



COURT

A meeting of Court will be held on **Wednesday 14 April 2021** at **2pm** via Zoom

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AGENDA

Item	Title	Lead	Paper No.	Page Nos	Action
1.	Welcome, Apologies, Introductions/Announcements, Declarations of Interest	Convener	Oral		
2.	Minutes of meeting held on Wednesday 10 February 2021	Convener	2.		For approval
3.	Matters arising not otherwise on the Agenda	Convener	Oral		
	Reports 4 to 8 below show some items as starred*. Starred items are the main items for discussion and/or approval.				
4.	* Covid-19 Update and Planning <i>Professor Iain McInnes, Vice Principal and Head of College MVLS and Professor Massimo Palmarini to present to Court the Covid-related academic activity underway at the University</i>	Principal	4.		For discussion
5.	*University Strategic Plan – KPIs <i>Professor Neal Juster, Senior Vice Principal to provide an update on the University's KPIs</i>	Neal Juster	5.		For discussion
6.	Report from the Principal <i>* Higher Education Developments * SFC Grants 2021-22 and additional funding 201/21 * Outcome Agreement *REF 2021</i>	Principal	6. and annex		For information /discussion
7.	Report from the University Secretary <i>* PSED Report * Gender Representation Objective * Court Co-opted Members</i>	David Duncan	7. and annexes		Items for approval/ otherwise for discussion/ information
8.	*Student Matters, including: SEC Report; SRC President update	Liam Brady	8.		For information /discussion
9.	Reports of Court Committees				
9.1	Finance Committee Papers withheld FOI Exempt/Commercially confidential	Graeme Bissett	9.1 and annex		For information /discussion

9.2	Estates Committee	Ronnie Mercer	9.2		For information /discussion
9.3	Information Policy & Strategy Committee Papers withheld FOI Exempt/Commercially confidential	Frank Coton	9.3		For information /discussion
9.4	Audit & Risk Committee Papers withheld FOI Exempt/Commercially confidential	Heather Cousins	9.4		For information /discussion
9.5	People and Organisational Development Committee	June Milligan	9.5 and annex		
9.6	Health, Safety and Wellbeing Committee <i>*Annual report to Court</i>	David Duncan	9.6 and annex		For information /discussion
9.7	Nominations Committee	Elizabeth Passey	9.7		For information /discussion
10.	Senate Business	Jill Morrison	10 – to follow		For information
11.	Annual Report on the University’s Complaints Procedure 2019/20	David Duncan	11		For information
12.	Any Other Business Court members are asked to inform the Secretary of Court 2 days in advance of the meeting, if they have items of Other Business for discussion	Convener	Oral		
13.	Date of Next Meeting Tuesday 22 June 2020 at 1400 – via Zoom				



Court

Minute of Meeting held on Wednesday 10 February 2021 via Zoom

Present:

Ms Elizabeth Passey Co-opted Member (Convener of Court), Mr Graeme Bissett (Co-opted Member), Mr Liam Brady (SRC President), Dr Chris Cassells (Trade Union Nominee) Ms Heather Cousins (Co-opted Member), Dr Craig Daly (Trade Union Nominee), Mr David Finlayson (Co-opted Member), Professor Carl Goodyear (Elected Academic Staff Member), Ms Julia Hegele (SRC Assessor) Professor Nick Hill (Elected Academic Staff Member), Mr Christopher Kennedy (Elected Professional Services Representative), Dr Simon Kennedy (Elected Academic Staff Member), Professor Kirsteen McCue (Elected Academic Staff Member), Dr Morag Macdonald Simpson (General Council Assessor), Mr Ronnie Mercer (Co-opted Member), Dr June Milligan (Co-opted Member), Mr David Milloy (Co-opted Member), Professor Sir Anton Muscatelli (Principal), Ms Elspeth Orcharton (Co-opted Member), Ms Lesley Sutherland (General Council Assessor), Dr Bethan Wood (Elected Academic Staff Member)

Attending:

Gregor Caldwell (Executive Director of Finance), Professor Frank Coton (Vice Principal Academic Planning and Technological Innovation), Dr David Duncan (Chief Operating Officer [COO] & University Secretary), Amber Higgins (Executive Officer and Clerk to Court), Professor Neal Juster (Senior Vice-Principal and Deputy Vice-Chancellor), Professor Jill Morrison (Vice-Principal & Clerk of Senate), Professor Iain McInnes (Vice Principal & Head of College MVLS), Uzma Khan (Deputy Secretary and Director of Planning), Susan Ashworth (Executive Director of Information Services) for Item only, Ian Campbell (Executive Director of Estates), Mark Johnston (Director of IT Services) for Item only.

Apologies:

Cllr Susan Aitken (Glasgow City Council Assessor), Mr Gavin Stewart (Co-opted Member),

CRT/2020/26. Announcements

The Convener of Court reported that Ken Sutherland Co-opted Lay member had stood down with immediate effect at the start of Jan 2021. Court thanked Ken for his hard work and dedication during his time as a member of ISPC and Court over the last three years.

The Convener welcomed Professor Iain McInnes (Vice Principal & Head of College MVLS), Uzma Khan (Deputy Secretary and Director of Planning), Susan Ashworth (Executive Director of Information Services), Ian Campbell (Executive Director of Estates), Mark Johnston (Director of IT Services) to the meeting.

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

It was recorded that Professor Neal Juster (Senior Vice Principal), Professor Frank Coton (Vice Principal Academic Planning and Technological Innovation) Rachel Sandison, (Vice Principal External Relations), Professor Sara Carter (Vice Principal and Head of College Social Sciences), Gregor Caldwell Executive (Director of Finance) and Ian Campbell (Executive Director of Estates) had briefed Court at the pre-lunch session on the business case for the ASBS/PGT Hub Building. Court's thanks for the briefing were recorded.

Court was reminded that papers and business were confidential.

CRT/2020/27. Minutes of the meetings held on Wednesday 25 November 2020

The minutes of the meeting on Wednesday 25 November were approved.

CRT/2020/28. Matters Arising

Court noted that under previous item *CRT/2020/17. University Strategy 2020-2025* it was agreed that the confirmed KPI's would be tabled at the February Court meeting, however these would now be available for the April Court meeting.

CRT/2020/29. Covid-19 Update and Planning

Court received an update from the Principal, Dr David Duncan and Mr Gregor Caldwell on the current planning and progress made following the reopening of the campus. Particular attention was drawn to the following:

- The Scottish Government had announced new lockdown measures in response to the rising number of new variant Covid-19 cases. A small amount of teaching was still taking place and the library remained open with restricted numbers;
- It was reported that due to the limitations on dental education and training, discussions were taking place with the Scottish Government and the General Dental Council about the next steps for all dental students. An announcement was due soon with regards to dental students being required to continue their studies for a further year which would have a knock-on effect on admissions to Dental courses for 2021-22;
- The use of online examinations continued to cause concerns in some subject areas, especially those that required the use of formulae etc. It was noted that Professor Frank Coton was looking the possible steps that could be taken to prevent or detect collusion or cheating in examinations; the view was expressed that it was important for some subject areas to return to in-person exams in examination rooms as soon as government pandemic regulations permitted;
- Student support and hardship also continued to be a key focus and Careers were helping students with jobshops. Student progression was also being monitored closely by Colleges;
- Although there had been disruption to research, those involved in research have received regular communications from the Vice Principal - Research, on the continuation of essential research and the University's support for researchers during and after the pandemic;

- Health and Safety was the central consideration to all decisions made, with regular meetings of key staff taking place. Line managers had been asked to pursue individual discussions in light of the additional caring responsibilities facing some staff;
- Student numbers continued to look positive. Risks remained outstanding in relation to income from residences, sport and catering. It was noted that budget was now being released back to colleges.

Court thanked staff and students for their continued efforts and recognised all the hard work that had been undertaken during the pandemic to keep the University running especially during the recent lockdown measures.

CRT/2020/30. Capital Plan – Adam Smith Business School/PGT Building

Following the presentation at the Court briefing, Executive Director of Finance, Gregor Caldwell, outlined the key areas for Court to consider in relation to the ASBS/PGT Hub business case – affordability, student demand, fully developed IT strategy and an estates plan.

Court noted that the Estates and Finance Committees had been provided with extensive information in support of a decision on whether to proceed with the ASBS – PGT building in the context of the financial prospects for the University. The business case for the building had been approved by Court in late 2019 but construction was paused in the summer of last year in the light of the pandemic. The Committees had met in January 2021 to assess the decisions required, including presentations at a joint workshop.

During the discussion it was noted that the building cost had been re-examined and confirmed at a slightly lower level than in the original business case, but remained at just over £80m, which was a material commitment in the context of the University's future cash flows. The decision to approve the business case looked closely at the effects of the pandemic on demand for ASBS places and PGT places in other schools, together with considerations of capacity given evolving teaching methodologies.

Since the last business case was approved, the opportunity had been taken to address strategic plans and spend requirements in important areas including estate maintenance and major building refurbishment and in developing the University's ICT strategy. It was noted that the outlined plans for the fulfilment of the Glasgow Green strategy had also been incorporated. The business case had also been updated to include a full financial framework, which enabled the decision on the ASBS – PGT building to be taken in the context of the overall University financial position and prospects over the next 15 years.

During the discussion it was noted that an assessment of the existing estate of the campus was being undertaken which would help to enable planning of future spend and ensure that all areas of the campus provided suitable learning environments.

Court considered the papers in relation to the Adam Smith Business School/PGT Hub which provided a comprehensive overview of the University's financial prospects and the principal changes to the ASBS/PGT business case since the approval of the original in late 2019. Court noted that both Chairs of the Estates and Finance Committees recommend to Court that the ASBS-PGT building should proceed, with anticipated opening ahead of the 2023-24 academic year.

Court approved the business case for the ASBS/PGT Hub with an approximate cost of £80m.

Court thanked all those involved with the preparation of the case.

CRT/2020/31. IT Strategy update/ Information Services Strategic Plan

Court received a presentation by Professor Frank Coton, (Vice Principal Academic Planning and Technological Innovation), Susan Ashworth (Executive Director of Information Services) and Mark Johnston (Director of IT Services) on the Information Services Strategic Plan.

The presentation provided an update on progress in relation to the University Technology Strategy and highlighted the next phase in the evolution of the strategy. Court was also provided with a narrative from the Director of IT Services on the Covid Response. This helped to familiarise Court members with the scale and extent of the Covid response and provided visibility to Court of the work going on "under the hood".

Court noted that the initial emphasis of the Technology Strategy was to build foundations for the future and address the technical infrastructure debt. The strategy was also to initiate the Enterprise Integration activity, and in the next twelve months, the Technology Strategy would be refined and updated to include more detailed plans for the "Evolving our Approach" phase, specifically: developing our future systems and applications roadmap and addressing deficiencies in the data architecture.

Court noted that a revised Capital Plan had been developed in May 2020 to reflect financial planning in light of the COVID19 pandemic which identified "must do" and "could do" projects for future consideration. This would enable a more sustainable funding model but it was noted that it would take around 7 years to address the backlog of projects.

During discussion it was noted that to address long-term technical debt and system/data siloes a number of programmes of work had been mapped out:

- Infrastructure as a Service Programme
- Network Infrastructure Investment Programme/Unified Communications
- Enterprise Integration

It was hoped that the programmes of work would lead to a digital environment that would benefit all in the following ways:-

- **Students** - A seamless and personalised experience, anytime, anyplace and on any device, integrated with preferred ways of living and working and supporting wellbeing.
- **Staff** - The flexibility to work effectively wherever and whenever you want; keeping them connected, supporting collaboration, enabled by effective and intuitive business systems and processes and maximising teaching and research opportunities, enabling a fulfilling work-life balance.
- **External Stakeholders** - Accessible and secure communication and collaboration channels, strengthening connections with the University and creating new opportunities for future cooperation and engagement.

Court thanked Professor Coton, Susan Ashworth, Mark Johnston and all IT staff for all their hard work on the Strategy and support staff and students over the last year. Court also acknowledged Ken Sutherland's contribution to IPSC and the development of the strategic plan.

CRT/2020/32. Report from the Principal

CRT/2020/32.1 Admissions

Court noted some headline admissions figures for 2021/22. During discussion the following were noted for Undergraduate admission:

- MD20 applications increased by 9% and MD40 increased by 21.1%
- Total Home applications had increased by 20%
- RUK applications had increased by 39%
- EU applications had decreased by 47% and it was unclear what the conversion rate would be given the move from 'Home' 'no fee status' to 'fee-paying status'
- International applications from outwith the EU had increased 22%;
- It was noted that PGT applications were currently slightly down on last year, but still significantly up on 2019-20.

CRT/2020/32.2 Scottish Government Budget

Court noted that on 28 January, the Scottish Government had presented its Budget for 2021/22. Within the Education and Skills Portfolio, the Scottish Funding Council had been allocated £1.9bn in 21/22, up from £1.88bn in 20/21. For Higher Education, combined financing for Resource and Capital had risen 2.7% or by £29.5m. There were also indications that additional allocations might be made to this budget in due course.

It was confirmed that Ministers were committed to meeting the costs of any additional places in 2021/22 stemming from the decision to award Highers based upon teacher judgment of learner attainment. Court also noted that within the Budget an additional £17.3m had been allocated to SAAS for 'student support and tuition fee payments' and there was an additional £6.7m for international higher education, which would, in part, be used to expand the Saltire Scholarship Programme.

CRT/2020/32.3 Higher education developments

During discussion the following were noted:

- EU/Brexit update – the EU and UK reached agreement on the terms of their future cooperation. Under the EU-UK Trade and Cooperation Agreement, the UK would associate to Horizon Europe, providing researchers with full access to participate, lead and receive funding from Horizon Europe programmes. However, the UK would no longer participate in Erasmus+. The UK Government's had announced a replacement to be called the Turing Scheme. Although this was welcomed, there remained a very real risk that the breadth of Erasmus would not be replicated;
- Policy update – UK Government's response to the Pearce Review into the Teaching Excellence Framework (TEF) confirmed that subject-level assessments would not continue and that the OfS would be asked to develop a revised provider-level TEF. Teaching grant resource would be reprofiled towards high-cost STEM subjects, cutting funding for subject areas such as the humanities. An interim position on the Augar review would be published in due course.

CRT/2020/33. Report from the University Secretary

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

CRT 2020.33.1 Disability Complaint

The University Secretary provided an update to Court in response to Court members being contacted directly by a relative of a student who had completed their studies at the University of Glasgow.

Court noted that the case was still going through the University procedures, with two academic appeals outstanding; these were being considered by the relevant School and the Senate Office respectively. Court also noted that the University would undertake a lessons learned exercise once the appeals were completed. In addition, it had been agreed that an informal meeting would take place, with key staff, to allow a sub-group of Lay Court members a chance to understand the case better and identify any further action required by Court.

The University Secretary also reported that an internal audit of Disability Services and an internal review of this area led by the Clerk of Senate were underway; after these had been completed the University would follow through on any actions identified.

Court agreed that the action outlined above was appropriate.

CRT 2020.33.2 SFC – Interim Outcome Agreement

Court noted that the Scottish Funding Council had requested that the University return a one-off Outcome Agreement to reflect upon 20/21 so far and the plans for the rest of the year.

Court approved the Interim Outcome Agreement.

CRT 2020.33.3 Court Sub Committees

Court approved the change of name to a Court subcommittee from Human Resources Committee to People & Organisational Development Committee.

CRT 2020.33.4 Directors of Research Institutes and Heads of School Appointments

Court noted the following change:

Institute of Infection, Immunity and Inflammation

Professor Gerry Graham had been appointed as Acting Director of the Institute of Infection, Immunity and Inflammation from mid-November 2020 to July 2021 pending the recruitment of a new Director.

CRT 2020.33.5 SRC Sabbatical Officers

Court approved the change of title of one of the SRC Council Members from Charities, Clubs & Societies Officer to Charities Officer.

CRT 2020.33.6 Rectorial Election

Court noted that the Rectorial Election was currently being planned for April/May 2021 following the SRC and student society elections in March 2021.

CRT 2020.33.7 Organisational Change

Court was informed that there were 3 areas currently being discussed Facilities Services, Hunterian Front of house staff and a catering proposal and that Court would receive a formal

report at its next meeting.

CRT 2020.33.8 Clyde Water Front/Living Lab

Court was informed that a number of proposals would be coming forward to the Estates and Finance Committees in the future in relation to the living lab project.

CRT/2020/34. Student Matters, including: SEC Report; SRC President update

The SRC President noted that Court had received reports from the November 2020 and January 2021 meetings. Key points raised included the introduction of Assessment Support Measures, the possibility of the extension of the Alumni discount for PGT courses and the rectorial election due to take place mid April.

Julia Hegele, SRC Assessor also noted that mental health continued to be a concern amongst students. The lack of socialising and fractured return was causing concern for a large number of students which was having a negative impact on the drive and engagement of students. It was noted that there was a large amount of support available for students and that positive communications from the University helped to boost the mood of students.

David Duncan, University Secretary, noted that the University continued to focus on support and wellbeing for both staff and students. The Principal noted that it was a tough time for students and the University was trying to maximise the support available to them. Court noted that students were highly appreciative of the work being done by staff which also included a large amount of pastoral work at evenings and weekends.

The Convener thanked SRC President and SRC Assessor for their report.

CRT/2020/35. Reports of Court Committees

CRT/2020/35.1 Finance Committee

Graeme Bissett, chair of the Committee, reported that the University continued to respond strongly to the Covid-19 crisis. It was noted that the Committee supported the business case of the ASBS/PGT Hub that had been discussed under item *CRT/2020/30. Capital Plan – ASBS/PGT Building*.

The report was noted.

CRT/2020/35.2 Estates Committee

Ronnie Mercer, chair of the Committee, reported that the Committee had approved 3 Capex projects as outlined in Paper 11.2.

The report was noted.

CRT/2020/35.3 IPSC

Frank Coton, Vice Principal reported that Dr Ken Sutherland, Vice Chair of IPSC, had stepped down from the University Court and IPSC. IPSC expressed their gratitude to Ken for his strong support and wished him well for the future.

The report was noted.

CRT/2020/35.4 Health Safety and Wellbeing Committee

Court noted the report and a query was raised about the planned introduction of the Stress in the Workplace Policy. David Duncan, University Secretary agreed to look into the introduction of the policy.

The report was noted.

CRT/2020/35.5 Nominations Committee

Elizabeth Passey, chair of the Committee reported that the meeting had originally been called as two members were due to demit office in Dec 2021 – Graeme Bissett and David Milloy, and it had been agreed that the committee would review the current recruitment process to ensure greater diversity in the candidates coming forward. It was reported that Ken Sutherland had recently resigned with immediate effect and this had led to 3 openings for new Co-opted members of Court. The need for expertise in the broad areas covered by Graeme, David and Ken was noted.

Court noted that the Nominations Committee agreed that a more strategic approach would be taken and information about committee membership should also be looked at to see if any members would be suitable as Co-opted members of Court. JM raised concerns about the lack of racial diversity in the University's governance structures, particularly in light of the recent Understanding Racism, Transforming University Cultures report and action plan. The Principal commented that this would be addressed at the next meeting of Nominations Committee which was currently looking at several ways to improve the diversity of Court members.

The report was noted.

CRT/2020/36. Senate Matters

The Clerk of Senate outlined the communication from Senate and highlighted the key areas as the Library Annual report, a presentation by Rachel Sandison, Vice Principal (External Relations) on the planned activities for COP26, and Honorary Degree nominations.

The Clerk of Senate also reported that Learning and Teaching Strategy 2021-2025 had been approved by Senate. Professor Fischbacher-Smith informed Senate that the Strategy would promote the following values: Inclusive policies and practices that promote student and staff wellbeing; Integrity and respect in our behaviours, academic standards and quality. Collaboration across staff and student communities, recognising diversity of contribution and valuing collective endeavour; Promoting continuing professional and skills development to support evolution in learning and teaching; Harnessing curiosity, creativity and enterprise in our research-rich environment; Promoting excellence through evidence approaches and recognising efforts and achievements; Evaluating our programmes, teaching practices and our associated investments in technology in terms of their connection with, and impact on, sustainability and climate change.

The Clerk of Senate advised Court that as outlined earlier a package of Assessment Support Measures was being prepared for undergraduate and PGT students in recognition of the numerous challenges arising from the pandemic that many were facing in order to provide mitigation as far as possible while maintaining academic standards. This had been developed in consultation with key parties, including the SRC, the University's Senior Management Group, and the College Deans of Learning and Teaching. The first tranche of detailed information on

these measures was due to be issued to students and staff in the week beginning 8 February 2021.

Court thanked the Clerk of Senate for the update.

CRT/2020/37. Any Other Business

CRT/2020/37.1 International Holocaust Remembrance Alliance - IHRA

Craig Daly, Trade Union Nominee, raised a concern about the University's decision to adopt the IHRA definition of antisemitism and the impact that this could have on academic free speech. Mr Daly was concerned that this had been rushed through Equality and Diversity Strategy Committee without regard for the wider implications or reputational impact.

As Chair of EDSC, the Principal reported that the policy had been fully discussed at the Committee which had both staff and student representatives (including a trade union representative) and The Committee had agreed with the definition of antisemitism, after considering all representations. The Committee had not endorsed the examples of antisemitism offered by the IHRA as illustrations. It was noted that the Scottish Government had also adopted the IHRA definition, as well as almost all MPs in Westminster, and many charitable bodies around Scotland and the UK.

It was noted that although this was not on the Human Resources Committee agenda, which was due to take place on 11 February, it would be highlighted under AOB.

CRT/2020/37.2 Note of thanks

The Convener thanked all members of the University community for their continued contributions, flexibility and commitment during the last 11 months of the COVID-19 pandemic.

CRT/2020/38. Date of Next Meeting

The next meeting of Court will be held on Wednesday 14 April 2021 at 2pm via Zoom.

A Pre-Court briefing will take place at 12pm via Zoom on the Heritage of the University - Buildings, Archives and Culture.

UNIVERSITY OF GLASGOW

Court

14 April 2021

World Changers Together: KPI update

Brief description

This paper presents an update on the development of KPIs to monitor progress on the implementation of our strategy to 2025: *World Changers Together*.

There has been significant discussion at SMG since Court agreed the strategy in November 2020. A significant number of KPIs and targets have been agreed. However, 5 KPI definitions remain subject to discussion and a further 2 subject to having targets set. Some of the KPIs are intended to encourage and track progress in areas of performance that have not previously been explicitly highlighted by SMG, nor indeed by other universities. This is making the definition of some KPIs more time consuming than originally anticipated.

Development work will continue on the 5 identified KPIs currently without associated data/indicators and Court will receive a further update in June. In the meantime, the agreed KPIs will be added to the strategy web pages launched on 6 April: www.glasgow.ac.uk/strategy

The strategic KPIs are grouped in the following themes:

- **Core Business Performance**
- **Community**
- **Connectivity**
- **Challenge**

Section 1 of the paper outlines the KPIs, Section 2 gives trend data and identified targets and Section 3 discusses the 5 KPIs identified as requiring further development. Annex A provides additional information on each KPI

The intention is to supplement the KPIs outlined in the paper with a suite of operational indicators which will enable us to assess progress in the underlying drivers of our overall strategic ambitions. These indicators will provide deeper insight into our strategic performance. It is anticipated that these additional indicators will be monitored using a 'skyline' approach – as illustrated by the **Colleague Diversity** KPI on page 11.

KPI factsheets will be used to provide clarity to the university community and these will contain information such as KPI owner, definition, desirable behaviours. An example of a factsheet is included as Annex B.

Action requested

Court are invited to note progress being made on defining KPIs and their associated targets.

Recommended Person/s responsible for taking the action(s) forward

David Gray, Strategic Planning Manager

Neal Juster, Senior Vice-Principal and Deputy Vice-Chancellor

Resource implications

None at this stage. Some of the metrics proposed are not routinely captured within other data collection exercises (e.g. HESA) and may carry small additional resource requirements.

Timescale for Implementation (where appropriate)

Immediate

Equality implications

SMG has a strong desire for KPIs to lend visibility to the University's progress in creating a more diverse and inclusive staff and student community. The KPI on colleague diversity contributes to this aim.

