inputs being collated from across the University in collaboration with the Colleges. The Steering Committee was overseeing the drafting of the document, and the main responsibilities for drafting would soon pass to a core editing group drawn from the membership of the Steering Committee.

Whilst progress was being made, it was acknowledged that the timing of submission to the QAA and the schedule of meetings for University committees were not well aligned. In order to complete the drafting of the Reflective Analysis within QAA's timescales, the ELIR Steering Committee would need to work on the Reflective Analysis until the point of submission, precluding the opportunity for gathering comments and final approval from all committees before submission to the QAA. Therefore, Council of Senate was asked to formally devolve responsibility for final approval of the Reflective Analysis to the University's Education Policy and Strategy Committee (EdPSC).

Council of Senate agreed to formally devolve responsibility for final approval of the Reflective Analysis to EdPSC.

4. Research Planning and Strategy Committee (RPSC)

4.1 REF2021: Interim Code of Practice for the Selection of Outputs

Dr Tanita Casci (Head of Research Policy) provided Council of Senate with an overview of the proposed Interim Code of Practice for the Selection of Outputs, which had been developed by RPSC in preparation for the 2021 Research Excellence Framework (REF2021). Dr Casci informed Council of Senate that each institution making a submission to REF2021 was required to develop a Code of Practice setting out how the institution would:

- Fairly and transparently identify staff with significant responsibility for research;
- Determine who was an independent researcher;
- Ascertain how outputs would be selected for submission, including how staff could declare individual circumstances which may have constrained their ability to produce outputs or to work productively throughout the assessment period.

Guidance on determining the status of independent researchers, and on the arrangements for individual staff circumstances, would be published by Research England (on behalf of the four UK higher education funding bodies) in January 2019. In the meantime, the proposed Interim Code of Practice had been developed to set out and support arrangements for the scoring of outputs as part of the University's REF2021 preparations.

The Interim Code of Practice would bring together existing policies and processes that had previously been approved by SMG for the management of the institutional submission to REF2021. Dr Casci also informed Council of Senate that the Interim Code of Practice included details of how outputs would be scored and by whom; the committees and groups responsible for output scoring; and how data on output scores would be handled. This Interim Code of Practice would also help to ensure that the approach to REF2021 preparations and output scoring was applied consistently across the institution and that decisions regarding the form and content of the REF2021 submission were made with a view to maximising strategic advantage for the University.

Council of Senate approved the Interim Code of Practice for the Selection of Outputs for REF2021.

5. Convener's Business

5.1 Brexit

The Principal reported that the University had taken steps to alleviate the potential impact of a no deal Brexit on non-UK EU staff and students. In particular, he noted that Human Resources had issued guidance and provided support for staff who may be affected by a no deal Brexit and that he would write to affected colleagues individually. He also noted that the Scottish Government had guaranteed funding for all non-UK EU students currently studying at Scottish universities for the remainder of their degrees.

5.2 USS Pensions dispute

The Principal informed Council of Senate that the Joint Expert Panel (JEP) tasked with reviewing the Universities Superannuation Scheme's (USS) 2017 valuation, processes and assumptions, had recently published their first report. The JEP recommended four areas where adjustments to the valuation should be considered:

1. A re-evaluation of the employers' attitude to risk, which would result in a re-evaluation of the reliance on the sponsor covenant.
2. Adopting a greater consistency of approach between the 2014 and 2017 valuations, which would affect the scale and timing of deficit recovery contributions.
3. Ensuring fairness and equality between generations of scheme members by smoothing future service contributions.
4. Ensuring the valuation used the most recently available information, taking account recent market improvements, new investment considerations and the latest data on mortality.

The JEP had concluded that full implementation of these adjustments could mean total required contributions of 29.2% to fund current benefits, compared with the current rate of 26% (18% of salary paid by employers, 8% by employees), and the USS's proposed rate of 36.6%, based on its most recent valuation. The Principal also reported that the University and College Union (UCU) and Universities UK (UUK) were in the process of consulting their members on the JEP's recommendations.

5.3 Student recruitment

The Principal reported that undergraduate student numbers for 2018-19 had yet to be confirmed but were expected to be broadly similar to last year with a small rise in the number of international students and a slight fall in the number of students from the rest of the UK. The University expected to meet its target for the recruitment of students from the Scottish Index of Multiple Deprivation 20% (SIMD20) most disadvantaged areas, and was close to reaching its SIMD40 recruitment target. The Principal informed Council of Senate that he would report back at a later meeting once the postgraduate numbers had been confirmed.

5.4 Glasgow School of Art fire

The Principal informed Council of Senate that the University had been in regular dialogue with the Glasgow School of Art (GSA) since the fire in June 2018. The Principal had also met with Professor Tom Inns (Director of GSA) and Dr Muriel Gray (Chair of the Board of Governors at GSA) to offer the University's support to affected staff and students. The Clerk of Senate reported that teaching in three out of five Schools within GSA had been relatively unaffected by the fire but that teaching in the remaining Schools was taking place in temporary accommodation. It was hoped that the Bourdon Building would be reopened to staff and students by the end of October 2018.

6. Clerk of Senate's Business

6.1 University of Glasgow report into historical slavery

The Clerk of Senate informed Council of Senate that the University had recently published a comprehensive report into the institution's historical links with racial slavery. The report acknowledged that, while the University had played a key role in the abolitionist movement, it had also received significant financial support from individuals whose wealth derived from slavery in the 18th and 19th centuries. The report, co-authored by Professor Simon Newman (School of Humanities) and Dr Stephen Mullen (School of Humanities), followed a year-long investigation into bequests, support and other means by which the University might have benefited from slavery-related wealth. Following publication of the report, the University had agreed a proactive programme of reparative justice which included the creation of a centre for the study of slavery and a memorial or tribute at the University in the name of the enslaved. The University was also working with the University of the West Indies (UWI) and

hoped to sign a Memorandum of Understanding to strengthen academic collaboration between the two institutions.

Council of Senate enquired about the level of funding that the University would be allocating for the programme of reparative justice. The Clerk of Senate noted that she would report back on the numbers at a future meeting and would keep Council of Senate apprised of any developments.

6.2 Honorary Degrees 2019

Council of Senate received the oral report from the Honorary Degrees Committee concerning recommendations for the conferment of honorary Degrees in 2019. The Clerk of Senate would provide a report to Court at its meeting on 10 October 2018.