Originator of the paper

David Gray, Strategic Planning Manager

Professor Neal Juster, Senior Vice-Principal and Deputy Vice Chancellor

6 April 2021

1 Strategic KPIs – Definitions

Strategic KPI	Definition
1 International Student Population %	The proportion of the Student population that is international
2 Global Reputation (THE reputation ranking)	Ranking in the THE World Reputation Rankings
3 Quality of Research Publications (rank average)	An average Russell Group ranking across three metrics: % of outputs in top 10%, % of outputs in top 1%, Field-weighted citation impact.
4 Doctoral Degrees Awarded/Staff R&T FTE	The ratio of Postgraduate Research Students graduating each year to the FTE of 'Teaching and Research' staff.
5 Research Income/Staff R&T FTE	Ratio of Research Income to the FTE of 'Research and Teaching' staff. From HESA finance and staff data.
6 Investment into Spinout Companies	Investment in companies where UofG has or has had equity – first collection planned for October 2021
7 Student Progression	The percentage of UK, full time students on their first degree that have successfully transitioned from year 1 of study to year 2 of study.
8 Student Satisfaction	Percentage of positive responses to the National Student Survey question 27, which covers 'overall satisfaction'.
9 Entry Tariff	Entry tariff for UG, Full-Time & Sandwich First Year Students under the age of 21
10 Operating Cash Before Investment	The operating cash generation of the University before any investment in minimum spend requirements or choices.
11 Colleague Diversity	Status metric comprising three individual components - BAME, disability and senior women. RAG status will represent the lowest performer of the three components
12 Widening Access (COWA MD0-20)	Proportion of Full time, first degree, Scots Dom students from an MD0-20 background
13 Colleague Engagement	TBD - questions to be identified in a new colleague survey
14 CO2 Emissions (kT)	Total Scope 1,2 and 3 carbon emissions
15 International Partnerships	TBD - identify and represent international partnerships that enhance our global reputation and enable demonstrable progress in our research, innovation, and teaching activity.
16 Collaborative Space	The total sqm and % of the estate dedicated to collaborative and shared (open plan) workspace
17 Student Engagement	TBD
18 Large Grant Capture	TBD
19 Commissioned Research	Contract research as a proportion of total Research Income – two other metrics under consideration
20 Graduate Employability	% of graduates in a professional destination
21 UG Mobility	% of students who have had an international experience (in country and virtual) of 1 week or more.

2 Strategic KPIs – Trend Data and Proposed Targets

The proposed set of Strategic KPIs are presented below. Note that the RAG status, when included, is now set against target.

Theme	KPI	15-16	16-17	17-18	18-19	19-20	Proposed Target	
Core Business Performance	1 International Student Population %	18.5%	19.3%	21.0%	23.6%		30%	
	2 Global Reputation (THE reputation ranking)	124th	128th	121st	143rd	110th	top 100 in the world	
	3 Quality of Research Publications (RG rank average)	12	11.3	10.3	10.3	8.3	continuous improvement	
	4 Doctorial Degrees Awarded/Staff R&T FTE		0.45	0.45	0.42	0.41	tbd	
	5 Research Income (£k) /Staff R&T FTE	RG rank Value	5th 149.9	5th 156.5	5th 156.7	6th 160.8		5th in RG
	6 Investment in Spinout Companies						tbd	
	7 Student Progression		89.2%	89.4%	88.6%	87.6%	87.8%	90.0%
	8 Student Satisfaction	UK rank Value		13th 88.7%	11th 87.7%	27th 86.1%	14th 87.1%	UK top 20
	9 Entry Tariff	RG rank Value	6th 200.0	5th 201.0	4th 200.0	2nd 204.0		5th in RG
	10 Operating Cash before Infrastructure and Strategic Investment (£m)						13.5	annual budgeted position
Community	11 Colleague Diversity					-	all diversity targets achieved	
	12 Widening Access (COWA MD0-20)	12.1%	12.3%	12.3%	13.3%	13.6%	14% for 21-22	
	13 Colleague Engagement						tbd	
	14 CO2 Emissions (kT)	69.6	64.1	61.5	60.4		40kT	
	15 Partnerships						tbd	
Connectivity	16 Collaborative Space	representative of 20-21 position				5.73%	continuous growth	
	17 Student Engagement						tbd	
Challenge	18 Large Grant Capture						tbd	
	19 Commissioned Research	20.6%	18.0%	18.2%	16.7%		tbd	
	20 Graduate Employability	UK rank Value	new GO survey replaced DHLE survey				30th 81.3%	UK top 20
	21 UG Mobility	14.0%	8.0%	25.0%	24.0%	21.0%	*50%	

* This target includes a new virtual mobility component – data sources to be established

3. KPIs Under Development

5 of the KPIs identified above require further development work. A summary of each is included below and work will continue with a view to data generation and target setting in the near future. The intention is to provide a status update later this year when sufficient progress has been made.

KPI 6. Investment in Spinout Companies

A metric evidencing the level of investment into spinouts that Glasgow has or had equity in does not currently exist and requires development. The intention is to run an annual data collection exercise the first one will be in October this year. Two associated innovation metrics have been identified as part of this work that will be developed in parallel to support the innovation agenda.

KPI	Data to Track	Baseline	KPI Period FY21/22 to FY25/26
Investment in Spin-Out Companies <i>Definition: companies in which UofG has or had equity</i>	<ul style="list-style-type: none"> - Equity Investment - Grants e.g. Innovate UK 	2010 to 2020 – to be Collected	Data Collection every October in advance of HE-BCI Return
Selected Translational Grants Income <i>Definition: selection of grants that demonstrate institutional engagement in moving research discoveries towards benefit, application & the market. Funding scheme may describe a focus on products & markets or describe a benefit e.g. improvement of human health.</i>	External Grants (Income) <ul style="list-style-type: none"> - SE High Growth Spin-Out Program (HGSP) - BHF Translational Awards - WELLCOME Trust Innovator Award - MRC DPFS - BBSRC Pathfinder Grant - BBSRC Follow on fund - NERC follow on pathfinder - NERC KE fellowships - MRC CIC - MRC P2D - STFC CLASP - Innovate UK - RSE Enterprise Fellowships - RAENG Enterprise Fellowships - BBSRC Enterprise Fellowships 	FY 21/2022 = Year 0	
Staff Engagement in Innovation Agenda <i>Definition: [selection of activities to reflect engagement in the Innovation Agenda]</i>	Activities <ul style="list-style-type: none"> - Number of staff making an Invention Disclosure - Number of staff applying for UKRI IAA (internal fund) applications - Number of staff applying for External Translational Grants (as defined above) - Number of staff making GKEF Applications - Number of staff with an Innovate UK grant 	FY 21/2022 = Year 0	

KPI 13. Colleague Engagement

It is proposed that a new staff survey will provide the vehicle for measurement of Colleague Engagement.

As the mechanism for delivering the survey hasn't been identified there is a lot of technical development work to do as well as consideration given to a suitable selection of questions to effectively capture the desired staff engagement insight.

KPI 15. International Partnerships

This KPI will identify and represent international partnerships that enhance our global reputation and enable demonstrable progress in our research, innovation and teaching activity. The External Relations team are considering this and three partnership themes have been identified:

Research Impact and output measures

Increase our collaborative research output and the impact of our research; access diverse external awards/grant funding.

The success rates for research grant applications is not high (~20%). While securing grants is a good barometer of success, it does not reflect activity. We should also record joint applications as a measure of activity. This category should also include government-level funding i.e. a scholarship programme for students from a particular country, not just research grants.

- Increase in number of citations for jointly produced research (refer to bibliometric data);
- Increase in field-weighted citation impact/impact of jointly produced research;
- Increase in number of joint research projects established (regardless of grant capture);
- Increase in applications made for external research funding (regardless of actual funding realised);
- Increase in number of jointly presented conference papers;
- Increase in the number of co-authored publications with targeted partners.

Learning and Teaching measures

The University has a low base of articulating students (~100 students in 2019-20) so increase in activity is very possible. Examples of measures include:

- Increase students (and fee income) coming to Glasgow via articulation pathways;
- Increase number of articulation partners, in order to raise our profile within key markets and to attract a diverse array of international students;
- Increase the diversity of student pathways into the University, articulating with appropriate overseas partners for alternative pathways e.g. shorter durations of study on the Glasgow campus, building in elements of blended delivery etc.;
- Increase existing levels of COIL (Collaborative Online International Learning) activity, starting with priority partners to develop this into something substantial.

Regional profile measures

Increase our profile in the region; improve our responses in regional ranking research surveys; tap into the reputation of the partner within the region to grow our own; achieve a visible presence in the region to support student recruitment, alumni engagement and global reputation objectives.

- Increase in regional research rankings;
- Increase the number of high-impact regional profiling opportunities developed with partners (such as jointly delivered events; international conferences; sectoral positioning statements/advertorials/newsletter features etc);
- Increase our presence on partners' webpages, newsletters and social media activity
- Increase in levels of engagement (physical visits, virtual events, statements) from senior leadership of priority partner universities.
- Increase in awareness and positive feedback from alumni, industry, students and prospects of our links to priority partners in-region.

KPI 17. Student Engagement

The importance of understanding how our students engage with the university during the course of their studies has been put in sharp focus through recent events. There is a desire to develop a clear picture of engagement in both traditional learning mechanisms and our digital learning environment as it evolves. Further investigation is required to understand what the key components of digital delivery with commonality across the university will look like today and in the short to medium term. This will enable the KPI to be focused on the key engagement areas of our digital environment.

KPI 18. Large Grant Capture

A KPI focussed on Glasgow's rank within the Russell Group for large awards success (10% by value) by top funders (UKRI, EU, BHF, WT, NIH).

This will be determined by identifying awards made to RG universities by funder and top 10% by value. From this, Glasgow's position in the top 10% of grants by awarded value can be determined. Work has started on specifying and constructing this metric but there remains a significant amount of work still to do in collecting the data.

Annex A: KPIs with established data

KPI: **1. International Student Population %**
Definition: The proportion of the student population that is international
Data Source: HESA Student and HESA Staff return
Benchmark: Yes – other HEIs down to HESA cost centre level
Local level reference: Yes - down to School/Subject level
Key Criteria: Robust✓ Measurable✓ Transparent✓

KPI: **2. Global Reputation**
Definition: University of Glasgow rank in THE Reputation World Rankings
Data Source: THE Reputation World Rankings
Benchmark: Yes – University level and THE subject level
 THE subject level will be used to inform local points of reference
Local level reference: No – not possible to map to our internal College/School structure
Key Criteria: Robust✓ Measurable✓ Transparent✓
Note: Although measuring overall rank – the relative UK position will also be important as shifts are likely to occur in relative strengths of countries

KPI: **3. Quality of Research Publications**
Definition: An average Russell Group rank based on a three-year average across three metrics: % of outputs in top 10%, % of outputs in top 1% and Field-weighted citation impact
Data Source: Based on all publications by staff affiliated with the University of Glasgow in 2016–19, as identified by SciVal.
Benchmark: Yes – currently focussed benchmark with the Russell Group.
Local level reference: Possible but this doesn't currently exist.
Key Criteria: Robust✓ Measurable✓ Transparent✓
Component Indicators: This KPI comprises three component parts highlighted in the table below:

Metric	2018	2019	2020
	(2014-2017)	(2015-2018)	(2016-2019)
Field-weighted citation impact	10	10	6
% of outputs in top 10%	11	12	11
% of outputs in top 1%	10	9	8
AVERAGE (Institutional KPI)	10.3	10.3	8.3

KPI: **4. Doctoral Degrees Awarded/Staff R&T FTE**
Definition: PhD's awarded / Staff R&T FTE
Data Source: HESA Student and HESA Staff returns
Benchmark: Yes – other HEIs down to HESA cost centre level
Local level reference: Yes – down to School/Subject level
Key Criteria: Robust✓ Measurable✓ Transparent✓

KPI: **5. Research Income/Staff R&T FTE**
Definition: Total Research Income / FTE of Research & Teaching Staff (Academic Employment Function 3)
Data Source: HESA Finance and HESA Staff returns
Benchmark: Yes – other HEIs down to HESA cost centre level
Local level reference: Yes – down to School/Subject level
Key Criteria: Robust ✓ Measurable ✓ Transparent ✓
Component Indicators:

KPI	15-16	16-17	17-18	18-19	Trend across period
Research Income (£k)	177,790	179,470	180,818	195,064	
Staff R&T FTE	1,186	1,147	1,154	1,213	
Research Income/Staff R&T FTE	149.9	156.5	156.7	160.8	

KPI: **7. Student Progression**
Definition: The proportion of UK domiciled, full time, first degree students who have successfully progressed from year 1 to year 2 of their programme.
Data Source: Core Student HESA data
Benchmark: No – this is an internal indicator
Local level reference: Yes – down to School/Subject level
Key Criteria: Robust ✓ Measurable ✓ Transparent ✓

KPI: **8. Student Satisfaction**
Definition: % positive response to NSS Q27 “Overall, I am satisfied with the quality of the course”
Data Source: National Student Survey conducted by Ipsos MORI
Benchmark: Yes – UK wide and available at university and subject level
Local level reference: Yes – down to School/Subject level
Key Criteria: Robust ✓ Measurable ✓ Transparent ✓
Note: The NSS is likely to change in content and traction over the strategic cycle. In recent years some results have been distorted by the level of student participation in some universities (notably Oxford and Cambridge have not been included in national results in last 2 years). The University will need to keep national and local participation under review and may need to alter the KPI and/or the target. Currently the NSS is the only way to benchmark student satisfaction across UK HE

KPI: **9. Entry Tariff**
Definition: Entry tariff for UG, Full-Time & Sandwich First Year Students under the age of 21
Data Source: Core Student HESA data
Benchmark: Yes – via league tables
Local level reference: Yes – down to School/Subject level
Key Criteria: Robust ✓ Measurable ✓ Transparent ✓

KPI: **10. Operating Cash Before Infrastructure and Strategic Investment**
Definition: The University needs to generate sufficient cash to meet its obligations. These obligations include annual minimum spend requirements, such as estate and IT maintenance, essential lifecycle spend and servicing existing long-term debt through interest payments and build-up of a sinking fund. Beyond this, the University has a choice in the investment of its cash, including investment in new facilities, systems or projects, support for strategy implementation and addressing backlog maintenance and sustainability. This metric, Operating Cash before Investment, captures the operating cash generation of the University before any investment in minimum spend requirements or choices. Targets will be set on an annual basis during the budget process and reported to Court in June each year for the following year.

KPI	Actual 19-20	Target 19-20	Actual vs Target
Operating Cash before Infrastructure and Strategic Investment	£95.3m	£81.8m	£13.5m

Data Source: cashflow analysis – held by central finance
Benchmark: No
Local level reference: College level reference
Key Criteria: Robust ✓ Measurable ✓ Transparent ✓

KPI: **11. Colleague Diversity**
Definition: Indicator comprising 3 individual components - BAME, disability and senior women. Status will represent the lowest performer of the 3 components.
Data Source: HR data
Benchmark: Not directly but visibility against regional labour market statistics
Local level reference: Yes
Key Criteria: Robust ✓ Measurable ✓ Transparent ✓
Component Indicators: Colleague Diversity component indicator trends and regional comparison shown in the graphic below
Note: “travel to work area” data is being collected for consideration as this should provide a more representative sample of the Glasgow University workforce.

THEME:	Community
KPI:	Colleague Diversity
STATUS:	Below Target

Component Indicators	% G10 Women	% Staff UK BAME	% Declared Disabled																																				
	<table border="1"> <tr><th>Year</th><td>15-16</td><td>16-17</td><td>17-18</td><td>18-19</td><td>19-20</td></tr> <tr><th>Value</th><td>26.9%</td><td>27.1%</td><td>28.2%</td><td>30.8%</td><td>33.0%</td></tr> </table>	Year	15-16	16-17	17-18	18-19	19-20	Value	26.9%	27.1%	28.2%	30.8%	33.0%	<table border="1"> <tr><th>Year</th><td>15-16</td><td>16-17</td><td>17-18</td><td>18-19</td><td>19-20</td></tr> <tr><th>Value</th><td>3.4%</td><td>3.4%</td><td>3.6%</td><td>4.0%</td><td>4.1%</td></tr> </table>	Year	15-16	16-17	17-18	18-19	19-20	Value	3.4%	3.4%	3.6%	4.0%	4.1%	<table border="1"> <tr><th>Year</th><td>15-16</td><td>16-17</td><td>17-18</td><td>18-19</td><td>19-20</td></tr> <tr><th>Value</th><td>3.2%</td><td>3.7%</td><td>4.0%</td><td>4.4%</td><td>4.4%</td></tr> </table>	Year	15-16	16-17	17-18	18-19	19-20	Value	3.2%	3.7%	4.0%	4.4%	4.4%
Year	15-16	16-17	17-18	18-19	19-20																																		
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Year	15-16	16-17	17-18	18-19	19-20																																		
Value	3.2%	3.7%	4.0%	4.4%	4.4%																																		
Regional comparison: Glasgow City Source: Scot Gov		<table border="1"> <tr><th>Year</th><td>15-16</td><td>16-17</td><td>17-18</td><td>18-19</td><td>19-20</td></tr> <tr><th>Value</th><td>8.9%</td><td>11.9%</td><td>9.7%</td><td>10.9%</td><td></td></tr> </table>	Year	15-16	16-17	17-18	18-19	19-20	Value	8.9%	11.9%	9.7%	10.9%		<table border="1"> <tr><th>Year</th><td>15-16</td><td>16-17</td><td>17-18</td><td>18-19</td><td>19-20</td></tr> <tr><th>Value</th><td>10.9%</td><td>15.2%</td><td>13.2%</td><td>15.4%</td><td></td></tr> </table>	Year	15-16	16-17	17-18	18-19	19-20	Value	10.9%	15.2%	13.2%	15.4%													
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Year	15-16	16-17	17-18	18-19	19-20																																		
Value	10.9%	15.2%	13.2%	15.4%																																			
Target:	50% by 2030	YOY improvement towards regional average	YOY improvement towards regional average																																				
Progress to target:	Good YOY improvements observed but these must improve further for the target to be met	YOY improvements observed but these remain well below regional average	YOY improvements observed but these remain well below regional average																																				

KPI: 12. Widening Access (COWA MD0-20)
Definition: Proportion of full time, first degree Scottish domiciled students from an MD0-20 background. This measure is used externally to track the university’s progress in implementing the plan set out by the Commission of Widening Access
Data Source: Admissions Data, SFC reporting
Benchmark: Yes – against Scottish HEIs
Local level reference: Yes – School and UG intake category level
Key Criteria: Robust✓ Measurable✓ Transparent✓

KPI: 14. CO₂ Emissions
Definition: CO₂ emissions (scope 1,2 and 3)
Data Source: HESA Estates Management Record (EMR) record
Benchmark: Yes but EMR isn’t compulsory in Scotland so possible gaps in benchmarking
Local level reference: University level only
Key Criteria: Robust✓ Measurable✓ Transparent✓

KPI: **16. Collaborative Space**
Definition: The total sqm and % of the estate dedicated to collaborative space
Data Source: Estates Space Survey
Benchmark: No
Local level reference: It will be possible to surface specific areas of interest
Key Criteria: Robust✓ Measurable✓ Transparent✓
Component Measures: Total collaborative space is the headline indicator

KPI	20-21
Total Collaborative Space on Campus	5.73%
Components	20-21
Office workspace - Collaborative	0.17%
Meeting Space	1.52%
Café/Social Space	2.64%
Collaborative Teaching Space	1.40%
Student Study Space - Collaborative (to be identified)	
Associated Metrics	20-21
Student Study Space	4.43%
Office Workspace - Shared (open plan)	10.35%

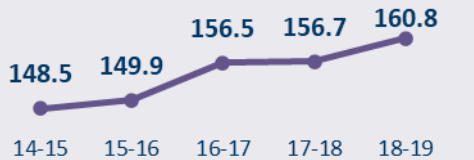
KPI: **19. Commissioned Research**
** currently investigating Knowledge Exchange and Industry Income metrics*
Definition: Contract Research stated as a percentage of Total Research Income
Data Source: HESA Finance and HEBCIS return
Benchmark: Yes
Local level reference: Possible but this doesn't currently exist
Key Criteria: Robust✓ Measurable✓ Transparent✓
Component Measures:

KPI	15-16	16-17	17-18	18-19	Trend across period
Contract Research	36,559	32,375	32,887	32,628	
Total Research Income	177,790	179,470	180,818	195,064	
% Research income from Industrial Partners	20.6%	18.0%	18.2%	16.7%	

KPI: **20. Graduate Employability**
Definition: Graduate employment % of those in a professional destination as reported from the new Graduate Outcomes survey. Note that this survey takes place 15 months after UG students finish their studies
Data Source: Standardised statutory survey managed by HESA
Benchmark: Yes - we intend to benchmark against TIMES/SUNDAY TIMES for the purposes of KPI tracking. This means we can map to internal UofG structures
Local level reference: Yes – as above
Key Criteria: Robust✓ Measurable✓ Transparent✓

KPI: **21. UG Mobility**
Definition: UG Students having an international experience of 1 week or more during the course of their academic studies
Data Source: Placement data on MyCampus, NSS population to confirm final year UG Virtual mobility data source still to be specified.
Benchmark: No
Local level reference: Yes – currently down to School level
Key Criteria: Robust✓ Measurable✓ Transparent✓

Annex B: Example KPI Factsheet

<h2 style="margin: 0;">6. Research Income/Staff FTE</h2> TARGET: 5th in Russell Group	
Purpose/Definition	To maintain and enhance our reputation as one of the few UK HEIs with a global reputation in research. Grant income generated is a simple and easy to understand metric that allows any individual to understand the economic value of the research being performed. Calculated by dividing the total Research Income by the total FTE of Research & Teaching Staff (Academic Employment Function 3).
Data	<div style="display: flex; align-items: center;">  <div style="margin-left: 20px;"> <p>Research Income/Staff FTE in 18-19 was £195m/1,215 R&T FTE. Despite the increase in ratio, we fell from 5th to 6th in the Russell Group for this measure, swapping places with Manchester.</p> <p>Source: HESA Finance and HESA Staff Return</p> </div> </div>
Behaviour Drivers	<p>Desirable:</p> <ul style="list-style-type: none"> - Drives increased support for staff applying for grants, including for large collaborative activities. - Drives recognition of the need for external funding to support research and validate its quality. <p>Undesirable:</p> <ul style="list-style-type: none"> - Pressure on academics - By itself, does not drive ambitious, collaborative grant activity, nor a greater fraction of staff holding grants (in fact, it could mask concentration of income within units to a small number of individuals) - As a HEI-level metric, masks wide variation across Colleges.
Benchmark Available?	Yes. Benchmark down to HESA CC level and School level mapping available.
Meets Key Criteria?	Robust✓ Measurable✓ Transparent✓
Alternative Indicators	Research Income, Research Output Quality, Large-grant capture, % staff holding grants Potentially Staff Pulse Surveys (negative impact if pressured)

Court Context Card 14 April 2021 - Principal's Report	
Speaker	Professor Sir Anton Muscatelli
Speaker role	Principal
Paper Description	For information / discussion
Topic last discussed at Court	Last report to Court was February 2021
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	Outcome Agreement for approval. Other items for information / discussion
Paper Summary	<p>Updates on areas listed in the paper as follows:</p> <ol style="list-style-type: none"> Higher Education Developments <ul style="list-style-type: none"> ODA Funded Research Brexit & Turing Scheme Advanced Research and Invention Agency Independent Review into Research Bureaucracy Student Futures Commission SFC Review SFC Grants 21/22 and Additional Funding 20/21 Outcome Agreement REF 2021 Campus Development League Tables - QS World Faculty & Subject Rankings Key activities Senior Management Group business
Topics to be discussed	In line with paper's headings
Action from Court	Approve Dumfries section of Outcome Agreement
Recommendation to Court	Other items to note/discuss if wished
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 1 Income Generation, Risk 3 Government Policy Changes, Risk 6 Student Learning Experience, Risk 8 Student Recruitment Market, Risk 10 Research, Risk 16 Covid-19</p> <p>Item 2: Risk 1 Income Generation, Risk 3 Government Policy Changes</p> <p>Item 4: Risk 9 REF2021, Risk 10 Research, Risk 1 Income Generation, Risk 7 Maintaining and improving reputation</p> <p>Item 5: Risk 12 Campus Development</p> <p>Item 6: Risk 7 Maintaining and improving reputation</p>
Demographics % of University	Items mainly relate to the University as a whole
Operating stats % of	
Campus	All locations
External bodies	UK Government; Scottish Government; Russell Group, UUK, Universities Scotland, SFC; UKRI
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	
Suggested next steps	
Any other observations	



Court - Wednesday 14 April 2021

Principal's Report

Items A: For Discussion

1. Higher Education Developments

Official Development Assistance (ODA) Funded Research

On 11 March, UKRI confirmed a significant reduction in its ODA allocation from BEIS. In FY 2021/22 the overall UKRI ODA budget will half to £125 million, creating a £120 million gap between allocations and commitments.

The University has taken two immediate actions in response: first, we are in direct dialogue with colleagues whose projects are set to be impacted by the funding cuts. This engagement is being led by the VP Research, and the University recognises the alarm this news has provoked across campus. It is not only unusual but almost unprecedented for UKRI to suggest it might terminate grants which have already started. Second, we are working with the Russell Group, UUK and concerned voices from across the sector to lobby as strongly as we can. On 26 March I wrote a piece for The Times – [accessible here](#) – which frames the issue in greater detail.

ODA funding supports vital research projects in low and middle income countries around the world. Accordingly, a sizeable reduction to this funding threatens this important work, undermines our international partnerships and calls into question both the UK's global standing and Ministers' aspirations for the country to become a 'science superpower'. Along with the VP Research and the VP External Relations, I have written to colleagues to stress that the University is proud to participate in ODA funded projects and that we will continue to make the case for revisiting these cuts.

Brexit, Turing Scheme & Welsh International Exchange Programme

At the last meeting, Court was briefed that the EU and UK had reached agreement on the terms of their future cooperation and that the UK would associate to Horizon Europe, providing our researchers with full access to participate, lead and receive funding from Horizon Europe programmes. Court will also recall that the UK will no longer participate in Erasmus+ and concerns had been raised that the breadth of Erasmus would not be replicated by the UK Government's replacement Turing Scheme.

On the issue of Horizon Europe, the main concern at present is that the funding for association may end up having to be found from the BEIS R&D budget, which would undercut UKRI's funding for 2021/22. As with the ODA funding issue, this has received considerable attention and criticism from UUK, Russell Group, and the UK learned societies, as well as other organisations

and politicians across Parliament (including the Chairs of the House of Commons and House of Lords Science and Technology Committees). My Times article cited above also comments on this issue, alongside the threat relating to ODA funding, although they are strictly separate issues in terms of sources of funding. We expect the decision imminently on whether Treasury will fund association in addition to the current UKRI settlement and I will update Court if there are any developments.

On 9 March, guidance was published on the Turing Scheme. Universities will be able to apply for funding from this month, with projects commencing in September. The Turing Scheme will provide education and training opportunities which emphasise ‘a global reach for the UK’. The guidance confirms that living cost support under Turing will be lower than that provided by Erasmus +. It should also be noted that there will be no travel support for students (except for those participating from more disadvantaged backgrounds), no tuition fee support/waiver and that staff exchanges are outwith the scope of the Scheme.

Separately, on 21 March the Welsh Government announced plans for its own International Exchange Programme. £65 million has been earmarked for the initiative which is designed to bridge the gap between the Turing Scheme provisions and those the UK enjoyed as a member of Erasmus+. Specifically, the programme will fund costs related to the inward mobility of learners, teachers and young people from partner organisations abroad. It will run from 2022 to 2026 and will be developed in conjunction with Cardiff University.

Advanced Research and Invention Agency (ARIA)

On 2 March, the UK Government introduced a Bill to create ARIA, an independent research body with a remit to fund high-risk, high-reward scientific research. ARIA is based on the US Advanced Research Projects Agency (ARPA) model and has been welcomed across the sector. The aim is for the agency to be fully operational by 2022. In conjunction with the Russell Group, the University will continue to engage on the issue as legislation progresses.

Independent Review into UK Research Bureaucracy

On 22 March, the Minister for Science, Research & Innovation launched an independent review into UK research bureaucracy, intended to identify ways to free up researchers to pursue their research. The review will be led by Professor Adam Tickell, VC of the University of Sussex and stems from commitments in the UK Government R&D Roadmap. The review will conclude by early 2022, with interim findings due to be published in the autumn. It will involve broad engagement with the whole UK research community, with a particular focus on higher education institutions.

University Partnerships Programme (UPP) Student Futures Commission

On 26 March, the UPP Foundation announced an independent Student Futures Commission to investigate how, in light of the disruption sparked by the pandemic, universities can take further action to support new and returning students. The Commission will be chaired by Mary Curnock Cook, former Chief Executive of UCAS, and will comprise a dozen commissioners from across the sector. The Commission plans on publishing its final report before the end of the calendar year and will focus on identifying additional support measures for students, as well as exploring how

new approaches/initiatives established in response to the pandemic can be formalised and developed within HE settings.

SFC Review

The SFC has published a progress update on its review into coherent provision and sustainability of the sector. To recap, the Phase 1 Review Report was published in October, with the SFC undertaking Phase 2 consolidation work over the winter. This work has grouped the Review's priorities under three broad headings: emergency years (areas linked to the pandemic phase and its repercussions for the sector); ongoing policy development (areas of policy development and improvement identified in Phase 1 which are already in train); and developing future frameworks (high impact reforms that the SFC plans to bring forward as recommendations for Ministers).

With Phase 3 set to begin shortly, the University is committed to ongoing engagement with the SFC around the review. Final recommendations are due to be submitted to Ministers this summer.

2. SFC Grants 2021/22 and Additional Funding 2020/21

The SFC has published both indicative funding allocations for academic year 2021/22 and an announcement of additional funding for financial year 2020/21.

Additional funding for Universities in FY 2020/21

In response to the challenges presented to the sector by the pandemic, additional funding has been announced as below.

£40m to help universities and colleges maintain research activity, protect jobs and help students.

- £35m awarded to universities
- Each university received a flat £0.5m and the remainder was allocated based on existing share of core grants
- Including the initial £0.5m allocation, Glasgow received £4.26m.

£20 million additional capital to boost research and knowledge exchange.

- Glasgow received £4.01m of this, 2nd highest share behind Edinburgh (£6.2m)
- SFC have identified this as a "top-up" to the £75m that was announced in May 2020. As previously shared with Court, Glasgow received £15.3m from the £75m distributed, again the 2nd highest share behind Edinburgh (£23.3m).

£10 million for universities and colleges for income lost in providing rent rebates

- Glasgow received £612k based on an estimated net income loss of £3.87m; Edinburgh received £3.47m based on an estimated net income loss of £21m.

Indicative funding allocations for AY 2021/22

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

- SFC's Revenue budget for AY 2021/22 has increased by 5.9% (£61.6 million).
- Teaching funding has increased by 7.7% (£52.7 million).
- Research and Innovation budgets have received an increase of 1.5% (£4.4 million).

- Other programme funding has increased by 7.2% (£3.9 million).
- Capital maintenance funding has been broadly maintained, in cash terms, at the same level as last year.

The main points to note for the University of Glasgow are:

- Our core teaching and research funding has increased from last year, with an **overall increase of 4.6%** for Teaching, Research and Innovation.
- Our Main Teaching Grant has **increased by 6.3%**, this has been driven by several factors:
 - Subject price group increase.
 - 288 FTE for ‘SQA places’, anticipating that changes to 2021 exam arrangements will lead to another enlarged Scots intake. We are seeking clarity on this point, as an extra 288 FTE would not be sufficient to cover a repeat of our large 20/21 intake.
 - 40 FTE of graduate apprenticeship places, previously funded by Skills Development Scotland.
- Additional Teaching grants (not included in the Main Teaching Grant):
 - Upskilling: UofG has **increased by 2%** (£879k to £897k) and continues to hold the largest share of this funding.
- Our Research Excellence Grant is slightly higher, showing an **increase of 1.8%**, while sector funding increased by only 1.1%. This was the largest increase across the universities with a large share of REG funding.
- Our University Innovation Fund funding has **increased by 10.2%** as part of an overall uplift to research and innovation. This uplift has been spread evenly across the sector, with Glasgow receiving the largest UIF allocation, just ahead of the University of Edinburgh.

3. Outcome Agreement

As Court is aware, we produce our SFC Outcome Agreement each year to set out what we plan to deliver in return for our SFC funding and reflect upon what we have delivered to date. In a normal year, we would soon be sending our finalised Outcome Agreement to SFC, describing how we would contribute towards SFC and Scottish Government priorities between 2021/22 and 2023/24. Instead, our most recent Outcome Agreement (approved by Court at the February meeting) is an interim document with a narrow scope reflecting upon only 2020/21, with a particular emphasis on our Covid response.

Work on our original Outcome Agreement for 2020/21 to 2022/23 was suspended in March 2020, as SFC acknowledged the impact the pandemic would have on the sector’s plans. The interim document ensures that a line of accountability for our funding remains in place for 2020/21. SFC intend to confirm the timescales for our next, forward looking, Outcome Agreement in the Spring.

In the meantime, SFC has requested an additional section for our interim Outcome Agreement – a short description of our activity in Dumfries, as it relates to SFC’s key priorities. **This document is attached for Court’s approval.**

Items B: For Information

4. REF 2021

The REF 2021 submission deadline was 31 March. I am pleased to inform Court that the University’s REF submission was completed some days in advance of the final deadline, thanks to the efforts of a large number of colleagues working in challenging circumstances to bring this complex project to a conclusion.

Over 400 colleagues were involved in pulling together the submission, working across Colleges and involving almost every professional service. We have submitted 28 Units of Assessment, comprising 1,445 staff, 118 impact case studies, 28 Unit-level environment statements, and 3,300 outputs. Ensuring our REF submission is of the highest possible quality is of the utmost importance to the University, and I thank all our researchers and colleagues who support research and impact activities for their incredibly hard work.

Looking ahead, many colleagues are members of REF Panels, and they will be substantially engaged in this workload over the coming months (the University is offering support to allow them to devote time to this work). I look forward to the results, which are expected in April 2022.

5. Campus Development – Brief Update

As Court members will be aware, the James McCune Smith Learning Hub has now been handed over to the University, with the outstanding works to the ground floor and adjoining Boyd Orr Building recently completed. We anticipate the building will be open for learning by the end of April.

The Advanced Research Centre continues to make good progress and will be wind and watertight in the near future, with completion due in the autumn. The Clarice Pears Building/IHW recommenced on site in September 2020, and the structural frame is nearing completion, with significant work on the exterior cladding expected to commence in the coming weeks. On the ASBS/PGT Hub, preparations are underway with Multiplex with a view to commencing the ground enabling works in April, ahead of construction starting in the summer. Infrastructure projects continue apace: the University Avenue work is progressing well and on Church Street demolition of the Gardiner Institute is complete, with the deconstruction of the Pontecorvo Building due to commence imminently.

6. University Rankings

QS 2021 World Faculty and Subject Rankings

QS published their 2021 World Faculty and Subject rankings on 3 March. As a reminder, the University dropped ten places in the 2021 QS World University rankings from 67th to 77th, attributing the drop to Citations per Faculty.

The best performing subject grouping at QS Faculty level is Life Sciences & Medicine at joint 49th, the same position as 2020.

Other Faculty results:

- Arts & Humanities at joint 72nd, a drop of 10 places from 2020
- Social Sciences & Management at 114th, a drop of 8 places from 2020
- Natural Sciences at joint 137th, a drop of 15 places from 2020
- Engineering & Technology are joint 188th, the same position as 2020

Notable mentions at QS Subject level:

- Veterinary Science is 10th in the world, an improvement of 7 places from 2020
- English Language & Literature ranked at joint 31st, the same position as 2020
- Education improved by 3 places to joint 38th from 2020

The following QS Subjects are also in the top 100 but were previously grouped into broad rank bands and therefore we cannot determine the extent of improvement:

- Medicine ranked at joint 47th
- Biological Sciences ranked 62nd
- Law ranked at joint 65th
- Modern Languages at joint 79th
- Sociology at joint 86th
- Pharmacy & Pharmacology ranked 94th
- Physics & Astronomy at joint 94th
- Accounting & Finance have moved into the top 100, at joint 97th.

Despite the drop in the QS World Rankings performance for this year, it is encouraging to see a number of subject areas rated within the top 100 globally.

7. Key activities

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

Academic Development and Strategy

- Chaired regular meetings of the Senior Leaders Forum, comprising SMG, Heads of School and Directors of Research Institutes, Deans, and senior Professional Services colleagues.
- Chaired regular meetings of the Appointments Release Group (ARG), to take decisions on priorities for staff recruitment. The ARG is now suspended, the financial position of the University allowing recruitment of posts to proceed according to the usual approval routes.
- 1 March: Meeting with senior colleagues regarding research opportunities and cross-College collaboration.
- 8 March: Met with newly appointed Dean of External Engagement, College of Social Sciences.
- 9 March: Meeting with senior colleagues and counterparts from The Glasgow School of Art.
- 12 March: Met with members of visiting delegation to receive feedback at the conclusion of the School of Veterinary Medicine's Accreditation visit (involving the RCVS and international counterparts). The visit had been rescheduled due to the pandemic, in the hope that the delegation could come to Glasgow in person, but the decision was taken to arrange a virtual visit instead, from 8-12 March.
- 9 April: Senate.

Internationalisation Activities

- 25 February: Gave the welcome address to open a conference entitled "Enhancing Knowledge Transfer and Exchange in African HE and Research" involving UofG and partners from ARUA (the African Research Universities Alliance).
- 25 February: Attended Sapienza University of Rome inauguration ceremony for the new academic year.
- 17 March: Meeting with Biocon MD and VP/Head of College of Medical Veterinary and Life Sciences to discuss common priorities.

Lobbying/Policy Influencing and Promoting the University

USS Meetings

- 16 February: USS Board briefing session
- 17 February: USS training
- 17 February: USS – Informal JNC Meeting
- 19 February: USS Board Meeting
- 19 February: USS Investment Committee Meeting
- 2 March: USS – JNC meeting
- 8 March: UUK/USS Directors meeting
- 15 March: USS – Investment Committee workshop
- 19 March: USS Investment Committee Meeting
- 25 March: USS Board Meeting
- 30 March: UUK/USS Directors meeting

Russell Group Meetings

- Fortnightly meetings of the Russell Group Board, including a meeting with the Secretary of State for BEIS, Kwasi Kwarteng MP.
- 24 February: Meeting with CEO of the Russell Group and the Principal of University of Edinburgh to brief the RG CEO on the Scottish Government roadmap to ease COVID restrictions.
- 8 April: Meeting with the Permanent Secretary of the Scottish Government along with the CEO of the Russell Group and the Principal of the University of Edinburgh.

Other external engagement

- 12 February: Alongside the Leader of Glasgow City Council, I participated in a Green Recovery Dialogues Senior Leadership Roundtable organised by the UofG Centre for Sustainable Solutions, Policy Scotland, and the City Council.
- 12 February: Chaired Policy Scotland event with former PM Gordon Brown and Lord Sainsbury.
- 18 February: First meeting of the UUK Climate Task and Finish Group, which aims to strengthen the voice of UUK members on the HE sector's response to the climate emergency, and ensure the sector has a high-profile presence in the run up to and around COP26.
- 24 February: Meeting with other Principals and the Scottish Government Minister for FE, HE and Science.
- 25 February: Meeting of the Royal Society of Edinburgh Post Covid Futures Commission.
- 4 March: Attended meeting of Scottish Government Council of Economic Advisers (with the First Minister in attendance).
- 5 March: Met with Glasgow Labour MSPs to offer an update on UofG activities.
- 9 March: Introduced John Smith Centre event with Shadow Secretary of State for Justice, David Lammy.
- 9 March: Spoke as part of the panel at a Scottish Development International event entitled "Scotland is Now: The Race to Zero", on green investment and development opportunities for the city of Glasgow.
- 10 March: Jisc Digifest: alongside Dr Neil McDonnell, gave a demonstration of VR teaching tool Edify, as part of the Jisc digital learning festival.
- 17 March: Meeting with Scottish Government and SFC to discuss the report Understanding Racism, Transforming University Cultures and ways to work together.
- 18 March: Attended Scottish Universities Research Reference Group – convened by the SG Minister for HE, FE and science.
- 18 March: Chaired UUK Climate Emergency Task and Finish Group roundtable.
- 22 March: Introduced Policy Scotland event featuring Ken Macintosh MSP, outgoing Presiding Officer of the Scottish Parliament.
- 1 April: Chaired meeting of the Glasgow Health Sciences Oversight Board (with MVLS colleagues and NHS Greater Glasgow and Clyde).
- 1 April: Acted as a discussant as part of a workshop run by the National Institute of Economic and Social Research entitled "The Economics and Politics of Productivity", as part of the University's involvement in the ESRC/UKRI funded Productivity Institute

- 7 April: Meeting with UKRI to discuss the report *Understanding Racism, Transforming University Cultures*.

Internal activities and Communications and Alumni events

- Daily meetings of Covid-19 communications/operational group.
- 11 February: Recorded video message addressed to all staff and students for the launch of our report *Understanding Racism, Transforming University Cultures*.
- 11 February: Recorded video message to mark LGBT History Month and the associated programme of University events.
- 17 February: World Changing Glasgow Conversations event: I introduced this event on the topic of Covid-19 vaccine development, featuring John Young and Rod MacKenzie from Pfizer (both Glasgow alumni), VP/Head of College of MVLS Prof Iain McInnes and Professor Emma Thomson of the MRC Centre for Virus Research.
- 18 February: Chaired the SMG Marketing and Communications Strategy Group.
- 18 February: Introductory meeting with Richard Warburton, new Head of Communications.
- 22 February: Regular meeting with SRC Executive.
- 22 February: Discussion with my office and Head of Communications to discuss future activity and priorities in media engagement.
- 23 February: Joined External Relations Directorate all-staff meeting to provide an update, and offer my thanks to the team for their efforts over the challenging admissions cycle.
- 25 February: Joined colleagues from the undergraduate Social and Public Policy teaching team within Urban Studies to congratulate them on winning the Social Policy Association's Outstanding Teaching Award 2020.
- 26 February: SMG Annual Strategic Risk Review with PWC.
- 26 February: recorded an interview with Times Higher Education sponsors Western Union, to discuss the University of the Year award and our work on reparative justice
- 26 February: Recorded a video message of congratulations to the nominees and winner of the SRC Principal's Award for Civic Engagement. The SRC asked me to select the winner of this new award as part of their annual Volunteering, Clubs and Societies awards.
- 9 March: Recorded a reading for the University of Glasgow/Glasgow Cathedral Service, held online this year.
- 9 March: Recorded a message for staff marking the anniversary of the first Covid-19 lockdown, the move to online learning and working from home.
- 15 March: Regular meeting with SRC Executive.
- 17 March: Recorded a video message for the Guangzhou Alumni Association for their rescheduled Burns Supper.
- 18 March: Attended UofG Commercial Services leadership team meeting, briefed colleagues on the position of the University, and took questions.
- 18 March: Attended anniversary meeting of the Online Support Network, a group of UofG colleagues formed when teaching moved online in March 2020.
- 22 March: Met with the SRC President and the President-elect to discuss issues of student support.
- 26 March: Budget Update Meeting with Director of Finance and VP Academic Planning & Technological Innovation

- 31 March: Meeting with the Chancellor.
- 31 March: Rectorial Election - Nominations Court.
- 31 March: Introductory meeting with the newly appointed Deputy Director of Finance.

8. Senior Management Group business

In addition to standing and regular items, which include Covid-19 response, Student Recruitment, Strategic Risk Register and REF 2021, the following issues were discussed:

SMG Meeting of 8 February

- Strengthening our Research Impact: Lessons from Mapping our REF2021 Impact Case Studies
- University Strategy: World Changers Together – Internal Communications
- Understanding Racism, Transforming University Cultures: SMG Objectives
- SFC Outcome Agreement 2019/20 Self-Evaluation / SFC Interim Outcome Agreement 2020/21
- Digital Security
- Working from Home Group – Staff Survey

SMG Meeting of 16 February

- Student Withdrawals
- Global Mobility Implications: Colleagues Working Overseas Update
- Working from Home Group – Staff Survey Update
- Innovation Strategy
- National Student Survey
- Alumni Discount

SMG Meeting of 22 February

- Complaints Process
- Working from Home Group Update
- University Values and Strategy: Staff Communications
- Alumni Discount 2021
- Student Financial Aid: Coronavirus Discretionary Fund
- Assessment Support Policy
- Asymptomatic Testing for Staff
- Testing for Overseas Students on return to UK

SMG Meeting of 1 March

- Teaching Planning 2020/21: Draft Communications
- 2021/22 Planning Round Update
- Student Support and Wellbeing: Development of the Student Support Function
- Graduations 2021
- Working from Home Group: Survey Analysis
- COP26 Green Zone Submissions

SMG Meeting of 8 March

- Recognition of University Performance
- Project Aurora: Update
- World Changers Together: KPI Update
- Working from Home Group Update
- ODA Funded Research/Advance Payments
- UIF Annex – SFC Interim Outcome Agreement 2020/21
- Appointments Release Group
- COP26 Volunteering
- International Women’s Day

SMG Meeting of 15 March

- SMG Development Programme
- ODA Funded Research
- Working from Home Group Update
- Proposed Expansion of Glasgow College UESTC
- National Student Survey
- Differential Impact on Research
- Library Capacity
- James McCune Smith Learning Hub Opening
- Athena SWAN

SMG Meeting of 23 March

- UKRI Funding
- Shadow Board: A Values-Led Imagining of a Hybrid Workplace
- Performance Development Review Update
- Proposed Revisions to IP & Commercialisation Policy
- Documenting the Impact of Covid-19 on Research Theses
- Revolving Credit Facility

SMG Meeting of 29 March

- World Changers Together: KPI Update
- Planning the Research Recovery
- Decommissioning of Workload Modelling Solution
- ODA Funded Research
- THE Awards/ Herald HE Awards
- SFC Interim Outcome Agreement: Dumfries Commentary 2020/21

The University of Glasgow at Dumfries

The University of Glasgow at Dumfries, based in the Crichton Campus, is an integral part of the University of Glasgow. In Dumfries, we commit to the same excellence in Teaching and Research and work to implement the same strategic priorities and commitments described throughout our Interim Outcome Agreement.

The core purpose of the University of Glasgow at Dumfries is to create a world class, research-intensive university environment in niche areas matched to the Dumfries and Galloway location, thereby serving regional and national stakeholders whilst working in an international context. Our vision for the Dumfries Campus is for it to be an inclusive centre of excellence for interdisciplinary learning and teaching; a creative research-intensive environment with important national and international research partnerships producing world-class research, KE and Impact; and, as a significant contributor to, and resource for, regional economic development. Its areas of specialism include: environment, culture, health, wellbeing, social policy, education and tourism. Our objective is for activity on the Campus to reach the highest academic standards and to support the social and economic needs of the region. We seek to do this from a position of institutional strength that makes it possible for the University to engage with the considerable partnership and collaboration opportunities that are to be found on the Crichton Campus.

The Learner

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

Our presence in Dumfries also allows us to support other key Scottish Government initiatives. For example, by offering Articulation places in partnership with Scotland's Colleges, particularly Dumfries and Galloway College, appropriately qualified HNC students are admitted directly into year 2 of our MA in Health and Social Policy. In this way we provide students from both within Dumfries and Galloway and further afield, the opportunity to study at a world leading university while helping to meet both the Scottish Government's Regional and Accessibility Agenda.

Our teaching portfolio delivered in and from Dumfries has expanded: our interdisciplinary MSc in *Environmental Risk Management* allows students to acquire an in-depth understanding of how risks from natural hazards materialise and affect societies globally and they will develop conceptual and analytical skills to assess and propose innovative solutions. A fully online *Masters in End of Life Studies* has also launched, offering students new and critical perspectives on end of life practice and policy, palliative care, cultural representations of death and dying, and related ethical questions. We are developing, for 2022/23, an *MSc in Responsible Tourism* and STEM focussed PGDE.

The System

In support of a world-class educational experience, we have institutional and local strategies and action plans to increase overall satisfaction with the student experience as measured by the NSS and as captured in our institutional KPIs. This includes UofG students at the Crichton Campus.

Focusing on entry to years 1 and 2 of the undergraduate degrees, we are developing strategies to enhance transition into, and engagement in, University life especially for Scottish domiciled students, students with caring responsibilities and care leavers. Specific interventions:

- Course-specific buddy schemes;
- School engagement events;
- Partnership working with FE Colleges where Articulation Agreements are in place/are being developed, particularly in Dumfries.
- A Bridging Course and Summer School for Access

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

Following extensive consultation with employers the concepts of 'leadership' and enterprise' have been embedded in all of our degree Programmes to ensure that these key attributes are acquired by all of our graduates.

We will monitor the impact these strategies have for our students on the Crichton Campus.

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

Research & Innovation

The School continues to broaden its internal Research Forum to include wider partners, with the aim of identifying more potential opportunities for increased collaborative research and knowledge exchange activity.

Through active participation in RKEC /RCDG, UofG is fully engaged in the shaping of UIF outcomes to meet national priorities and deliver against the plans submitted. Glasgow is engaged in developing the UIF Evaluation Framework and is participating as lead for National Outcome 1 and contributor in the National Outcomes 2 to 7 in the RCDG led sector collaboration activity.

School of Interdisciplinary Studies

UG Student Numbers *(Source: UofG Headcount Model)*

Programme	2018/19	2019/20	2020/21
Primary Education with Teaching Qualification	167	179	187
Environmental Science & Sustainability	79	77	68
Health and Social Policy	52	49	40
Erasmus	2	1	
UG Total	300	306	295

Court Context Card 14 April 2021 - University Secretary's Report

Speaker	Dr David Duncan	
Speaker role	COO and University Secretary	
Paper Description	For information / items for approval; items for discussion if Court wishes	
Topic last discussed at Court	Last report was to February 2021 Court	
Topic discussed at Committee	NA	
Committee members present	NA	
Cost of proposed plan		
Major benefit of proposed plan		
Revenue from proposed plan		
Urgency	High, Medium & Low	
Timing	Immediate where relevant	
Red-Amber-Green Rating	Green	
Paper Type	Decision/Discussion/Information	
Paper Summary	Report from Secretary on a number of items for Court's discussion/decision and/or information. A Items are: A1 Public sector Equality Duty - Equality Outcome 2021-2025 A2 Gender Representation Objective	
Topics to be discussed	As above plus any B items Court members may wish to discuss	
Action from Court	To note the report and approve B2 - Court Co-opted Members	
Recommendation to Court	To approve items as requested.	
Relevant Strategic Plan workstream	Empowering People, Agility, Focus	
Most relevant Primary KPI it will help the university to achieve	NA	
Most relevant Secondary KPI it will help the university to achieve	NA	
Risk register - university level	Item 1: Risk 1 Income Generation and Expenditure, Risk 8 Student	
Risk register - college level	Recruitment Market, Risk 12 Campus Development Programme, Risk 16 Coronavirus	
Demographics		
% of University	100% Cross University application on several items	
Operating stats		
% of		
Campus	All locations	
External bodies	UK and Scottish Governments; EU; Public health authorities;	
Conflict areas		
Other universities that have done something similar		
Other universities that will do something similar		
Relevant Legislation	Scottish Government Roadmap; industrial relations legislation	
Equality Impact Assessment		
Suggested next steps		
Any other observations		



Court – Wednesday 14 April 2021

Report from the University Secretary

SECTION A - ITEMS FOR DISCUSSION / DECISION

A.1 Public Sector Equality Duty – Equality Outcome 2021-2025

The Equality Outcomes Report was considered by Equality and Diversity Strategy Committee (EDSC) in March 2021. The report outlined the progress on the 2017-2021 Equality Outcomes, the internal and external factors influencing the proposed set of Equality Outcomes, and the consultation process conducted to involve and engage staff and students in setting our new Equality Outcomes for 2021-2025.

Annex 1 provides an overview of this report. There are gaps in the text relating to the strategic KPI's which are still in discussion; these are marked as XX and highlighted in yellow.

A.2 Gender Representation Objective

Annex 2 is a report made in compliance with Section 8 of the Gender Representation on Public Boards (Scotland) Act 2018. At present non-excluded lay Court members are 46% female against a target of 50%.

SECTION B – ITEMS FOR INFORMATION / ROUTINE ITEMS FOR APPROVAL

B.1 Convener appraisal and Annual Court Self-Assessment

As part of the good practice set out in the Code of Good HE Governance, Ronnie Mercer has undertaken an appraisal of the Convener's performance. Court members have been provided with a summary.

Given the current Covid-19 crisis and the focus on planning around that, the Court self-assessment/feedback on performance will be circulated later in the year. The Court Governance Working Group will then meet to consider the outcomes. There will be a report to Court identifying any themes and including recommendations for action.

B.2 Committee remit and appointments

Court Co-opted Members

Gavin Stewart's terms on Court ended on 31 March this year. Gavin will have served 4 years and is eligible – and willing – to continue for a further 4 years.

Gavin would also continue as a member of the Finance Committee.

Nominations Committee recommends that Gavin be reappointed for a further 4 years from 1 April 2021. **Court's approval is sought.**

B.3 *Court Strategy Day 2021*

The Strategy Day is scheduled for Friday 17 September. The day will focus on recovery following Covid-19. It is likely to include a review of the competitive environment; research and academic activity; financial planning including coverage of student recruitment and admissions; the capital plan; and staffing.

Whether the day is held face-to-face or remotely, it is intended to include opportunities for Court members to contribute to discussions via plenary and group discussion sessions.

B.4 *Organisational Change*

A summary of the Organisational Change Governance Group's business over the last year is at **Annex 3**. As referred to in the paper, details of the membership and remit of the group will come to Court for review annually; this will occur at the first meeting of next session.

B.5 *Summary of Convener's Business*

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

B.6 *SRC Spring Elections*

The following candidates were successful in the Spring 2021 SRC elections and will take up sabbatical officer posts on 1 July 2021:

President: Ella McCabe

VP Education: Mia Clarke

VP Student Support: Eva Simmons

VP Student Activities: Sam Malis

B.7 *Rectorial Elections*

The Rectorial elections will take place on 20 and 21 April 2021. Three candidates have been nominated: Junaid Ashraf (SNP Councillor for Cumbernauld South), John Nicolson (SNP MP for Ochil and South Perthshire) and Rita Rae QC (former solicitor, advocate and Senator of the Court of Justice).

B.8 *Directors of Research Institutes and Head of School Appointments*

College of Science and Engineering

School of Geographical and Earth Sciences

Professor Martin Lee has been reappointed as Head of the School for a further year until August 2022.



Court – Wednesday 14 April 2021

Report from the University Secretary

Addendum to main report

SECTION B – ITEMS FOR INFORMATION / ROUTINE ITEMS FOR APPROVAL

B.9 Glasgow Green - update on implementation

We are making good progress in implementing Glasgow Green - the University's strategy for responding to the global climate emergency. **Annex 5** is the short-term action plan approved by the Sustainability Working Group (SWG).

At its meeting on 7 April, the group also approved a set of baseline assessments, feasibility studies and life-cycle analyses for Cochno Farm - these will be supervised by academic members of the group and conducted by postgraduate students.

With regard to carbon offsetting, we have commissioned advisers to explore options and report back to the group.

At the same time, we are expanding our collaboration with Glasgow City Council through the Sustainable Glasgow Board chaired by Cllr. Susan Aitken - the co-chairs of the SWG will both sit on the board and we are represented on four sub-committees or hubs covering infrastructure, the green economy, heating & housing, and greening the City.

Finally, we have continued our collaboration with the Green New Deal (GND) coalition - the GUEST student interns organised a joint Citizen's Assembly with GND which produced a number of recommendations regarding physical infrastructure, energy and offsetting - the SWG will take these into account as we move forward.

B.10 Draft Ordinance

The composition and other arrangements in relation to, the General Council are currently governed by two Ordinances, which would benefit from some modernisation and simplification. In October 2019 Court approved a draft Ordinance in relation to the General Council membership.

Due to the delay in receiving comments back from the Scottish Government and then the start of the pandemic, public consultation has been delayed.

Court's **approval is sought** to restart the formal consultation period on the draft Ordinance. The draft Ordinance is attached as **Annex 6**, together with the current Ordinances for reference purposes.

Public Sector Equality Duty – Equality Outcomes 2021-2025

Introduction

The Equality Outcomes Report was considered by Equality and Diversity Strategy Committee (EDSC) in March 2021. The report outlined the progress on the 2017-2021 Equality Outcomes, the internal and external factors influencing the proposed set of Equality Outcomes, and the consultation process conducted to involve and engage staff and students in setting our new Equality Outcomes for 2021-2025. This paper provides an overview of this report.

In addition, EDSC considered and approved the annual Staff Equality Monitoring Report, and the biennial Mainstreaming Report – both legal requirements of the University's PSED reporting.

1. Internal and External influences

1.1 Internal influences

This review of the equality outcomes has aligned with the review of the University's strategic cycle – this includes the overall University strategy, the People and Organisational Development (POD) strategy, Learning and Teaching strategy and Research Strategy. At the heart of the University's overall strategy are the University's values.

The serendipitous timing has ensured we can align our PSED requirements within the relevant strategic round and in turn, embed the Equality Outcomes within our strategies. The consultations for all of these strategies have helped shape the proposed outcomes. In our new University strategy *World Changers Together*, we continue to have a significant focus on people, and a refocus on our civic engagement in Glasgow, Scotland and wider. In addition, we will have a set of inclusion KPI's, which are wider than the single focus on senior women, as we recognise this ambitious target last time galvanise action and focused outcomes.

1.2 External influences

There are a range of external influences, which shape all our strategic approaches and our Equality Outcomes. To outline some of these:

- In 2020, the [Scottish Funding Council signed a memorandum of understanding](#) with the EHRC, with the aim to identify sector wide persistent inequalities, and set measurements to address these.
- The University's research is funded through a range of research funders, including UKRI, Wellcome Trust and CRUK; all these funders are now looking at how they can support positive research culture, which nurtures talent and respect.
- The [EHRC Inquiry in racial harassment in higher education](#) and the subsequent report *Tackling Racial Harassment: Universities Challenged*. This report instigated our internal investigation, which will significantly impact the shape and detail of the relating equality outcome.
- The 2016 [UUK Changing the Culture Report](#) and further [follow up reports](#); these have shaped our response to gender-based violence. In addition the [Scottish Government's Equality Safe](#) work in relation to gender-based violence, including the [Equality Safe in HE Toolkit](#).

2. Equality Outcome Consultation

The University's usual method of consultation have been heavily curtailed due to COVID-19. However, we have conducted consultation through structured fora, and have also worked on large scale projects which have gathered significant quantitative and qualitative data from students and staff, these are detailed below.

- **Equality Groups and community consultation** - All the Equality Groups (Disability, Gender, Race and LGBT+) held a consultation event as part of the usual meeting cycle to garner an understanding of key priorities for the Equality Outcomes. In addition, we conducted a specific consultation event with the Student Representative Council (SRC) – this was all the elected student representative for all area – sabbaticals, welfare and class representatives. In addition, the Equality Outcomes are being discussed at the Trades Union Policy Review Group.
- **Survey and focus group information** - Two significant equality related projects have been conducted in 2020-21; investigating the University community experience of racial harassment and conducting a review of the Disability Service for students. Part of these two processes were extensive surveys, focus groups and interviews with students and staff.
- **Data analysis/Monitoring Reports** - The University has produced the annual Staff Equality Monitoring Report, in line with PSED requirements. When considering patterns and trends across the staff report there are several themes identified which are featuring in the University strategy and Equality Outcomes. Over the last year the University has been developing a Student Equality Monitoring Tool which allows detailed data analysis of students by protected characteristics at key points on the student journey.

4. Equality Outcomes 2021-2025

The table below sets out the University's Equality Outcomes for 2021-2025. Many of these refer to further reports, as the detail of the action is within these more significant pieces of work.

Equality Outcomes 2021-2025	Action	Resources/ Timeframe	Success Measures/Intended Impact
1. Improve our engaging and enabling culture for women through continued focus on increasing the percentage of senior women, growing the talent pipeline and creating a positive campus culture.	<ul style="list-style-type: none"> Senior women KPI XX Continued support for School/RI Athena Swan applications and success. Review the policy framework and address identified policy gaps. Implementation of the GBV framework and associated action plan. 	SMG; Gender Champion; EDU; POD; HoS/DRI; S&AS From 2021	<ul style="list-style-type: none"> Senior women KPI X number of Schools/RI hold AS awards Policy development/review – Menopause, Fertility, Student Maternity
2. By embracing diversity and respecting difference we take an anti-racist approach to race equality work and accept our processes will contain structural inequalities.	<ul style="list-style-type: none"> Implementation of the URTUC Action Plan. 	SMG; Race Champion; EDU – further details in the action plan. From 2021	<ul style="list-style-type: none"> UK BAME recruitment KPI Success measures detailed in the URTUC action plan.
3. Implement a whole university approach to ensure disabled people can engage and thrive in campus opportunities.	<ul style="list-style-type: none"> Implementation of the Review of Provision for Students with Disabilities Improve declarations rates for Disabled staff – KPI XX Revision of the support mechanisms for Disabled staff to ensure a seamless service. Use internal communications to devise and create positive narratives relating to disability. 	Disability Champion; EDU; POD; S&AS From 2021	<ul style="list-style-type: none"> Staff Disability declaration rates – KPI Student satisfaction for the Disability process – see details in report. Staff evaluation and feedback.
4. Articulate and embed a values-led culture which establishes the expected behaviours of students and staff. Work towards an inclusive and respectful culture, which is free from violence, harassment and bullying.	<ul style="list-style-type: none"> Mainstream the Glasgow Professional Behavioural Framework, and rollout and embed the University values. Devise a pre-enrolment material for students which outlines expected behaviours. Review and promote harassment reporting systems for students and staff; devise a case management system to support swift addressing of issues. Engender an inclusive culture where all types of harassment are unacceptable. 	POD; VP L&T; S&AS; EDU; ER From 2021	<ul style="list-style-type: none"> Rollout of pre-enrolment material for students. Revised harassment reporting systems are promoted and known. Behaviours and values are embedded. Revise D@W&S Policy, to support an inclusive culture.

<p>5. Learning and teaching is fully inclusive, accessible and promotes a global curriculum which is reflective of our community.</p>	<ul style="list-style-type: none"> • Support inclusion, through co-creation with our student community. • Maximise the data analytics from QlikSense Student Equality Monitoring Tool – use this to influence future decision making. • Develop staff to fully recognise the decolonising the curriculum ambitions in URTUC action plan. • Mainstream accessibility through continuous review and expansion of the AILP. • Maximise the opportunity for inclusive assessment. 	<p>VP L&T; S&AS; Deans L&T</p> <p>From 2021</p>	<ul style="list-style-type: none"> • QlikSense tool is used to support strategic decision making. • Implementation of URTUC action plan in relation to L&T. • Implementation of the L&T strategy • Continuous review of the AILP.
<p>6. To engender a campus environment where wellbeing is integral, valued and strategically significant.</p>	<ul style="list-style-type: none"> • Develop and promote holistic student and staff wellbeing strategies. • Ensure reactive mental health services are adequately available to the campus community. • Revise and update the policy framework for students and staff. • Devise a wellbeing campaign linked to the strategies. 	<p>Mental Health Champion; POD; S&AS; H&S; ER</p> <p>From 2021</p>	<ul style="list-style-type: none"> • Wellbeing strategies devised and implemented. • Mental health support is available at point of need or within agreed timeframe. • Policy position is current and relevant. • Wellbeing campaign is launched.

Gender Representation Objective

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

The Court of the University of Glasgow, being the appointing person under the [Gender Representation on Public Boards \(Scotland\) Act 2018](#) (the 'Act'), affirms that it has not yet met the gender representation objective.

Of the 23 non-executive members of the Court, 9 are currently excluded by the Act either because they are elected or because they are nominated by another person. At the point of publication of this report, there are 6 female members from the remaining 13 members, with the addition of one vacancy. This represents 46% of the non-excluded lay members just short of the 50% required under the Act.

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

From the date of Royal Assent of the Act to the date of this report there have been no recruitment processes to fill lay vacancies on the University Court. A recruitment process will be taking place in Autumn 2021 and the Nominations Committee will ensure that gender representation is at a key part of the process.

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

Since the University has yet to meet the 50% of the non-excluded membership of a governing body to be female as outlined under the Act, the Nominations Committee is taking steps to increase the female membership during the next round of recruitment for co-opted lay members in Autumn 2021. Applicants will be actively encouraged from women, using a range of online routes including: Women on Boards, Advance HE Board Vacancy Portal, Public Appointments Scotland, as well as other discipline-specific websites.

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

Court's commitment to diversity

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

Organisational Change Governance Group

Report to Court – April 2021

Introduction

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

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

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

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

Proposed changes falling within Tier 1 are managed at a local level while changes classified as Tier 3, which are of a strategic nature, explicitly require the approval of Court. Change proposals that fall within Tier 2 are considered on Court's behalf by the Organisational Change Governance Group (OCGG), the nomenclature having changed from the Procedural Review Group in February 2017.

The full remit of the Organisational Change Governance Group is set out in Appendix 1 for information. OCGG comprises five members of Court and the current membership is: David Finlayson, Carl Goodyear, Kirsteen McCue, David Milloy and Morag Macdonald Simpson. The meetings are convened by the Chief Operating Officer and University Secretary.

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

Proposals approved by the OCGG in the period from April 2020 - April 2021

1 May 2020 (Meeting) – MRC/CSO Social and Public Health Sciences Unit

The Social and Public Health Sciences Unit of Institute of Health and Wellbeing, MVLS, sought approval for organisational change following the conclusion of their quinquennial MRC funding review. The final report of the Subcommittee in October 2019 recommended a 10% reduction in funding with specific recommendations for cuts.

It was proposed that 11 positions close. However, three of the post holders had already ceased University employment and another has accepted a job elsewhere. The new structure included six new roles in the Unit, some of which could offer potential for redeployment. In managing the implementation of the new structure, Unit management would also explore with opportunities for redeployment throughout the College with affected staff.

2 September 2020 (Meeting) – Facilities Services

This proposal sought to restructure and redesign the Facilities Services operating model and leadership structure. The new structure was made up of six departments, each led by a Head of

Service who would report to the Director of Facilities Services. It was considered essential that the structural change and new roles were introduced to deliver the ambitions of the Directorate, ensuring proper accountability for maintenance and operational service delivery, the continued improvement in customer service and to address the current gaps in service provision. A small number of existing roles were affected which would result in potential redundancies. Impacted colleagues would be invited to apply for roles in the new structure.

3 December 2020 (Meeting) – Admissions, External Relations

The proposed restructure of Admissions aimed to build a one Admissions team approach to managing volume and complexity and a structure that formed a strong foundation for planned increases in both student numbers and diversity of the population. Application numbers had increased exponentially over the past four Admissions cycles without a corresponding increase in staff numbers or system development investment.

The new structure would see the closure of two G4 PGR Admissions Assistants posts and open a Grade 4 Enquiry Assistant and Grade 5 Admissions Officer post. An attempt would be made to redeploy the post holders of the two Admissions Assistant's posts into the G4 Enquiry Assistant post without making the posts at risk of redundancy through agreeing amendments to their existing job description. In the event that the post holders did not agree to amendments, the roles were at risk of redundancy.

4 December 2020 (Meeting) – School of Engineering (College of Science and Engineering)

Facilities management had become an increasing burden for the School of Engineering, with Senior Technical Managers spending a significant amount of time on this work at the expense of value-added work on research and teaching. A proposal had been made to restructure Engineering Technical Services and create a number of new roles. This would be done within the existing headcount and salary budget envelope and did not involve any redundancies. One existing vacant position would close (the position holder had already resigned).

5 February 2021 (Meeting) – Transfer of Hunterian Front of House Staff to Facilities Services

This proposal saw the restructure and redesign of the Hunterian Front of House team (HFoH) operating model. The current review of Facilities Services, of which HFoH was part, had led to an understanding across The Hunterian/Estates, that transferring the team meant it could be better aligned to the Hunterian goals and operational model and could better support emerging strategic and operational priorities. The proposal examined the staff structures and resources required for HFoH to achieve this and proposed a new operating model to provide a fit for purpose, value for money service across wider operational hours and some seasonal flexibility. The proposed changes would impact on approximately 11 FTEs, but new roles were being created and impacted colleagues would be invited to apply for these.

6 February 2021 (Meeting) – Catering and Events

Due to the significant impact of the Covid-19 pandemic on the financial viability of the Catering & Events operation (C&E), it had been proposed to reduce the number of outlets and services within the operation. This would see the closure of a number of facilities and associated posts to reduce unsustainable levels of cost and ensure the long-term viability of the C&E business beyond the current pandemic impact. C&E had actively worked with impacted employees to secure alternative roles on short, medium and longer-term secondment basis to preserve employment. Overall, 65 posts were directly affected, however it was propose to deliver this change with no compulsory redundancies. To date, 34 temporary redeployments had been made and 2 additional MPA open-ended posts had been created within Accommodation Services.

7 February 2021 (Meeting) – Facilities Services

In September 2020, OCGG gave strategic sign off for a new organisational structure within Facilities Services. The new operating model went live in December and the Estates Directorate proposed to take forward the next stages of the Review which included the restructuring and redesign of the operational models for Security, Facilities Operations and Support Services and a new Technical Services operating model to provide fit for purpose, value for money services available across an extended operational day. Detailed proposals for each were put forward.

The changes would impact on a large number of roles and consideration would be given to matching current role holders to one of the new roles in the structure. Impacted colleagues in roles where there was no match would be asked to express interest in any of the new posts being created.

A targeted early release scheme would be offered, given that a number of colleagues had expressed an interest in this during the 2019 voluntary severance scheme. It was hoped that this process would address headcount reductions without the need for any compulsory redundancies.

8 *March 2021 (E-mail)* – Scottish Universities Environmental Research Centre (SUERC)

A proposal was made to restructure within the SUERC (National Environmental Research Council (NERC) Radiocarbon Facility). The proposed restructure involved the creation of 1 x G5 Technician post, the reduction from 3 x G7 Radiocarbon Scientist roles (R&T) to 1 and the review of job descriptions for the G8 Deputy Manager, G7 Scientist and Technical G6 roles. The two existing R&T Research Associate/Radiocarbon Scientist positions (G7) proposed to close would result in potential staff redundancies.

Appendix 1

Terms of Reference of the Organisational Change Governance Group

Remit

1. To act as an independent review group for all tier 2 proposals that involve organisational change, which might result in staffing reductions or significant changes to the organisational structure.
2. To provide strategic sign-off to management for Tier 2 proposals.
3. To decide, on strategic and/or key reputational grounds, or for other exceptional reasons, if the matter should be treated as equivalent to a Tier 3 proposal and receive initial strategic sign-off by Court prior to proceeding.¹
4. To assess, in more complex and/or potentially controversial or especially sensitive matters, whether the group need to review the final proposals following consultation and prior to the changes being implemented. In such circumstances the group may request further information or that additional consultation/consideration be carried out prior to final implementation.
5. The Policy requires Tier 3 issues to receive the initial strategic sign off from Court. In some cases, Court may decide that it wishes the group, as per point 4 of the remit above, to review the final outcome before any change occurs.
6. To provide a summary report to Court of changes given strategic sign-off.

Membership

- 3 Lay members of Court at least one of whom will be a member of HR Committee
- 2 Senate Assessors on Court

Procedural Arrangements

Meetings of the OCGG will be arranged as and when required by the office of the COO/ University Secretary who will typically act as convenor for the meetings.

Wherever possible the OCGG will meet face-to-face to consider proposals. Additionally, the VP/Head of College or University Secretary (or appropriate senior management delegate) for the affected area would also attend to provide organisational context and explain/ amplify the rationale for a proposal. The Organisational Change Governance Group (OCGG) will be provided with advice and guidance by a senior member of the HR function, typically from the relevant College/US HR team.

The members of the OCGG may also seek input from the relevant Campus trades union representative(s) prior to providing strategic sign off or when reviewing a proposal following the full consultation process. This does not form part of the formal consultation process however the OCGG may request management to reconsider elements of the proposals or carry out further consultation prior to a final decision to implement.

The Court members will make the decision.

To ensure a degree of continuity of experience the membership of the OCGG will be established at the start of each academic year should it be required. The Lay members of Court will be identified by the Nominations Committee and the Senate Assessor(s) will be chosen by the Senior Senate Assessor. In each case a reserve will be identified in the event of lack of availability at a particular time and/or to avoid any particular individual dealing with a case in a part of the University with which there may be close involvement or a potential conflict.

The remit and membership of the OCGG will be reviewed and agreed on an annual basis by Court.

Convener of Court
Summary of Business –10 February 2021 to 14 April 2021

Date	Meeting	Location
17 February 2021	Agenda setting meeting for Committee of Scottish Chairs (CSC) meeting with Richard Lohead, MSP	Virtual Meeting
	Phone call: Rob Woodward, CSC Member	Phone call
18 February 2021	Phone call: The Principal	Phone call
19 February 2021	Phone call: Patrick Holden	Phone call
23 February 2021	Phone call: Chris Sayers	Phone call
24 February 2021	CSC Pre-Meeting	Virtual Meeting
	CSC Meeting with Richard Lohead, MSP	Virtual Meeting
	CSC Post Meeting Round Up	Virtual Meeting
26 February 2021	USS Meeting (CUC)	Virtual Meeting
	CUC Member Event: Freedom of Speech	Virtual Meeting
1 March 2021	Meeting with David Duncan	Virtual Meeting
	Introductory meeting with Professor Griggs OBE and Jane Morrison-Ross, South of Scotland Enterprise	Virtual Meeting
9 March 2021	30% Club HE Working Group – March Meeting	Virtual Meeting
11 March 2021	Universities and China Report	Virtual Meeting
19 March 2021	Meeting with Laic Khalique and Nominations Committee	Virtual Meeting
22 March 2021	Follow up/feedback meeting with Nominations Committee	Virtual Meeting
24 March 2021	Pre-Court Officers Meeting	Virtual Meeting
	Introductory meeting with the Chancellor, Katherine Grainger	Virtual Meeting
	Bank of England Briefing	Virtual Meeting
30 March 2021	Finance Committee	Virtual Meeting
8 April 2021	CUC Committee Meeting	Virtual Meeting
	CSC	Virtual Meeting
13 April 2021	Preliminary Consultation on SRC Strategic with Eddy Graham	Virtual Meeting
14 April 2021	Court Pre-Meeting	Virtual Meeting
	Court Briefing – Heritage Aspects of the University	Virtual Meeting

	Court	Virtual Meeting
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Short-term sustainability action plan

- 1 – Update of carbon management plan to detail how we propose to reduce emissions in line with commitments in Glasgow Green (Owner IC; by July'21)
- 2 – Execute on the Cochno Farm pilot tree planting scheme (Owner NC/BM; by Dec'21)
- 3 – Develop a carbon offsetting strategy, which compliments the abovementioned carbon management plan (Owner DD; by July'21)
- 4 - Submit a range of UofG adaptation actions for inclusion in the Regional Resilience Plan, currently being developed by Climate Ready Clyde (Owner SM; by Feb'21)
- 5 – Recruitment of Sustainable Laboratory (S-labs) technicians for secondment, and subsequent roll out of Laboratory Efficiency Assessment Framework (LEAF), in conjunction with GUEST S-labs promoter (Owners JT/SM; by July'21)
- 6 – Delivery of Climate/Carbon literacy upskilling course (Owner JT; by April'21)
- 7 – Achieve organisational accreditation with the Climate and Carbon Literacy Project (Owner JT; by Dec'21)
- 8 – Delivery of public forums on required strategy updates (Owner APG/GUEST; by June'21)
- 9 - Business Travel Guidance launch (Owner DD; by Feb'21)
- 10 – Determine and then provide an appropriate level of support for the newly formed community of practice on Education for Sustainable Development (Owner JT/DD; by Jun'21)
- 11 – Establishment of a shared communications support for both the Centre for Sustainable Solutions and GCID (Owner DD/JT; by Jun'21)
- 12 – Phase out of single-use plastics (SUP) from our Catering and Events operations (Owner RG; by Dec'21). Note: in addition, we will work with our supply chains to reduce SUP use and find alternatives, or where products are contained within SUP packaging and there is no alternative, the packaging should be actively recycled using facilities available on campus.
- 13 – Roll out of drinking water fountains, campus-wide (Owner BM: by Dec'21)
- 14 – Development of a campus-wide improvement plan for internal recycling facilities (Owner BM; by July'21)

EXPLANATORY NOTE (NOT PART OF FORMAL ORDINANCE)

The General Council is the body of graduates of the University. Its membership and registration details are currently governed by two Ordinances, which are out of date. A single new draft Ordinance has been produced.

In summary, the changes are:-

1. Simplification and rationalisation, so that the General Council membership relates to all degrees and joint degrees (not to any other awards – e.g. certificates and diplomas).
2. There is now no General Council fee, which makes matters simpler than before, so that references to people paying fees, or electing to pay fees, are no longer relevant.
3. Removal of some administrative matters that are obsolete, and replacement with shorter and simpler text regarding administration.
4. Some modernisation of language.

DRAFT ORDINANCE of the UNIVERSITY COURT of the UNIVERSITY OF GLASGOW

NO. 211 (GENERAL COUNCIL MEMBERSHIP AND REGISTRATION)

WHEREAS the Universities (Scotland) Act 1966, section 3(1) and Schedule 2, Part I, paragraph 1, empowers the University Court to amend the composition, powers and functions *inter alia* of the General Council;

AND WHEREAS the Universities (Scotland) Act 1966, section 10(1) provides that the University Court shall cause to be maintained a register of members of the General Council in accordance with conditions to be prescribed by Ordinance;

AND WHEREAS the University Court deems it expedient to alter the arrangements relating to General Council Membership and Registration of the University of Glasgow, as presently governed by University Court Ordinances Nos. 183 and 200, and to consolidate the provisions relating to the membership of, and registration relating to, the General Council:

THEREFORE the University Court, in exercise of the powers conferred upon it by section 3 of, and paragraphs 1 and 5 of Part I of Schedule 2 to, the Universities (Scotland) Act 1966 and of all other powers enabling it in that behalf, and having sent a draft of this Ordinance to the Senatus Academicus and the General Council, displayed notices and taken into consideration any representations, all as required by that Act, hereby statutes and ordains as follows, with reference to the University of Glasgow:

- 1 The General Council of the University of Glasgow (“the University”) shall consist of:
- (a) all persons on whom the University has conferred degrees and joint degrees other than Honorary Degrees;
 - (b) during their tenure of office:
 - (i) the Chancellor of the University;
 - (ii) the members of the University Court (“the Court”);
 - (iii) the Professors in the University;
 - (iv) all Readers, Senior Lecturers and Lecturers in the University;
 - (c) those former members of the Court and former Professors who have requested to remain members of the General Council.

2 The Court shall from time to time appoint a Registrar of the General Council (“the Registrar”) upon such conditions as the Court may determine and shall provide such assistance for the performance of the Registrar’s duties as it may consider suitable. The office of Registrar may be held with that of the Clerk of the General Council or with any other office in the University.

- 3 The Registrar shall ensure that a Register of Members (“the Register”) is maintained, recording:
- (a) the full name and last known address of all surviving persons upon whom the University has conferred a degree or joint degree;
 - (b) the full name and last known address of all other surviving members of the General Council and the office by virtue of which each qualifies for membership and the year of entry into the Register;

provided that, for the purposes of this section, no member shall be deemed to survive the one hundredth anniversary of his, her or their first graduation unless the contrary is known.

4 The Registrar shall arrange for the Register to be kept up to date and abide by all relevant legislation in maintaining the Register.

5 If any person whose name is not included in the Register shall consider that it should be so included, it shall be competent for that person to appeal to the Court and if the Court judges that the person’s name should be included in the Register in terms of this Ordinance, the Court shall direct the Register to be amended accordingly. The judgment of the Court shall be final.

6 The provisions contained in section 1 of this Ordinance shall be in place of the provisions relating to the composition of the General Council of the University of Glasgow contained in:

- (a) section 6 of the Universities (Scotland) Act 1858;

(b) section 28 of the Representation of the People (Scotland) Act 1868;

(c) section 2 of the Universities (Scotland) Act 1922.

7 Ordinances of the Court Nos. 183 (General Council Membership and Registration) and 200 (Additional Regulations as to the Membership of the General Council) are hereby revoked.

8 This Ordinance shall come into force on the date on which it is approved by Her Majesty in Council.

IN WITNESS WHEREOF these presents are sealed with the Common Seal of the University Court of the University of Glasgow, and subscribed on behalf of the said University Court as required by Ordinance of the University Court No. 177.



Member of the University Court

University Secretary



At the Court at Buckingham Palace

THE 14th DAY OF MARCH 1979

PRESENT,

THE QUEEN'S MOST EXCELLENT MAJESTY
IN COUNCIL

Whereas the University Court of the University of Glasgow did on the 20th day of September 1978 in pursuance of the power vested in them by section 3 of the Universities (Scotland) Act 1966 make an Ordinance, No. 183 [General Council Membership and Registration]:

And whereas the provisions of the said Act relating to the making of the said Ordinance have been complied with:

And whereas the said Ordinance has been referred to the Scottish Universities Committee of the Privy Council, who have reported to Her Majesty that in their opinion the said Ordinance may properly be approved:

Now, therefore, Her Majesty, having taken the said Ordinance (a copy of which is hereunto annexed) into consideration, is pleased, by and with the advice of Her Privy Council, to declare, and doth hereby declare, Her approval of the same.

N. E. Leigh

ORDINANCE referred to in the foregoing Order in Council

UNIVERSITY OF GLASGOW

ORDINANCE of the UNIVERSITY COURT of the UNIVERSITY of GLASGOW
No. 183 [GENERAL COUNCIL MEMBERSHIP and REGISTRATION].

AT GLASGOW, the Twentieth day of September, Nineteen hundred and Seventy-eight.

WHEREAS the Universities (Scotland) Act 1966 Section 10 (1) provides that the University Court shall cause to be maintained a register of members of the General Council in accordance with conditions to be prescribed by Ordinance:

AND WHEREAS the University Court of the University of Glasgow is desirous of consolidating the provisions relating to the composition, powers and functions of the General Council:

THEREFORE the said University Court, in exercise of the powers under Section 3 of the Universities (Scotland) Act 1966, and of all other powers enabling it in that behalf, hereby statutes and ordains as follows:

1. ~~The General Council of the University of Glasgow shall consist of:~~
- ~~(a) all persons on whom the University has conferred degrees other than Honorary Degrees;~~
 - ~~(b) during their tenure of office—~~
 - ~~(i) the Chancellor of the University;~~
 - ~~(ii) the members of the University Court;~~
 - ~~(iii) the Professors of the University;~~
 - ~~(iv) all Readers, Senior Lecturers and Lecturers in the University who have held any such office in the University for a period of one year;~~
 - ~~(c) those former members of the University Court and former Professors who have elected to pay the statutory registration fee, if any.~~

2. The University Court shall from time to time appoint a Registrar of the General Council upon such conditions as the Court may determine and shall provide such assistance for the performance of his duties as it may consider suitable. The office of Registrar may be held with that of the Clerk of the General Council or with any other office in the University.

3. The Registrar shall ensure that a Register of Members is maintained recording in alphabetical order:

- (a) the full name and last known address of all surviving persons upon whom the University has conferred an academic degree;
- (b) the full name and last known address of all other surviving members of the General Council and the office in virtue of which each qualifies for membership and the year in which he entered thereon;

provided always that, for the purposes of this section, no member shall be deemed to survive the eightieth anniversary of his first graduation unless the contrary is known.

see
ord 200

4. The Registrar shall arrange for the annual revision of the Register and for this purpose the Register shall be closed on 31st December each year or on such other date as the University Court may determine. A copy of the revised Register shall thereafter be prepared for authentication by the Vice-Chancellor or by a deputy appointed for this purpose by the University Court, which authentication shall be by the signature of the Vice-Chancellor or his deputy of the final page of the revised Register. Subject to the provisions of Section 6 hereof, the authenticated copy shall then be conclusive, during the ensuing year, of the right of any member of the General Council to vote in any election of a Chancellor or of an Assessor to the University Court or on any other business on which a vote may be required at meetings of the General Council.

5. The authenticated copy of the Register shall be open to inspection at reasonable times in the office of the Registrar.

6. If any person whose name is not included in the Register shall consider that it should be so included, it shall be competent for him to appeal to the University Court and if the Court judges that his name should be included in the Register in terms of this Ordinance, it shall direct the Registrar to amend the Register accordingly. The judgment of the Court shall be final.

7. *see ord 200*
The University Court shall have power to decide whether a fee shall be required as a ~~condition of graduation~~ in any degree or as a condition of membership of the General Council for ~~those categories of persons~~ mentioned in Section 1 (c) of this Ordinance, and to fix the amount of any such fee.

8. The provisions contained in Section 1 of this Ordinance shall be in place of the provisions relating to the composition of the General Council of the University of Glasgow contained in:

- (a) Section of the Universities (Scotland) Act 1858;
- (b) Section 28 of the Representation of the People (Scotland) Act 1868;
- (c) Section 2 of the Universities (Scotland) Act 1922.

9. Sections 1 and 10 of Ordinance of the Commissioners under the Universities (Scotland) Act 1889 No. 9 (General No. 4) are hereby repealed in so far as they relate to the University of Glasgow.

10. This Ordinance shall come into force from and after the date on which it is approved by Her Majesty in Council.

IN WITNESS WHEREOF these presents are sealed with the Common Seal of the University Court of the University of Glasgow, and subscribed on behalf of the said University Court as required by Ordinance of the University Court No. 177.

(L.S.)

R. A. RANKIN
Member of University Court

JAMES McCARGOW
Secretary of the University Court



At the Court of Saint James's

THE 26th DAY OF JUNE 1997

PRESENT,

THE COUNSELLORS OF STATE
IN COUNCIL

WHEREAS Her Majesty, in pursuance of the Regency Acts 1937 to 1953, was pleased, by Letters Patent dated the 18th day of June 1997, to delegate to the six Counsellors of State therein named or any two or more of them full power and authority during the period of Her Majesty's absence from the United Kingdom to summon and hold on Her Majesty's behalf Her Privy Council and to signify thereat Her Majesty's approval for anything for which Her Majesty's approval in Council is required:

AND WHEREAS the University Court of the University of Glasgow did, on the 12th day of February 1997, in pursuance of the power vested in them by section 3 of the Universities (Scotland) Act 1966, make an Ordinance No. 200 - Additional Regulations as to the Membership of the General Council:

AND WHEREAS the provisions of the said Act relating to the making of the said Ordinance have been complied with:

AND WHEREAS the said Ordinance has been referred to the Scottish Universities Committee of the Privy Council, who have reported to Her Majesty that in their opinion the said Ordinance may properly be approved:

NOW, THEREFORE, His Royal Highness The Prince Charles, Prince of Wales, and His Royal Highness The Prince Andrew, Duke of York, being authorised thereto by the said Letters Patent, have taken the said Ordinance (a copy of which is hereunto annexed) into consideration, and do hereby, by and with the advice of Her Majesty's Privy Council, on Her Majesty's behalf declare approval of the same.

N. H. Nicholls

Ordinance referred to in the foregoing Order in Council

UNIVERSITY OF GLASGOW

ORDINANCE of the UNIVERSITY COURT of the UNIVERSITY OF
GLASGOW NO. 200 - Additional Regulations as to the Membership of the
General Council

AT GLASGOW the Twelfth day of February Nineteen Hundred and Ninety-Seven.

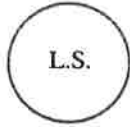
WHEREAS the University Court of the University of Glasgow deems it expedient to make additional regulations as to the membership of the General Council:

THEREFORE the University Court of the said University (the "University Court"), in exercise of its powers under section 3 of the Universities (Scotland) Act 1966 and paragraph 1 of Part 1 of Schedule 2 to that Act and of all other powers enabling it in that behalf, and having sent a draft of this Ordinance to the Senatus Academicus and the General Council, displayed notices and taken into consideration any representations, all as required by section 4 of that Act, hereby statutes and ordains as follows, with reference to the University of Glasgow:

1. The General Council of the University of Glasgow shall consist of:
 - (a) subject to paragraph (b) below, all persons on whom the University has conferred degrees other than Honorary Degrees and who have paid the statutory registration fee;
 - (b) all persons on whom the University has conferred the following degrees and who have elected to pay the statutory registration fee:
 - BA in Design at the Glasgow School of Art
 - BA in Fine Art at the Glasgow School of Art
 - MDes at the Glasgow School of Art
 - MFA at the Glasgow School of Art
 - MPhil in Art and Design in Organisational Contexts
 - MPhil in Design Theory
 - BEd at St Andrew's College of Education;
 - (c) during their tenure of office:
 - (i) the Chancellor of the University;
 - (ii) the members of the University Court;
 - (iii) the holders of Appointed and Personal Chairs in the University;
 - (iv) all Readers, Senior Lecturers and Lecturers in the University;
 - (d) those former members of the University Court and former Professors who have elected to pay the statutory registration fee;
2. The University Court shall have power to decide whether a fee shall be required as a condition of graduation in any degree or as a condition of membership of the General Council for those categories of persons mentioned in Sections 1 (a), (b) and (d) of this Ordinance, and to fix the amount of any such fee;
3. Section 1 and Section 7 of Ordinance of the University Court No. 183 (General Council membership and registration) are hereby revoked;

4. This Ordinance shall come into force from and after the date on which it is approved by Her Majesty in Council.

IN WITNESS WHEREOF these presents
are sealed with the Common Seal of the
University Court of the University of
Glasgow, and subscribed on behalf of the
said University Court as required by
Ordinance of the University Court No. 177



J. H. FORBES MACPHERSON
Member of the University Court

DUGALD M. MACKIE
Secretary of the University Court

Court Context Card 14th April - Student Experience Committee Report from meeting on 16th March 2021

Speaker	David Duncan and Liam Brady
Speaker role	Joint Conveners of the Committee
Paper Description	Report of the meeting of the Student Experience Committee 16th March 2021
Topic last discussed at Court	10th February 2021
Topic discussed at Committee	
Committee members present	Court members present at last Committee meeting: David Duncan, Liam Brady, Morag Macdonald-Simpson, David Finlayson
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	Low
Timing	
Red-Amber-Green Rating	Green
Paper Type	Information
Paper Summary	Report of the meeting of the Student Experience Committee (SEC) held on 16th March 2021. Court is invited to note the following updates: student hardship and financial issues (item 1), hardship fund for sport (Item 2), expected conditions for session 21/22 (Item 3), student residences report (item 4), reports from student bodies (item 5), review of provision for students with disabilities (item 6) and no smoking campus (item 7)
Topics to be discussed	As Court wishes
Action from Court	to note and discuss as desired
Recommendation to Court	to note
Relevant Strategic Plan workstream	
Most relevant Primary KPI it will help the university to achieve	
Most relevant Secondary KPI it will help the university to achieve	
Risk register - university level	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% students
Operating stats	
% of	
Campus	All
External bodies	
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	Many of the areas covered aim to bring about enhancement to the student experience that will positively impact on equality and diversity and cover a number of the protected characteristics of the Equality Act.
Suggested next steps	
Any other observations	

University of Glasgow

Court: 14 April 2021

Student Experience Committee: Report of meeting held on 16 March 2021

Mr Liam Brady and Dr David Duncan, Co-conveners

1. Student Hardship and Financial Issues

Alan McConnell, Financial Aid Manager, updated the Committee on the use of the Hardship Fund. The University had received £2.16M emergency funding for students in residences facing financial hardship. This fund was available to EU and international students in addition to home students. 1000 awards had already been made in first three weeks and the University was on course to distribute the money in the coming weeks. When the additional funding is distributed the University Hardship fund will continue to operate and is likely to be kept running over the summer. The cost of PCR testing had been refunded to students who had been required to take tests. The laptop loan scheme from SFC funding was still running but it was acknowledged that equipment to help with connectivity had not yet been delivered. The rent guarantor scheme had supported two students to date. It was acknowledged that the terms of the funds, as set up by the University's lawyers, were restrictive and many students were not eligible for the scheme.

2. Hardship Fund for Sport

Shereif Kholeif introduced a paper proposing a hardship fund for sport. The funding would come from the general hardship fund but would be run through a GUSA Hardship Committee. Awards would be made for gym and one club membership up to the value of £60. It would not cover costs of sports kit. The scheme would be open to all students and personal statements would be used to assess applications where other information was not readily available. The fund would be active this session although the main launch was planned for September. Up to 50 awards would be available this year and the success of the scheme and award levels would be reviewed annually. The SEC were supportive of the proposal.

3. Expected conditions for 2021/22 Academic Year

David Duncan advised that planning for next session was continuing and, while a return to campus was expected, non-pharmaceutical interventions such as face coverings, hand sanitising and ventilation were likely to be required. The expectation was that large lectures would be online but small group teaching would take place on campus with online back up. Planning was continuing although much uncertainty remained. In the shorter term there would be additional study spaces if feasible. It was confirmed that testing capacity would be retained at Gilmorehill and also potentially at Garscube.

4. Student Residences Report

Robert Garnish, Commercial Services Director, gave an update on operational issues regarding the student residences. The levels of students returning after the Christmas break had been higher than expected with 70% occupancy of UofG residences. There had been only two known covid cases since Christmas and nobody was currently recorded as having covid. Students who had not returned had been given a rent rebate which had now been extended to 4th April, with a third tranche expected for students who did not return after Easter. The University had not held students to the 28-day notice provision of the Coronavirus Act and around 10% of residents had terminated their contract.

The refurbishment programme had been reactivated with additional funding and the refurbishment plan was expected to be back on target by the end of the summer 2021. Security issues at Murano Street were being addressed and Maclay Residences would be undergoing a major refurbishment. Covid testing would be a feature of the return of students next session along with managed quarantine for international students and scheduled arrival slots.

Kirsty McConn-Palfreyman, Head of Student Engagement, updated SEC on the welfare arrangements for students in residences. The Living Support Team, comprising students living in the residences, were responsible for student welfare outwith office hours. They hold events, help students orientate, are responsible for fire safety, out-of-hours maintenance, intervening in flatmate disputes and undertaking welfare calls. Delivering these services during the pandemic had been challenging, although online events, welfare phone calls and food deliveries had been introduced to further support students.

There had been a rise in antisocial behaviour in the residences, in particular at Murano Street, where non-residents had been involved. The communications around what was permitted and what action would be taken for students who breached covid rules had been reviewed and students could now be accompanied throughout the process and request a review of outcomes at any stage. There had been numerous complaints from students and neighbours and the police had been called in on several occasions. The University was trying to strike a balance in dealing with anti-social behaviour whilst always putting student welfare first. A team was meeting at least twice a week to consider how to address the welfare issues. The situation had impacted on Living Support staff as evidenced by a high level of staff turnover. It was noted that a number of ongoing investigations were taking place. Despite these difficulties, the majority of students had behaved well and there was a feeling that groups had developed close bonds through their shared experience.

5. Reports from Student Bodies

The convener welcomed Amy Briggs who had been elected GUU President. Amy reported that the GUU elections had been held at the start of March and the new board was currently focusing on online events. Ruairidh Campbell reported that the QMU had also held their elections with fewer roles contested but with a good turnout. The Board was applying for funding for events and live music recordings and for publishing their student magazine. They had also run successful events for LGBT+ World History month. For GUSA Shereif Kholeif reported that their elections had had a good turnout. Peer wellbeing support training had been completed and would be offered more widely soon. It was hoped that outdoor sport would be possible soon and it was confirmed that the marquee would be available in the East Quadrangle for at least another month; in the meantime, Strava challenges had proved popular. The SRC elections had also taken place with all sabbatical posts contested and with a 14% increase in turnout. Ella McCabe was congratulated on being elected the next president. The Rectorial elections were scheduled for 20&21 April, with nominations open until 31 March. Refreshers' week had been successful with over 32

events held and online events were continuing though participation had dropped off recently. The planning for Freshers' Week 2021 was now underway. LBGT+ World History Month and International Women's Week events had been well received. The Gender Based Violence module was now integrated and available on the SRC website and consideration was being given to making the module compulsory in the future.

6. Review of Provision for Students with Disabilities

Claire Craig, Head of Student Wellbeing and Inclusion, introduced the report of the Review of Provision for Students with Disabilities which had been completed in February as part of a wider review of Student Support Services. The review considered the experiences throughout the student lifecycle, from application to graduation. The report included the results of commissioned reports, presentations and other documentary evidence, an external evaluation, internal audit and the results of a survey of students with disabilities (520+ responses) and of focus groups conducted by the SRC in December.

The recommendations were far reaching with the key objective of providing an accessible and inclusive environment across the University. This was not solely the responsibility of the Disability Service to deliver and would require some change in culture. An implementation plan was being developed around the recommendations. Concerns about accessibility and communications had been raised by the focus groups. It was noted that there were challenges within the existing structure of the Disability Service, and that changes would be introduced to improve the effectiveness of the service in meeting student needs. The Disability Equality Group had discussed the report and suggested that the role of the Disability Coordinator should be reviewed. It was noted that there had been surprisingly little feedback on the estate, and it was thought that this was probably due to fewer people being on campus, but it was recognised that investment would still be needed to improve building accessibility. The Committee were supportive of the activities and Susan Ashworth offered to help support the ongoing work.

7. No Smoking Campus

Shereif Kholeif asked if more could be done to reduce smoking on campus. David Duncan agreed to look at the policy, adding that there would need to be broad support from the student and staff bodies for any proposal to ban smoking altogether.

Court Context Card 14 April 2021 - Report from Estates Committee	
Speaker	Mr Ronnie Mercer
Speaker role	Estates Committee Convener
Paper Description	Report from Estates Committee (2 March 2021)
Topic last discussed at Court	Last report to Court was February 2021
Topic discussed at Committee	Various
Court members present	Mr R Mercer (Convener), Mr D Milloy, Dr B Wood, Mr L Brady, Professor K McCue, Mr C Kennedy
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	
Action from Court	Court is asked to note Estates Committee's approval of CapEx applications as follows:
Recommendation to Court	Western/Church Street Innovation Zone in the sum of £3.496m (EC/2020/85.1 refers); Residencies -Life Cycle Maintenance Programme in the sum of £4.395m (EC/2020/85.2 refers)
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
Demographics	
% of University	100% staff and students
Campus	Entire University Estate (all campuses)
External bodies	Glasgow City Council; external contractors
Conflict areas	Not Applicable
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	Building and Planning legislation
Equality Impact Assessment	On a building by building basis/by CapEx, where applicable
Suggested next steps	
Any other observations	

UNIVERSITY of GLASGOW
Estates Committee
Minute of meeting held via Zoom, Tuesday 2 March 2021

Present: Mr R Mercer (Convenor), Professor A Muscatelli (Principal), Dr D Duncan, Mr I Campbell, Professor N Juster, Mr L Brady, Prof K McCue, Mr A Seabourne, Dr B Wood, Mr D Smith, Mr G Caldwell, Mr C Kennedy, Mr D Milloy

In Attendance: Mr P Haggarty, Mr D Hall, Ms N Cameron, Mr B Morton, Mrs K Y Biggins (Clerk)

EC/2020/76 Apologies

The Convenor noted there were no submitted apologies and welcomed all.

EC/2020/77 Minute of the meeting held on 12 January 2021

The Committee approved the minute.

EC/2020/78 Action Tracker

1. This has been actioned and closed.
2. This has been actioned and closed.

EC/2020/79 Executive Director of Estates Report

The Executive Director of Estates presented the period report and noted that there were no significant changes relating to Covid-19 restrictions since the last meeting. The team are beginning to plan the return to Campus subject to Scottish Government guidelines, including a trial of agile working.

The Facilities Services Review has been agreed and the first staff communication will be shared today (2nd March) with a second communication following relating to a voluntary release (VR) scheme, which will close on 9 April.

An internal audit of contract management has been completed with a number of findings; an improvement plan to address the recommendations is in process of being prepared. The Committee queried whether arrangements around the audit incorporates retrospective actions; the Executive Director of Estates noted that we may be able to claim monies back from some operational contracts subject to the records being suitably robust. Other immediate actions include the appointment of an Interim Contracts and Framework Manager, a Process review in conjunction with World Changing Glasgow and data analysis through an external consultant

Timetabling for the next academic year is beginning with class sizes and physical distancing criteria is yet to be agreed. Following a question from the Committee around the timetabling schedule, the Executive Director of Estates advised that a high level timetable would be developed through March then adapted in line with Scottish Government guidelines and discussion with Colleges. The Principal advised that Professors Coton and Fischbacher-Smith are involved in a project relating to Timetabling and future scenarios.

EC/2020/80 Health and Safety Report

The Director of Facilities Services presented the report and noted that there had been no major changes from January's report. There has been one loss of time incident within the Contractor group. The contractor safety charter will be updated and a Contractor Safety Event has been arranged in April.

Some significant electrical incidents over recent months had highlighted nonadherence to processes and a Safety Alert has been issued to contractors; an Authorised Engineer has also been appointed to advise the team on electrical safety. Following a query from the Committee relating to participants, the Director of Facilities Services confirmed that staff who had undertaken IOSH Managing Safely programme are included in the Leadership Inspections

EC/2020/81 Investment Projects Update

The Director of Construction and Capital Programme presented the report. The new ASBS and PGT Teaching space project is in the process of being remobilised and a report will be submitted to CPGB/PGB at the March meeting regarding a Multiplex contractual claim relating to Infrastructure. The 'Lead advisor' consultancy framework has been tendered to eight parties with a view to engaging 5. James McCune Smith Learning Hub snagging items continue to be progressed and maintenance documentation processes are being checked. Videos of the James McCune Smith Learning Hub are being filmed and will be shared with the Committee. University Avenue infrastructure works will be completed in a series of the 12-week phases over the coming year. Spend on several Major project items have been transferred into 2021/22 and cash flow schedules have been updated. The only major unapproved spend in the Capital Plan relates to phase 2 of Joseph Black Building works, which is scheduled for future years.

EC/2020/82 Construction Contract Review

The Director of Construction and Capital Programme advised that Professor John Cole CBE is now concluding his review. The report will be issued to the Executive Director of Estates and shared with Estates Committee; a date will be arranged and agreed on receipt of the report.

The Committee queried whether we utilise OJEU electively? The Director of Construction and Capital Programme advised that we follow Scottish Government procurement guidance supported by our Procurement Team. The Director of Finance will provide a paper for clarity.

EC/2020/82 Estates Risk Register

The Executive Director of Estates presented the report and outlined the methodology of scoring. Following an increase in the risk level for 'availability of space' a paper will be provided at the next meeting on this topic. The Committee asked if space requirements would change as teaching staff now present lectures on-line? The Executive Director of Estates agreed that this is one of the changes in workstyle the team were considering and would be outlined in the paper.

EC/2020/83 Fire Safety

The Director of Facilities Services presented the report outlining the University's fire prevention measures and advised the Estates Fire Compliance Group met regularly to review legislation updates and University priorities. The committee was updated on all investigations and mitigations regarding building cladding and the specific fire mitigation measures identified for the Boyd Orr building.

The Committee noted the use of the word "reasonable" within the report and whether this is a strong enough position given the emphasis on critical life decisions. The Executive Director of Estates explained that the use of "reasonable" is a key word in Health and Safety at Work Act but that the paper would be reviewed to ensure the criticality of the issue was understood. Following a question on the option of adding an external fire escape to the Boyd Orr The Director of Facilities Services noted that the decision not to proceed was based on the limited increase to occupancy levels; the decision either way had no material effect on fire safety. The Committee queried whether there are records of all cladding and their flammability. The Director of Facilities Services affirmed full surveys were complete and on record The Committee queried whether fire safety arrangements at private properties were considered by the University ; the Director of Facilities Services advised this will be checked with colleagues in Commercial Services. The Principal noted that a previous President of SRC had written to private landlords on the same topic. It was agreed that the Fire Safety paper would be shared with the Health and Safety Board and Finance Committees when adjustments have been incorporated.

EC/2020/84 Sustainability in the Property Portfolio

The Director of Property Development and Investment presented the report.

Following a question raised by the Convener of Court in relation to reuse of materials following any demolitions the Director of Property Development advised that she will advise the percentage of Material re-use in correspondence. A request was made by the Committee for quantification of benefits and the Director of Property Development agreed this will be added to the report. The Committee sought clarification in relation to the University's ambition on BREEAM ratings, The Director of Property Development and Investment advised that BREEAM 'excellent ' had been chosen given the negative impact on amenity to users of the higher. The Director of Construction and Capital Programme noted that the University was planning various events for COP26 in November.

EC/2020/85 Capital Committee Reports for Approval

The Convener made reference to paper 8 – this is provided for information.

- EC/2020/85.1 Western/Church Street Innovation Zone (paper 9) was approved by the Committee.
- EC/2020/85.2 Residencies -Life Cycle Maintenance Programme (paper 10) – it was noted that this has been approved off line in recent days.

EC/2020/86 Any Other Business

There were no matters raised.

EC/2020/87 Schedule of Meetings for 2020/21

The schedule of dates was noted:

Tuesday 4 May 2021

Court Context Card - P&OD Committee - 14 April 2021	
Speaker	Ms June Milligan
Speaker role	P&OD Committee Chair
Paper Description	Draft minute of P&OD Committee meeting held on 11 February 2021 (incl. JCCN Minute of the 7 October 2020 & EDSC Minute from the 16 November 2020)
Topic last discussed at Court	Nov-20
Topic discussed at Committee	See paper summary section.
Committee members present	See Attached.
Cost of proposed plan	N/A
Major benefit of proposed plan	N/A
Revenue from proposed plan	N/A
Urgency	
Timing	
Red-Amber-Green Rating	
Paper Type	Information
Paper Summary	The draft minute of P&OD Committee includes an update from the Executive Director of P&OD on the following items; USS pension developments, pay negotiations for 2021-22, Performance and Development Review plans for the forthcoming year, the latest developments from a diversity and inclusion perspective, and the University's participation in the 'Developing the Young Workforce' initiative. Speakers in attendance at the meetings included; Prof. Neal Juster & Mr Chris Green, who spoke to the new World Changers Together Strategy; Mr James Hamilton, who provided an overview on the implementation of the P&OD Strategy with regards to 'Embedding Values and Enabling Culture'; Mrs Elise Gallagher, who updated on the new Enquiry Management Service; Ms Martina Cooper, who provided a case study on the successful establishment and delivery of the Lighthouse Lab; & Ms Tracey Aydogan, who provided an update on Global Mobility. The papers also include the draft minutes of the JCCN from the 7th October 2020 where topics were inclusive of those listed above, along with the draft minute of EDSC from the 16th November 2020 where topics included the report into Understanding Racism, Transforming University Cultures and the decision to adopt the IHRA definition of anti-semitism.
Topics to be discussed	None
Action from Court	Primarily to note
Recommendation to Court	
Relevant Strategic Plan workstream	Agility, Focus, Empowering People
Most relevant Primary KPI it will help the university to achieve	Staff Engagement
Most relevant Secondary KPI it will help the university to achieve	Gender Equality/Service Delivery
Risk register - university level	2a,2b,3a,3b,11,12a
Risk register - college level	
Demographics	
% of University	100% staff
Operating stats	
% of	
Campus	All
External bodies	None Highlighted
Conflict areas	None Highlighted
Other universities that have done something similar	N/A
Other universities that will do something similar	N/A
Relevant Legislation	UK Immigration, Legislation regarding consultation with trade unions.
Equality Impact Assessment	The topics discussed will impact on all staff within the University. The Athena Swan initiatives support positive equalities outcomes.
Suggested next steps	N/A
Any other observations	

University of Glasgow
People & Organisational Development Committee
Minute of meeting held via Zoom on Thursday 11th February 2021

Present: Dr June Milligan (JM), Professor Sir Anton Muscatelli (AM), Mrs Christine Barr (CB), Dr David Duncan (DD), Professor Frank Coton (FC), Professor Kirsteen McCue (KM), Professor Carl Goodyear (CG), Professor Sara Carter (SC), Dr Morag Macdonald Simpson (MMS), Mr Rob Goward (RG), Ms Susan Ashworth (SA), Mr Shan Saba (SS), Mr Christopher Cassells (CC), Mrs Elise Gallagher (EG), Mr Chris Branney (CBr) (Minute)

By Invitation: Professor Neal Juster (NJ) – Senior Vice Principal and Deputy Vice-Chancellor & Mr Chris Green (CG) – Chief Transformation Officer (Item 3)
 Mr James Hamilton (JH) – Director of Organisational Development (Item 4)
 Ms Martina Cooper (MC) - Director of Strategic Recruitment and Talent Acquisition) & Tracey Aydogan (TA) – Head of International and Academic Resourcing (Item 5)

Apologies: Mr Martin Glover (MG)

Executive Summary:

- The Committee received an update from the Senior Vice-Principal and Deputy Vice-Chancellor, and the Chief Transformation Officer on the new World Changers Together Strategy and related ongoing transformational activity, advising that the launch of the new strategy and associated values has now been planned for Easter.
- The Committee received an overview from the Director of Organisational Development on implementation of the P&OD Strategy with regards to 'Embedding Values and Enabling Culture', highlighting how our new values will be brought to life. The Deputy Director of People and Organisational Development outlined how service transformation will build on earlier improvements to establish a new Enquiry Management Service to improve consistency and quality of service across the function.
- The Director of Strategic Recruitment and Talent Acquisition provided a case study on the successful establishment and delivery of the Lighthouse Lab as the only internally operated and resourced University based lab of its type in the UK. The Head of International and Academic Resourcing provided an update on Global Mobility and associated impacts of the new points-based immigration system. Further, the Committee received an overview of ongoing work to minimise international tax and other liabilities associated with colleagues who have chosen to base themselves overseas for significant periods of time during the pandemic.
- The Committee received an update from the Executive Director of People and Organisational Development on headline items including the latest position on USS pension developments, pay negotiations for 2021-22, Performance and Development Review (PDR) plans for the forthcoming year, the latest developments from a diversity and inclusion perspective and finally the University's participation in the 'Developing the Young Workforce' initiative.

- The Committee noted the minute of the Equality and Diversity Strategy Committee from November and considered the report from that Committee relating to the University's adoption of the definition of anti-semitism, developed by the International Holocaust Remembrance Alliance (IHRA).

POD/21/01 - Welcome & Apologies – Opening Remarks

JM welcomed the Committee and noted apologies from MG.

JM noted that the Committee was now operating under the new title of People and Organisational Development Committee and welcomed CC and SC to the Committee.

POD/21/02 - Update from Court

JM provided a summary following the recent meetings of Court where significant focus has been on reporting the impacts of COVID, particularly with regards to the wellbeing of staff and students, and the latest developments in relation to the University's financial performance. Other matters of significance included approval of the University's strategic plan going forward, which is supported by the new People and Organisational Development Strategy. A recent presentation on long term IT strategy for the institution was welcomed. The significant investment plan for a new postgraduate teaching centre which will host the Adam Smith Business School had been agreed.

Remuneration Committee met in November and reported to Court in December. Members were already aware, there was no pay uplift in 2020 and this was reflected in the Principal's proposals to the Committee in respect of Senior Management Group.

COVID Update

Consistent with the national lockdown, the University unfortunately had to initiate a partial reversal of earlier plans around a phased return to campus, further reducing activity on campus. The Committee paid testament to those colleagues who continue to work tirelessly to support University operations through this time. Significant concern was expressed for colleagues who have had the additional burden of caring responsibilities through this further period of lockdown. Further support and guidance have been published to support colleagues and managers, in relation to exploring adjustments to workload and/or performance expectations.

The University continues to flex relevant policy provisions around flexible working and support for carers, whilst also utilising the extended furlough scheme where appropriate. Currently around 500 colleagues are on furlough leave, equating to around 300 full-time equivalent individuals. These are predominantly in operational areas. A new subgroup has been established to further investigate the experiences, challenges and opportunities around home working. A survey has been launched to gather feedback in relation to this, with challenges expected to focus on social aspects, technology/equipment and perceived boundaries between work and home. Feedback also indicated that additional leave days granted at Christmas in recognition of additional workload considerations were well received.

Trade Union colleagues continue to express concern with regards to the UoG Library remaining open, particularly in relation to occupancy levels and student compliance with social distancing protocols. It was confirmed that occupancy levels have been set to 20% of overall capacity and acceptable behavioural codes consistent with the sectoral guidance. The library remains a vitally important service where compliance and behavioural expectations will continue to be monitored.

The Committee noted the additional levels of fatigue for both staff and students allied with the further pressures that have been placed on our community during this ongoing period of lockdown. The Committee acknowledged that careful consideration will be given to differential experiences and individual circumstances will be required when planning a phased return to campus.

POD/21/03 – World Changers Together Strategy

NJ and CG joined the Committee and provided an update on the World Changers Together Strategy. Original plans were for the strategy and associated values to launch in the coming weeks, however recent feedback has suggested that the time is not right, with many colleagues feeling overloaded. There is an acknowledgement that there is unlikely to ever be a good time to launch a strategy during a pandemic, however the launch will be delayed slightly (until around Easter).

The new University strategy outlines the contextual challenges that the University will require to absorb. These include building a sustainable future, contributing to a fairer society, reimagining the learning experience and diversifying our student body.

The strategy outlines our purpose of transforming lives through ideas and action, and our overall vision to be 'The World-Changing University'. The strategy having been articulated across three themes: Community, Connectivity and Challenges.

World Changing Glasgow Update

CG presented a World Changing Glasgow Transformation update. A key focus continues to be working with people to build transformation, focussing on the What, How and Who. The Committee heard examples relating to the Smart Campus review through which 20 key technologies have been identified as essential to enabling the future digital environment. The next phase will explore what this might look like for staff, particularly in relation to any future return to campus and new ways of working.

The Assessment and Feedback workstream is progressing with the implementation of an online assessment management platform which presents a much simpler experience for students and staff, based on a simple stepping-stone approach that continues to build on progress so far. Given the scale of this project, it was noted that it is vital that the benefits of this workstream are realised in order to reassure colleagues of the value of such activity.

The Committee also heard the importance of building foundations for change, including building capability and capacity for change working with colleagues across People and Organisational Development, Information Services, Estates and Finance.

It was recognised that the opportunities presented in the new strategy are vast and the Committee were pleased to note that the new values were people-based and acknowledged the challenges of creating an enabling culture. Further risks may include themes such as bandwidth, technological infrastructure, and digital capability deficit.

POD/21/04 – People and Organisational Development Strategic Imperatives

JH and EG presented an overview of progress relating to the 'Embedding Values and Enabling Culture' and the wider People and Organisational Development service transformation aspects of our new strategy.

Embedding Values & Enabling Culture

Following a period of extensive consultation, new values have been developed anchored in the mission, vision and purpose of the new strategy. These will be brought to life in a number of ways through a variety of means. This will include the illustration of positive and negative behaviours (aligned to the approach adopted in the Glasgow Professional Framework). Case studies will tell the story of the values in action and a series of dialogue sessions will take place alongside manager-led conversations to enable positive engagement and to support managers to 'contract' with their teams around how they will uphold the values. The ad-hoc feedback received so far is that the new values are welcome and resonate well with colleagues.

The Committee noted that there was clear excitement around the values and the extent of consultation was welcomed. It was suggested that further thought be given to bolstering any communication/promotion activity which may be considered in relation to themes such as 'leading with', 'working with' and 'living with' the values. The translation into 'living' the values can also be realised through fostering a culture in which non-adherence to the values can be challenged. This will also be achieved through ensuring values are embedded in core people processes ranging from recruitment to promotion, and in the formation of individual or team objectives.

P&OD Service Transformation

As part of the overall People and OD transformation journey, this work has been planned to ensure colleagues are involved and engaged in the change process. Outputs to date have seen the development of a back-office case management system which has already aided consistency and provided management information in order to improve business information reporting.

The next phase will involve the launch of an Enquiry Management Service to further improve the customer experience for those accessing People and Organisational Development services. This is part of a 'shift-left' approach, enabling colleagues to access better self-service resources while releasing capacity to focus on more complex and strategic 'value add' proactive activity. An incremental approach will be taken to launch, and the process will remain dynamic and adaptable in response to feedback as it evolves.

The concept of a concentrated source of information and streamlined point of access was welcomed by the Committee and it is hoped that wider staff engagement will reinforce this. It was noted that a similar model had already been implemented within Student Services resulting in transformational results, albeit acknowledging that there is a significant learning process to work through

acknowledging the experience of student groups may be very different to that of colleagues. Challenges such as the existing over reliance on local business partners and reluctance to self-serve should be anticipated as part of the launch.

POD/21/05 – Strategic Recruitment & Talent Acquisition

MC and TA presented an update on the Lighthouse Lab, Global Mobility and colleagues working overseas.

Lighthouse Lab

The Lighthouse Lab is a major COVID testing facility (part of a wider network) and the only University-hosted testing centre in the UK. It is also the only centre using in-house HR/Recruitment resources. The lab was set up at a fast pace in response to the pandemic in March 2020. Initial plans anticipated a workforce of circa. 100-150 staff (lab scientists and sample handlers) sourced through a large database of University and Beatson secondees in the shorter-term.

As demand has grown, the strategy has turned to external attraction for recruitment purposes (as secondees required to return to their substantive posts). This exercise involved large-scale external hiring and onboarding, with a focus on initial development and training for those appointed. 338 staff were recruited in the period between October 2020 and January 2021 in addition to business-as-usual activities across the Recruitment and MVLS P&OD Teams. A total of 734 staff have been recruited to the lab since its launch. Cross team collaboration will continue to fulfil the ongoing resourcing needs, workforce planning and design, P&OD policy, leadership, development and business processes and systems. In January, the lab reached the milestone of 5 million tests processed since launch.

It was noted that the progress and numbers involved were a credit to the University and testament to the hard work of those involved.

Global Mobility

Following the end of the transition period and the deadline for EU citizens to enter the UK under freedom of movement, a new points-based immigration system has been introduced. A Skilled Worker Visa replaces previous 'Tier 2' arrangements whilst new rules also apply to EU nationals not resident in the UK by 31 December 2020. The Frontier Permit visa route was also launched, and welcome updates were made to the Global Talent Visa, a route regularly used by the University.

The new Skilled Worker route has lowered the skill level along with the minimum salary threshold. Other changes see the abolishment of the Resident Labour Market Test and permits 'in-country' switching from other visa routes. The new system uses a complex tradeable points system. Implementation has required significant policy and guidance review with a working group having been established to ensure consistent levels of knowledge across the various teams.

The new system has resulted in a significant increase in the number of sponsor led roles, with resultant resourcing implications which may impact upon the University's global talent attraction strategy. There has been no visible impact to date, however this will require ongoing monitoring.

Colleagues Working Overseas

The vast majority of our staff have been working from home over the course of the past year. A significant number of colleagues have chosen to base themselves overseas for prolonged periods of time often in the absence of authorisation or due oversight. Having remained on a UK payroll, this brings a variety of local legal, tax and social security related liabilities as well as potentially significant pensions/USS implications. Some cases are also likely to encounter Visa issues given the length of time outside the UK whilst others have encountered difficulty having not procured appropriate travel and health insurance.

This has created a significant financial liability as well as creating additional pressure in terms of workload and resource. KPMG have been engaged to aid the mitigation of risk, whilst additional work has been undertaken to raise awareness of the implications of working overseas for those in scope. Colleagues working on this basis have been advised to return to the UK, with discussions ongoing in this regard.

POD/21/06 – P&OD Strategic Update

CB provided an overview of the People and Organisational Development Strategic Update, noting that many items had already been covered on the agenda.

USS

Universities have recently been advised by UUK that the USS trustee will formally present the actuarial report with indicative contribution rates to the JNC around mid-February. This is likely to outline a series of prices for current benefits as a result of the 2020 valuation, based on different levels of covenant support. It is anticipated that these new figures will be significantly higher than current contribution levels and benefit reform appears inevitable. Further consultation will take place, however the delay in disclosure of projected contribution rates has compressed the timescales for the approval of any changes through the JNC (and consultation with pension members locally). Meanwhile, the planned increases will go ahead from October 2021. There are potential employee relations implications as a result.

Pay

UCEA has begun to plan for the JNCHES 2021-22 Pay Negotiations round, with HEIs across the UK in very different positions in relation to affordability.

Performance and Development Review

The light-touch approach adopted to PDR was very welcome in 2020 with strong support for its retention. Development conversations provided an opportunity for colleagues and their reviewers to reflect on the opportunities and challenges presented by the pandemic alongside the sudden shift to remote and flexible working. CPD and career development figured strongly with individual objectives/goals amended or adjusted to take account of the rapid changes. Approximately 5% (c. 500 in total) predominantly those following the ECD undertook the full and formal PDR through the newly implemented online PDR solution with equally constructive feedback.

Performance is likely to be disaggregated from reward in the future, shifting to a more binary approach instead. The Committee indicated it would welcome further consultation on this as matters progress.

Diversity and Inclusion

The University's report *Understanding Racism Transforming University Culture* was approved by SMG in November. The associated action plan aims to address issues of systemic racism which we acknowledge are part of our structures. The report and action plan will be launched by the Principal in mid-February to all staff and students. The action plan requires significant leadership to which SMG has committed including the publication of an objective relating to their role and function.

Developing the Young Workforce

The University has committed to participating in the Scottish Government's 'Developing the Young Workforce (DYW) initiative. Work is underway to form direct relationships with four local high schools with a view to enabling and supporting young people to make the transition into the world of work. These initiatives have been designed to reduce youth unemployment, which is particularly important at a time when the pandemic has made young people highly vulnerable to unemployment. In addition to our existing Modern Apprenticeship provisions, participation in the scheme brings additional benefits in supporting our talent attraction strategy through access to potential job opportunities and graduate apprenticeships.

POD/21/07 – People Analytics

The Committee noted the circulated data pack and observed that general trends in the data are continuing.

The wellbeing agenda is more prevalent than ever and whilst we have not seen any significant change within the absence profile, there has been a drop in absence reporting (possibly linked to increased homeworking and social distancing). The Committee noted the need to be mindful of any potential impacts or trends emerging around absence such as mental health.

POD/21/08 – Draft Minutes of the Equality and Diversity Strategy Committee (EDSC) (November) and Joint Committee of Consultation and Negotiation (JCCN) (October)

The minutes of the November Equality and Diversity Strategy Committee (EDSC) and the October Joint Committee of Consultation and Negotiation (JCCN) were noted by the Committee.

The Committee noted the University's adoption of the definition of anti-semitism, developed by the International Holocaust Remembrance Alliance (IHRA). The Committee acknowledged the widespread debate around the extent to which the definition and in particular, the associated contextual statements might be perceived to impact upon academic freedom and freedom of speech. Discussion followed on objections raised by the Trade Unions at EDSC. DD confirmed that the IHRA definition had been adopted by the University and that the institution does not in any way agree or subscribe to the contextual statements. AM acknowledged the debate and expressed clearly that the University unequivocally condemns anti-semitism and all forms of racism whilst also

remaining unequivocally committed to upholding the principles of academic freedom and freedom of speech.

HR/20/42 – Minute of Meeting & Matters Arising (22.10.20)

The minutes of the previous meeting were noted and approved by the Committee.

HR/20/43 – Closing Remarks

MMS recognised the flexibility and collaboration across a broad range of challenges and demands over the last year. The future challenge will lie in learning from the positives and avoiding any slip back to previous ways of working where these may be less effective. The Committee was assured that the expectation is that our community will not return to what we left and in fact work is underway to explore how we best learn from our experiences and how we adopt more agile, flexible and nimble ways of working in the future.

No other business was noted and the meeting was closed.

DRAFT

Joint Committee of Consultation & Negotiation (JCCN)

Date: 7 October 2020
Time: 14.00-16.00
Location: Zoom

Attendees:

David Duncan (DD)	Chief Operating Officer	Jim Spence (JS)	GMB
Frank Coton (FC)	Vice Principal	John Neil (JN)	Unite
Christine Barr (CB)	Executive Director of HR	Craig Daly (CD) - Chair	UCUG
Elise Gallagher (EG)	Deputy Director of HR	Jeanette Findlay (JF)	UCUG
Laura McCrimmon (LM)	EA to HRD (Minute)	Margaret Anne McParland (MAP)	UNISON
		Jacqui Dowd (JD)	UNISON

In Attendance:

Neal Juster (NJ)	Senior Vice-Principal and Deputy Vice Chancellor
Gregor Caldwell (GC)	Executive Director of Finance

Minute

Item	Topic
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JC188 **Welcome & Apologies**
 CD welcomed members to the meeting; no apologies were received. NJ & GC joined the meeting for their respective agenda items.

JC189 **Approval of Previous Minute/Matters Arising – 20 May 2020**
 The minute of the 20 May was approved, with one minor change in JC184 (now reflected). All matters arising were addressed and concluded out with the meeting.

JC190 **Financial Position & Planning**
 GC spoke to slides providing an overview of the University's financial position, noting that the University responded quickly to the pandemic in making significant cost reductions. Early projections indicate a shortfall in international student fee income (currently tracking £5m below budget), if this projection is indeed where we end up this would result in a relatively positive financial result for 19/20. Close monitoring of November and January intake does suggest anticipated income of c.£50m, however this income is yet to be realised therefore we must maintain a cautious approach.

In light of the ongoing Covid-19 restrictions we remain exposed to further risk wrt to income generating activities such as our commercial operations (residences, catering, sport), as well as the prospect of having to absorb significant increases in pension contributions following the next USS valuation as well as the many unknowns regarding future demand and Government debt. All of which will inevitably have an adverse effect on our financial position. A prudent approach has been taken to income and investment for this coming academic year e.g. IT Infrastructure, and Estates (maintenance) spend etc., but progress in these areas must continue to be monitored to ensure we remain fit for the future.

The Committee acknowledged that whilst the Institution has responded extremely well to the pandemic, it has come at the cost of extreme pressure on many staff. GC noted a staged budget release will now be implemented to allow Colleges/US to respond appropriately to student numbers as they transpire.

MAP: Questioned why a pay lift would not be implemented this year given the positive financial outlook and in recognition of staff, who have worked tirelessly throughout the pandemic. FC/GC noted that significant uncertainty remains, and a cautious approach must continue in the interest of protecting

employment and our long-term financial position. CB reminded the Committee that the University is part of the JNCHES national pay negotiations, which will be revisited at a national level in November, however given the varying financial positions of participating HEIs a pay uplift is unlikely to be agreed this year.

USS

GC expressed concern wrt the ongoing affordability of USS for both employees and the employer, with proposed combined contribution rates ranging from 40-68%. The 2020 consultation wrt to the assumptions for the planned 2020 Valuation is underway with UoG's institutional response due by the 30 October. The illustrative overview of contribution rates, potential increases & impact have been published and are detailed below, alongside the anticipated timeline:

Effective Date	Employee Contributions	Employer Contributions	Combined	Employers Financial Impact p.a.	Current Budget impact p.a.
	%	%	%	(£)	(£)
1 Apr. 2016	8.0	18.0	26	-	
1 Apr. 2019	8.8	19.5	28.3	+3m	
1 Oct. 2019	9.6	21.1	30.7	+6m	
1 Oct. 2021	11.0	23.7	34.7	+11m	
2020 Consultation - Low point	13.14	27.67	40.8	+19m	+8m
2020 Consultation - High point	22.62	45.28	67.9	+54m	+£43m

Timeline	
30 Oct 2020	Response to UUK Consultation
Autumn	PwC report on strength of covenant
Dec	JNC notified of required overall contribution rate
Mar 2021	JNC determines approach to address contribution rate
Mar-May	Employers consult with employees on potential changes required
30 Jun	Completion deadline for valuation to be with the Pensions Regulator

DD highlighted the importance of continued lobbying of the negotiators from both a University and a Trade Union perspective to find a solution affordable to all. CD expressed the view that UUK must do everything possible to maintain the strength of the covenant and questioned if there was much room for negotiation. GC stated that the higher end of the discount rate coupled with an extended recovery period would be the most affordable outcome, noting however that it is difficult to predict the outcome given the complexity of the scheme and varied membership within the covenant.

JF questioned the potential for UUK and the TUs to seek government support over the next few years as it would be unreasonable to expect staff to sustain both a pay freeze and an increase in pension contributions. **Action: DD** will discuss with UUK at an upcoming meeting*.

JC191 World Changers Together Strategy Update

NJ spoke to the slides providing a high-level overview of the themes and values set out in the developing University Strategy 2020-25: World Changers Together. NJ highlighted that 'Collaboration' will be a key part of the strategy, and outlined our Vision, Purpose and Mission.

Our **Vision** - to be the world-changing University

Our **Purpose** - to transform lives through ideas and action

Our **Mission** - to bring a community of world-changers together.

James Hamilton (JH) – Director of Organisational Development worked with SMG hosting numerous workshops to help redefine the University Values (outlined below);

- Ambition & Excellence
- Curiosity & Discovery

- Integrity & Truth
- An Inclusive Community

Significant work has taken place across Campus hosting consultation exercises, workshops, and networking events with staff and students, which have been hugely valuable in shaping the strategy and developing the **World Changers Together – Strategic Themes** below;

Community	Connectivity	Challenges
<ul style="list-style-type: none"> • Supportive, values-led university culture • Civically & globally engaged Glasgow • Green & sustainable 	<ul style="list-style-type: none"> • Collaborative space • Digitally enhanced university experience • Flexible work & study 	<ul style="list-style-type: none"> • Challenge-led research • Curriculum for Future World Changers • Partnerships & Innovation

No questions were raised in relation to the developing strategy, which will be shared with the JCCN following sign off at SMG in the coming weeks.

Shadow Board (SB) Update

JH joined the first meeting of the Shadow Board to outline the remit of the group (who will meet again in November). Papers tabled at the shadow board will be shared with the JCCN, who will be given the opportunity to comment/input as appropriate.

NJ outlined the recruitment selection process to joining the Shadow Board, which included an email application from all Grade 8 and below staff who wished to become part of the Board. Applications were submitted via the OD team, where all identifiers were removed prior to review by a panel chaired by Martina Cooper (MC) – Director of Recruitment and Talent Acquisition. The panel reviewed 181 applications between them, with each member selecting their top 10 applications based on agreed criteria. The group then reviewed the top 50 applications and collectively recommended 12 candidates and 15 reserve candidates to CB and NJ who reviewed the selected candidates to ensure there was a diverse range of members. Of the candidates selected (blind) there were a disproportionate number of females and limited representation from Grade 5 and below. The panel held informal interviews with four reserve candidates and selected two additional members at Grades 1 and 4, bringing the total members of the Board to 14 (two staff members from each College and the remainder are from University Services). Members will each serve an initial term of one year, with an application process for a second term required. It is hoped that new members will be phased in as required so the entire board is not replaced at once. An article will be published in my Campus with details of the members in the coming weeks.

JC192 People & Organisational Development (POD) Strategy 2020-25

CB spoke to the POD strategy developed in conjunction with both the overarching UoG Strategy and other more localised strategies (L&T, Research etc). The trade unions were consulted on the POD Strategy out with the JCCN forum and have indicated their support for the direction of travel being taken. Key highlights from the strategy included;

- Diversity & Inclusion feature heavily throughout.
- OD worked with SMG to develop the values (closely aligned to the Glasgow Professional)
- There is a focus on leadership development, strategic business partnerships, and change capability.
- Meaningful discussion will continue on the future delivery of PDR following the success of the light touch approach applied this year, which has been very well received.
- Consideration will be given to the future size and shape of the organisation.
- People will remain front and centre of what we do going forward from attraction through to development and progression.
- A Health and Wellbeing strategy for staff will be developed in due course.

The aim is to publish and socialise the strategy more widely in coming months.

People First (PF)

The PF initiative conducted over the summer formed two groups to address any differential impact on colleagues as a consequence of the pandemic, one focussed on Professional Services and the other on the Academic cohort. Recommendations from each group were considered and evaluated to develop project type initiatives, which may need further developed and Trade Union support to move forward. The summarised findings in response to the impacts of the pandemic across a number of critical areas of University life, specifically:

- 1) Promoting equality and reducing any differential impact by protected characteristics e.g. gender, race, age, disability;
- 2) Enabling personal/professional development and career progression;
- 3) Balancing workload and productivity including workload management and the role of the manager;
- 4) Supporting mental health, wellbeing and work-life balance;
- 5) Maximising reward and recognition provision (including more consistent application);
- 6) Embedding new ways of working for the long term (not part of the original remit of PF but came on board later).

Discussion followed on whether or not our Academic Promotion, Regrading, and Reward & Recognition processes will proceed this session. CB noted there is a strong desire to progress subject to affordability, prior to any commitment to proceed being communicated. JF expressed that more detailed discussions surrounding promotion criteria (to address potential inequalities) should take place. CB noted that the promotion criteria is regularly reviewed and updated in line with any potential inequalities wrt protected characteristics. Further, existing reward and recognition procedures, their application and outcome monitoring are regularly revised/reviewed to ensure a fair and proportionate distribution and that due process is followed by line managers.

The Committee agreed that an appropriate strategy/infrastructure to address and support ongoing challenges around with workload, work life balance and mental health concerns will be most welcomed. Work is underway and will be shared in due course.

JC193 Covid 19 and Return to Campus Workstreams

EG thanked the collective trade unions for their support and the close working partnership, which has allowed for meaningful consultation and swift action to be taken in response the pandemic. EG outlined the key people elements of the Covid-19 workstreams, which include;

- Ongoing comms and engagement
- Revision and updating of policy provisions and good practice
- Supporting line managers and staff on returning to Campus and/or work as appropriate.
- Job Retention Scheme (Furlough) - due to end October 2020
(to date 1959 staff have been placed on furlough throughout the duration of the scheme, with c. 380 remaining on full or part time furlough at this time. Local HR teams are supporting staff and line managers wrt appropriate adjustments which may be required to facilitate staff returning to work or being redeployed).

MAP offered to share an article with DD on antibody testing which he may find useful for the next day's call with Public Health Scotland. JS asked if there were any plans to implement temperature checks in heavy traffic areas i.e. the library. DD noted it had been considered and he would seek further advice from Public Health Scotland*.

****Information received from DD following the meeting (8 October 2020):***

Public Health Scotland did not recommend temperature checks as an accurate route for determining access to our library, however this would not stop UoG implementing this if they deemed it appropriate.

JC194 Updates

EG spoke to the papers 'Change Projects – Local Consultation Summary', and 'Update from the Policy Review Group'. No questions were raised on either paper during the meeting.

JC195 **AOCB**

No Further business was raised, and the meeting was brought to a close.

Future Meetings & Chair (on rotation): 2 February 2021, David Duncan to Chair



Equality and Diversity Strategy Committee

16 November 2020 at 14:00 – 16:00

- Present:** Principal Anton Muscatelli (Convener), Mrs Christine Barr, Mr Liam Brady, Prof Frank Coton, Ms Bonnie Dean, Dr David Duncan, Prof Moira Fischbacher-Smith, Prof Neal Juster, Miss Elle McCabe, Prof Roibeard O Maolalaigh, Dr Robert Partridge, Miss Rachel Sandison, Ms Lesley Sutherland, Ms Mhairi Taylor, Dr Dania Thomas
- Apologies:** Prof Muffy Calder, Mrs Emma Gilmartin, Prof Jill Morrison, Prof Satnam Virdee
- Attending:** Dr Katie Farrell, Mrs Janell Kelly (clerk), Dr Mark Mortimer, Ms Kerry Revel, Ms Paola Tisi

1. Welcome & apologies

The Convener welcomed members and acknowledged the apologies received. He stated Prof Satnam Virdee had been invited to speak to agenda item 6, however he was unable to attend.

The Convener then welcomed Dr Dania Thomas, attending in her capacity as the new JULC nominated Trades Union representative, and Prof Moira Fischbacher-Smith Members who had taken over the Learning and Teaching Committee's representative role.

Members noted Dr Mark Mortimer and Ms Kerry Revel were joining the meeting for Agenda Item 5 only. Members also noted Dr Katie Farrell was attending to speak to Agenda Item 9.1 and would also observe the meeting along with Ms Paola Tisi, Ambitious Futures Graduate, as part of her placement within EDU.

2. Minutes of the Previous Meeting – EDSC/2020624/Minutes1.0

The minutes were approved as an accurate record.

3. Matters arising from previous meeting – Paper 1

The Convener referred members to Paper 1, noting most were marked complete. The following verbal updates were provided:

Action 1 – SFC-Advance HE Evidence Group

M Taylor was not selected to participate in the SFC-Advance HE Evidence Group.

Action 2 – Equality and Diversity Essentials Training Statistics

M Taylor advised, due to the COVID-19 related workload of the majority of staff over the summer, it was felt adding to this further by asking staff to undertake the training would not be ideal. This will be followed up in the new year.

ACTION: EDU

Action 4 – Dignity at Work and Study Policy

M Taylor confirmed EDU would review the name of this policy as part of the routine review, which will take place next year.

ACTION: EDU

Action 5 – Student Equality Data

M Taylor confirmed EDSC would receive reports based on the QlikSense data at the last EDSC meeting of this academic year.

ACTION: EDU

Action 6 – UCU Report ‘The Realities of Casualisation at the University of Glasgow’

M Taylor confirmed an Equality Impact Assessment (EIA) had been completed and discussed recently with the Trades Unions. She reported the EIA indicated there was a differential impact for both younger staff and staff from an ethnic minority background; a smaller impact for Disabled staff, with no difference when looking at Sex. She advised the Trades Unions now want to gather qualitative data and want to look at whether there are any differences when considering socio-economic status.

C Barr confirmed a noticeable impact for staff from minority ethnic background which would be considered within the Action Plan to be discussed under Agenda Item 6.

M Taylor confirmed the EIA would be circulated to members, with a request for feedback. Resulting actions will be discussed and decided with the assistance of the Union’s Anti- Casualisation Group and the Race Equality Group. **ACTION: EDU**

4. Terms of Reference and Membership – Annual Review – Paper 2

Members noted no changes were proposed to the remit of the Committee and agreed this for another year.

R Sandison noted the job title for Emma Gilmartin should be updated following the restructure of the Communications teams. M Taylor confirmed this would be updated. **ACTION: EDU**

The Convener asked that EDSC record its thanks to Dr Helen Stoddart, the previous Learning and Teaching Committee representative for her previous contributions.

Members noted the committee’s gender split was just short of the 40/40/20 requirement.

5. REF2021 – EIA on selection of outputs for submissions – Paper 3

M Mortimer referred members to Paper 3. He took members through the EIA and explained the processes adopted by REF Output Scoring Committees, following completion of the Interim Research Review Process, to mitigate potential sources of bias in output selection, along with the two-part analyses of the scores given to the outputs reviewed on completion of the interim research review process by age and sex.

Members noted the conclusion of the first analysis of over 900 outputs found there no differences in relation to output scores and the age of the author, however a correlation was found in relation to output scores and the sex of the author. As a result of this the REF Project Board requested a further analysis be carried out; requesting all scored outputs which were in contention for inclusion in the REF submission be considered. After removing outputs with mixed sex authorship 5,575 unique outputs were analysed. Following this further analysis, detailed within the paper, the REF Project Board took the view that the scoring committees were not making decisions in a way that would disadvantage female authors.

M Taylor noted gender bias in citations could affect scoring of REF submissions. M Mortimer advised it had not been possible to do that level of analysis.

Members endorsed the thorough approach taken throughout this process and thanked M Mortimer, K Revel and all involved.

M Mortimer advised a further full EIA will be undertaken following the final REF submission and EDSC will have sight of this once completed. **ACTION: R&IS**

6. Understanding Racism Transforming University Culture – Report and Action Plan - Papers 4 & 5

M Taylor referred members to the draft Report and Action Plan, noting again, co-author Prof Satnam Virdee was unfortunately unable to attend today. She reminded members of discussions at the last EDSC which detailed the background for this work and the resulting project undertaken by the EHRC Tackling Racism Working Group and EDU's previous Ambitious Futures Graduate, Cassie Masterton.

The Convener reminded members the Report and Action Plan remain in draft format and were not for further dissemination at this stage. M Taylor stated some EDSC members had already had sight of previous versions, with feedback from those meetings incorporated into the latest iterations. She asked members to provide any further comments, particularly on tone, noting the need to ensure the report galvanises support for the actions required to affect the changes which are clearly needed.

B Dean recognised some concern had been expressed about the sample sizes of the student survey and staff interviews, however she stated the lived experiences captured within the report will help people to understand what forms of racism people experience and the full impact it has on them.

Members commented:

- The Report is well written and has an appropriately challenging tone which gets the desired messages across.
- The Trades Unions welcomed the report's holistic framing, which goes beyond simple PSED compliance, and expected it would set a standard for the sector.
- The Trades Unions are keen to assist with this work but noted, given the different structural problems affecting staff and students, they would have liked to see staff issues given more specific focus.
- Additional actions should include outreach into schools targeting pre-arrival students, to ensure those incoming students are made aware of the University's anti-racist stance and given clear guidance on our expectations, including information about the consequences of not meeting those expectations. This would tie in with work already started in relation to pre-arrivals. This should also be reflected in the recruitment of new staff. **ACTION: EDU**
- As Figure 5, within the report, shows many students experienced racial harassment in an academic setting this might be fully addressed.
- People will only report if they feel safe, supported and confident to come forward and be assured that doing so will not have any impact on them.
- It is vital the University is transparent and honest about the findings.
- External Relations will work with colleagues on the publication of the report, assist with managing any resulting external feedback and media approaches and also with planning the proposed related University campaign. **ACTION: EDU**
- Publication should also be used as an opportunity to bring the University community together to address this, as well as engaging beyond the institution to affect change.

M Fischbacher-Smith noted the new Learning and Teaching Strategy, currently being finalised, features inclusion and diversity prominently and includes a statement on the need to decolonise the curriculum, using the expertise and obvious commitment already in evidence across the University.

The Convener advised the University is discussing setting a top-level Key Performance Indicator (KPI) for staffing, as it did for the outgoing Strategy, which would send a clear signal of the importance of this work. N Juster confirmed discussions have already begun around whether to articulate a KPI specifically for Race or whether to have a more open 'inclusion' KPI.

C Barr suggested a 'compound' KPI with, Race, Disability and LGBT+ aspects, would be a welcome step forward. She confirmed the new "World Changers Together" strategy will provide an ideal opportunity to emphasise and embed our values, one of which will be 'Inclusive Community'.

In response to members' feedback, M Taylor stated the best way to ensure staff and students feel safe to report is to ensure they can easily access our reporting tools, then to regularly and openly report on issues and find ways, while maintaining anonymity, to demonstrate actions taken to address issues raised. This will build confidence in both the system and the University's commitment.

The Convener stated he would, in advance of HR Committee meeting in the new year, report direct to Court on the Report and Action Plan. **ACTION: Convener**

Members agreed the Report be taken to SMG on 10 December with the recommendation that the Report and Action Plan are published. They noted publication may create both positive and negative reactions and External Relations colleagues would be called upon to help manage this. Members recognised the extensive work to be done, and while not all of it would fall to EDU, additional resources within EDU will be required to drive this forward.

The Convener thanked members and all those involved with producing the Report.

7. Discussion on Adoption of IHRA definition of anti-Semitism – Paper 6

N Juster referring members to Paper 6. He advised the University was formally approached about adopting the working definition, shown on page 3, by the President of the Glasgow Jewish Students Society during the summer, when a commitment to discuss it at today's meeting was made. Members noted the UK Government's Education Secretary had recently written to all English universities advising them they may face sanctions if they did not adopt the IHRA definition; this had resulted in a number of other approaches from students and alumni.

N Juster noted similar discussions are taking place across the sector in response to the Education Secretary's intervention and sustained pressure from Jewish student societies. He also noted he was aware academics, including those from Jewish groups, across the UK are less inclined to adopt it due to the complex academic freedom issues involved.

N Juster reminded members the University currently does not have any 'group' definitions within our Equality and Diversity Policy and adopting the IHRA definition may mean we need to adopt other 'group' definitions to ensure parity. He stated, in his view, this may not cause any issues provided they have been consulted on and agreed; indeed Paper 6 states if the University adopts the IHRA definition it should then consider adopting the working definition for Islamophobia from the all-party parliamentary group (APPG) on British Muslims'.

M Taylor highlighted specific definitions of protected characteristics are only defined in a legal context, such as environmentalism, support for Scottish independence and more recently veganism.

N Juster noted whatever decision is made by EDSC, wider discussions may take place across campus, including at Senate. The Convener recognised any subsequent discussions at Senate would need to be handled carefully but reminded members it is EDSC's responsibility to make this decision and then report it to Court.

N Juster highlighted Paper 6 makes no specific recommendation and asked members for their views.

Members discussed the IHRA definition and the contemporary examples and how any possible adoption would affect the University and the academic community.

D Thomas stated UCU's position is clear; in that it rejects the definition. She also highlighted Kenneth Stern, who originally drafted the definition, has previously stated it was never intended to be applied to universities and the academic community and doing so would harm academic freedom and freedom of speech.

L Brady advised the SRC were also under pressure from many in the student community to adopt the IHRA definition. He reported the SRC had been in dialogue with the Jewish Society about a number of issues which have arisen on campus this year which clearly indicate anti-Semitism is an issue. E McCabe echoed this position, stating it was important for the University to show its support for this group of students.

M Taylor noted adopting the definition would not affect how incidents of anti-Semitism are dealt with, advising these dealt with in a very professional and efficient way, including reporting to the [Community Security Trust](#). Many incidents involve graffiti or posters being put up and where we know who is involved this is dealt with appropriately.

M Taylor advised the University Chaplain, Rev Carolyn Kelly, had advised she would be supportive of adopting both IHRA and APPG definitions but with caveats attached to them.

M Taylor highlighted the Scottish Government had recently adopted the IHRA definition and had not commented further.

Members then extensively discussed the complexity of the issue. They noted the earlier discussions on race equality and the upcoming University Strategy launch may present a useful foreground should the University decide to adopt both the IHRA definition and the APPG's definition of Islamophobia.

Members agreed the University must continue to reject all forms of racism and discrimination. To this end, the Committee decided to adopt the IHRA definition of anti-Semitism. Members also agreed the University must remain committed to protecting academic freedom and freedom of speech. Finally, the Committee agreed GUMSA should be consulted on the APPG's definition of Islamophobia.

M Taylor agreed to confirm if the Muslim Council of Britain had endorsed the APPG's definition and to consult with GUMSA.

ACTION: EDU

8. Student Related Items

8.1 – Disability Support Review/Mental Health - Update

R Partridge advised members the University is undertaking a fundamental review of the support for disabled students, looking at pre-arrivals, learning and teaching considerations, support provision and outcomes for this cohort. The review is being chaired by Prof Jill Morrison, in her role as Clerk of Senate. He confirmed the review should be ready to report early in the new year and EDSC will receive this.

ACTION: R Partridge

R Partridge reported, though not unexpected in the current COVID situation, the University had experienced a huge increase in the numbers of students seeking support for issues relating to mental health. This increase

had exposed gaps in our provision, in particular peer to peer and professional support provision. To address this the University is looking at how Advisors of Study could help assist/support students in need.

9. Staff Items

9.1 – Athena Swan update – Paper 7

K Farrell referred members to Paper 7 which provides information on the ongoing transformation of the Athena Swan Charter. Members noted the recent announcements by the UK government on reducing the burden of bureaucracy for the research, innovation and university sectors which impacts Athena Swan and other charters.

K Farrell highlighted, in addition to the transformation, the current SFC funding package for Advance HE, which allows all Scottish universities to participate in Athena Swan subscription free, comes to an end in 2021. It is unclear whether this funding package will continue in the same form, however any change will likely result in financial implications for the University.

Members noted K Farrell is now a member of the Athena Swan Governance Committee (ASGC) which will provide assurance, expert advice and guidance to the Advance HE Board on matters relating to the transformation and ongoing enhancement of the charter. K Farrell assured members the University's commitment to gender equality are well represented through the ASGC and other fora.

K Farrell confirmed EDSC would be updated once the outcomes of the Athena Swan transformation, and any update on SFC funding plans, are known. **ACTION: EDU**

10. Equality Champions Updates

The Convener drew members attention to Paper 8 and invited R Sandison to speak to it.

10.1 - University of Sanctuary Bid Draft Action Plan

R Sandison reported a number of universities have already gained University of Sanctuary status. She stated, by becoming a University of Sanctuary, the University has an opportunity to recognise all the current support it provides refugees and asylum seekers and allows us to set ambitious targets and KPIs for the next three years.

R Sandison reported a short life working group, with a wide range of expertise and representation from both staff and student communities, and importantly those with lived experience, has been established to initially facilitate the background work prior to an application in early 2021. She advised this working group will remain in place to receive reports on progress across the three-year period of the action plan. R Sandison asked EDSC to approve the application.

Members acknowledged the extensive support already provided by the University but recognised the amount of work required to support refugees and asylum-seeking students should not be underestimated. Members welcomed and supported the application.

Members agreed that, due to the time constraints, EDU would circulate an update based on the minutes from the other Equality Group meetings. **ACTION: EDU**

11. Public Sector Equality Duty 2021

M Taylor provided members with an overview of the work required to meet the next Public Sector Equality Duty reporting deadline, 30 April 2021.

She advised members the University must report on the progress of the Equality Outcomes, set in 2017 as well as set new objectives for the next period. She noted many of the 2017 Outcomes have progressed well, while a small number have not moved forward as much as would have been liked, as such these would likely continue into the new Outcomes.

She reminded members of the previous EDSC discussions in relation to the SFC and EHRC Memorandum of Understanding, which now sees the SFC oversee the Public Sector Equality Duty (PSED). It had been hoped the SFC would have already indicated the 'persistent inequalities' which they will expect the sector to address in the new set of Equality Outcomes, however these have not yet been communicated.

M Taylor noted the following challenges and opportunities for this next PSED reporting deadline:

- The lack of an overall Staff Survey to use as a data set, however pulse survey data could be used.
- No requirement to report on Institutional Gender Action Plans means a lack of public visibility of some of the great outreach work to tackle gender imbalances in participation being done by specific subject areas.
- The new QlikSense tool, previewed at the last EDSC meeting, will play a key role in identifying, and measuring progress for any student related Outcomes.
- The opportunities presented by the Race equality work discussed earlier in this meeting.
- The new University Strategy having inclusion at the heart of it.

M Taylor stated, while work would normally have begun by this stage, due to the lack of information from SFC the consultation plan will be restricted but will include discussions with the various Equality Groups, the SRC, Trades Unions, and other relevant committees. She confirmed EDSC would receive an update at the next meeting, to allow for Court to approve the final Equality Outcomes prior to the reporting deadline.

ACTION: EDU

12. Sustainable Business Travel Guidance – Paper 9

Members reviewed the proposed guidance developed by the Sustainable Business Travel working group.

M Taylor noted many equality considerations, such as ill health, caring responsibilities and age had been taken into account during the drafting process but confirmed a full Equality Impact Assessment will be carried out.

ACTION: EDU

While members generally welcomed the guidance, the following comments were provided:

- Clarification on what the proposed changes to the promotion criteria will be required.
- Implications of COVID on business travel will not be known for some time.
- Digital poverty in other countries must be considered when proposing alternatives to travelling to them.
- The guidance has been written from a western/European approach to sustainability. Cultural considerations in other countries where partnerships have been established or will be sought must be taken into account. Members noted many of the current partnerships would not have been possible without face to face, in person, meetings.

M Taylor agreed to feedback EDSC comments to the Sustainable Business Travel working group.

ACTION: EDU

13. Any Other Business

No further business was raised, and the Convener closed the meeting.

14. Date of Next Meeting

17 March 2021 – 14:00 – 16:00

Court Context Card 10 March 2021 - REPORT FROM Health Safety & Wellbeing Committee

Speaker **Dr David Duncan**
Speaker role Chief Operating Officer and University Secretary
Paper Description For information only

Court 14042021 - Paper 9.6a

Topic last discussed at Court Last report to Court was **9th December 2020**
Topic discussed at Committee N/A
Court members present Dr David Duncan
Cost of proposed plan N/A
Major benefit of proposed plan N/A
Revenue from proposed plan N/A
Urgency N/A
Timing N/A
Red-Amber-Green Rating N/A
Paper Type **For information only**
Paper Summary Agenda
Draft Minute
Action Log
HSW Annual Report

Topics to be discussed N/A
Action from Court N/A
Recommendation to Court N/A

Relevant Strategic Plan workstream N/A
Most relevant Primary KPI it will help the university to achieve N/A
Most relevant Secondary KPI it will help the university to achieve N/A
Risk register - university level

Demographics All staff, students and visitors
% of University

Operating stats
% of

Campus All locations

External bodies
Conflict areas
Other universities that have done something similar
Other universities that will do something similar
Relevant Legislation
Equality Impact Assessment
Suggested next steps
Any other observations

University of Glasgow

Health Safety and Wellbeing Committee

Minute of Meeting held on Wednesday 10 March 2021 at 10:00 AM via Zoom

Present: Mr Ian Campbell (Convenor), Mr Paul Fairie, Mrs Elise Gallagher, Mr Peter Haggarty, Mr William Howie, Mr Christopher Kennedy, Ms Paula McKerrow, Mr David McLean, Ms Gillian Shaw, Mr Dave Thom, Mr Graham Tobasnick, Ms Selina Woolcott, Ms Ella McCabe, Ms Emma Lindquist, Mr David Harty

In Attendance: Ms Debbie Beales

Apologies: Dr David Duncan, Mr James Gray, Mr John Neil, Mr Cyril Pacot, Ms Aileen Stewart

HSWC/2020/24 Minutes of the Meeting held on Wednesday 9 December 2020

The Minute of the meeting held on Wednesday 9th December 2020 was approved.

HSWC/2020/25 Matters arising

HSWC/2020/25.1 Contractor activity, verbal update DH

David Harty agreed to produce a report on contractor activity, to be shared with the Committee via the Clerk.

HSWC/2020/25.2 Centralisation of PAT, verbal update BM

David Harty informed the Committee that Estates are in the process of purchasing the necessary equipment for Portable Appliance Testing (PAT). The pilot, previously on hold due to Covid-19, will take place in the School of Social Sciences over the next few months. David agreed to bring a report on the findings to the next meeting.

HSWC/2020/25.3 EAP contract renewal, verbal update EG

Elise Gallagher informed the Committee that the University has a rolling contract with PAM Assist. Prior to starting the re-tendering process, Human Resources will collect feedback from service users to look at any service requirements not met under the current contract. One possibility would be to open the service up to staff and their family members, rather than just staff. Elise will keep the Committee updated at the May HSWC meeting.

HSWC/2020/25.4 HSWC ToR renewal, verbal update SW

Selina Woolcott informed the Committee that, until the new Governance structure has been approved by Court this Autumn, the Terms of Reference renewal will be put on hold. Selina agreed to update the Committee at the September meeting. Selina informed the Committee that the HSW Policy is now ready to publish, with the Committee endorsing the publication of this Policy.

HSWC/2020/26 OH Report, Paper 1

The Committee noted the Paper that was circulated. Elise Gallagher informed the Committee that this report covers October - December 2020, prior to the second lockdown, when the

service was able to carry out bloods and vaccinations both on campus and at the Louisa Jordan Hospital. Mental Health (other) continues to be the main reason for referral, with consultations taking place via telephone or Zoom. Additional vaccination clinics are taking place this week, again at the Louisa Jordan Hospital. As Occupational Health is an essential service, it is hoped that the service will return to normal operations as the campus re-opens.

HSWC/2020/27 SEPS Report, Paper 2

The Committee noted the Paper that was circulated. David McLean informed the Committee that incidents reportable under RIDDOR were down from 15, in the same period last year, to 3. This is most likely because there are fewer people on campus due to furlough and working from home.

The Committee discussed the recording of incidents, noting that there is more than one way to record them. One way is via the SEPS reporting form, the other via Security. Violent incidents tend to be reported through the Security reporting process. The Committee agreed it would be helpful if future reports could include all reported incidents, and not just those reported directly to SEPS. The Convenor asked David McLean to liaise with Gary Stephen, Head of Security, to decide the best method of collating all data into one report for future meetings. The Committee also agreed that Gary should be added to the HSWC membership.

Ian Campbell informed the Committee that a Fire Prevention Report has recently been shared with the Estates Committee. Ian will bring this document to the May HSWC meeting.

HSWC/2020/28 EAP Report, Paper 3

The Committee noted the Paper that was circulated. Elise Gallagher informed the Committee that service usage is still low, despite the University being extremely pro-active when it comes to advertising the service. This re-iterates the fact that the service requirements may need to be amended for the re-tendering process.

HSWC/2020/29 Sickness absence stats, Paper 4

The Committee noted the Paper that was circulated. Elise Gallagher informed the Committee that absence is currently sitting at 1.8%, down on the same period last year. The Committee discussed the fact that Ops and US have the highest sickness absence. Elise stated that this is most likely due to under reporting in other areas and David Harty agreed to look at the data to ensure that there are no issues that need to be addressed within Estates operational areas.

HSWC/2020/30 HSW Annual Report, Paper 5

The Committee noted the Paper that was circulated. Selina Woolcott informed the Committee that although new work was created by the Covid outbreak, a lot of routine work continued, albeit in a less traditional format. There have been staff on campus throughout lockdown to undertake work such as fire/chemical/biological safety and radiation work. Training figures were naturally down, but only by 21%, and approaching 4,000 staff/students took part in some form of training in 2020. Mental Health First Aid training did not take place in 2020 as Public Health (who have ownership of this training) made the decision to stop all face-to-face training and have not yet developed an online alternative. Selina agreed to discuss future training requirements with the MHFA network within the University.

Selina informed the Committee that she is extremely proud of everyone within HSW, who have all worked under difficult circumstances to continue to deliver exceptional service levels. Selina

also informed the Committee that this has only been possible due to the co-operation and collaboration from colleagues across the Institution. Another point to note is the change of place of HSW within the University structure. HSW (including SEPS and RPS) now report to E&CS, with OHU reporting to HR.

The Committee thanked the staff of HSW for their professionalism and perseverance over the last 12 months.

HSWC/2020/31 Covid-19 update

Ms Woolcott informed the Committee that two changes will take effect at the end of this week:

1. Non-contact, outdoor sport for groups of up to 15 people can re-commence.
2. Places of worship can re-open. The University Chapel will be able to start operating again, providing social distancing can take place.

HSWC/2020/32 Study spaces for vulnerable students in library, verbal update PM

Paula McKerrow informed the Committee of concerns about the current open-door policy adopted by the University Library. Currently there isn't a specific area for vulnerable students to study and Paula received a complaint from a vulnerable student about non-compliance of social distancing within the Library.

The Committee discussed the open-door policy and agreed that, to remove this option would be detrimental to those students who are vulnerable but haven't disclosed this to the University. The Committee agreed that rather than exclude non vulnerable students from the Library, the unacceptable non-compliance of Covid regulations should be addressed. Ian Campbell agreed to raise this matter with the Executive Director of Student and Academic Services, who is best placed to address this matter. Post meeting note; Matter now closed.

HSWC/2020/33 Any Other Business

Colleague Wellbeing Strategy

Elise Gallagher informed the Committee that over the last year, the topic of wellbeing has become increasingly important. As a result, the University is to create a Colleague Wellbeing Strategy. A small working group with reps from throughout the University such as Sport, OHU and HSW will consult through the Engagement Leads Network with a view to producing a strategy ready to launch in the Summer. This will cover the next 5-year period. Elise agreed to provide an update Paper on this at the May HSWC meeting.

Elise Gallagher informed the Committee that mental fitness webinars took place at the start of the year and there are plans for further webinars which will cover personal resilience and managing transition.

The Committee agreed that it would be beneficial to have a standing item on Wellbeing at future HSWC meetings to add a further dimension to the Committee. This item will address all wellbeing issues as well as incorporating the Employee Assistance Programme Report.

HSWC/2020/34 Date of Next Meeting

The next meeting of the HSWC will take place on Wednesday 26th May 2021 at 10am via Zoom.

DRAFT

**Health Safety & Wellbeing Report
1st January to 31st December 2020.**

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1. Executive Summary

This has been a very different year as a result of both internal and external influences. When preparing last year's annual report 'Covid' was a non-existent hazard that in the past year has rapidly come to dominate most of what we do both at work and at home. Unsurprisingly, it has driven much of the safety effort within HSW over the past year. Initial work involved planning for the possibility of a pandemic and rapidly progressed to the reality of one. Enquiries at first were about travel restrictions and whether staff and students might travel to overseas locations or return from them. HSW staff were, at one point, fielding several hundred enquiries a day about such matters.

The University quickly progressed to lockdown and a transition to working from home as the norm. All members of the HSW team rose to the challenges of homeworking and were quickly able to operate effectively by remote working where there was no specific requirement for on-site tasks. This is not always the case and work such as accident and incident investigation, some advisory work and inspection are obvious areas where attendance on site is normally required. Management of fire safety and conduct of fire risk assessments, being an inspection process, also requires on site attendance, as did management of radiation worker badges and maintenance of radiation detection and measurement equipment.

With the retirement of the Deputy COO in July, a re-structure of the former Strategy and Planning Services structure saw the re-shaping of Health, Safety & Wellbeing, with Occupational Health moving to HR and the rest of the service being taken on by the newly appointed Director of ECS with the Director of HSW joining the Estates Management Team. SEPS and RPS continue work closely with Occupational Health with a considerable overlap of interest and the PA to the Director of HSW continued to provide support for the OHU for a number of months whilst they adapted to home-working and some problematic staff shortages. We also saw the arrival of Erin McAllister to the role of Administrative Assistant in RPS and were sad to say goodbye to Steve Johnson, our Environmental Adviser.

Key pieces of work to support the Coronavirus management strategy included the setting up of the SEPS Covid online Resource Centre with a wide range of content to assist managers and staff remaining on campus to do so safely or plan for an eventual partial return to campus in September. The content includes an array of generic and template Covid-related risk assessments and guidance. HSW also contributed substantially to the University Covid pages, in particular to FAQs for staff, students and managers on a variety of Covid topics as well as guidance on home working. Input was required to a range of initiatives, from developing the Covid cleaning and disinfection systems to operational protocols for the Lighthouse Testing Lab. The development of a "return to campus induction" video involved HSW and the ECS Safety & Compliance Team and was turned around exceptionally rapidly to enable staff and Post Graduate Researchers to complete prior to returning to campus.

The return of students to residences not surprisingly saw an increase in positive test results amongst residents which required considerable input from the Director of HSW and Head of SEPS to the Public Health Scotland Incident Management Team.

Enquiries increased enormously and were extremely diverse, from organizing choral events through planning the Freshers' Festival to preparing for on-campus lateral flow testing of returning students.

Overall training figures were naturally down, particularly with the suspension of Mental Health First Aid Training and First Aid Training courses. However, development of online materials enabled not only covid-related training to be delivered but also the continuation of more general training such as lab inductions and radiation protection courses for both staff and students. 3,723 staff and students took part in training, down 21% from 2019. The Director of HSW also delivered a number of wellbeing-focused seminars for groups of staff struggling to adapt to new ways of working and seeking tips and advice on how to preserve and enhance their mental health and wellbeing.

Other non-Covid related policy work included the development of a new comprehensive policy on overseas business and study travel as well as a review of the University's policy for management stress in the workplace.

Meanwhile, the Occupational Health Unit managed to sustain much of its routine work, such as sickness absence management, through remote media and telephone consultations and delivered a very challenging programme of health screening for new medical, nursing and dentistry students at the Louisa Jordan Hospital to enable these students to embark on critical clinical skills training and placements.

It has been a bizarre, busy and, at times, bemusing year. I have nothing but enormous pride for everyone across HSW who rose impressively to the occasion, and I wish to take the opportunity to express my gratitude to each and every one of them for their contribution and perseverance under very difficult circumstances. I'd also like to thank all our colleagues across the Institution. This year has seen unprecedented levels of cooperation and collaboration, without which the University simply could not have achieved the volume and quality of research, teaching and support that it has managed to deliver for its staff and students.

2. Key developments and achievements

Administrative changes

SEPS staff largely remained working for most of 2020 with short term furlough of only a few staff members during the early part of the first lockdown period. This was necessary as many of the labs were closed over that time, reducing workload. As the University began to allow staff to return to campus and work began to recommence, SEPS returned to full strength and all members of the team have remained busy. Most members of the team are currently working mainly from home but attending campus or other sites as required. Due to the nature of their work, the fire safety advisers have been present on campus more regularly than most other HSW staff.

Three members of the RPS staff were placed on furlough from March till September 2020. James Gray (RPA) and Debbie Beales (Admin support) remained at work, spending part of their time on campus to keep the day to day running of the unit ticking over, including the issue and collection of radiation badges.

In early September the Radiation Technician and Administrator were recalled from furlough on a part-time basis to deal with rising demand on the services and for a scheduled radioactive waste disposal collection. The Administrator went back onto full furlough in December when lockdown restrictions were further tightened. The Radiation Protection Officer volunteered at the Lighthouse Labs on a temporary basis until caring responsibilities necessitated her presence at home under the furlough scheme.

In July 2020 we were sorry to receive a resignation from Dr Steve Johnson who announced his intention to leave at the end of October to pursue a new and very different career path. We were aware of his longer-term intentions and so this was not unexpected. However, we are sorry to lose a valued colleague and would like to formally thank him for his contribution over the five years he worked in the HSW team.

General safety

As on-campus work slowed, SEPS were able to begin more planned activity such as development of a Covid resource section within the unit's extensive website. This was then populated with several legally required documents, including the University's high level Covid risk assessment. This remains a dynamic document that has required constant review and revision as rules have frequently changed and restriction levels moved up and down. It is currently published as Issue 9.

Other Covid-related risk assessments and guidance documents were also prepared and published. These include advice on ventilation systems, first aid, field trips, small group teaching, outbreak management planning, travel safety and restrictions, practical teaching, use and disposals of face coverings and use of laptops/homeworking. HSW staff also provided contributions to University-level guidance on safe working on campus including preparation and leading roles in a video presentation about the new working arrangements on site.

As staff returned to campus over the summer, the balance of work shifted again to provision of advice about travel, possibilities for fieldwork and lab classes and the anticipated return of students. HSW staff were involved in provision of advice, review of risk assessments and plans for Freshers' Week including

inspection and monitoring of activities on site during that week. Requests for advice were diverse over this time with enquiries ranging from how the Chapel Choir might safely perform, whether the student surfing club might be able to travel to how veterinary students might manage to undertake placements essential to gain their professional accreditation.

There were no ready-made answers to most of these questions and all required a scrutiny and knowledge of the ever-growing, ever-changing array of guidance produced by the UK and Scottish Governments along with the application of professional judgement and commonsense to arrive at a sensible and realistic conclusion as to what may be an acceptable course of action. The safety team members are familiar with such type of risk assessment and judgement-based process. However, this was sometimes confounded by some of the hastily produced Government guidance which, in some cases, one might find was somewhat contradictory.

The aftermath of the student return to University residences resulted in a major outbreak of Covid infection affecting primarily Murano Street Student Village and a few other residences. The Director of HSW and Head of SEPS were both heavily involved in the subsequent management of this outbreak including liaison with Public Health Incident Management Team, University accommodation teams and daily collation of data on Covid cases. For a time, this became a major challenge with input required 7 days per week.

Following the Murano Street outbreak meeting the UK Government's aspiration to offer all students intending to travel home for Christmas a Covid test became a key task for the HSW team in addition to our routine duties, in collaboration with the Estates Safety & Compliance Team. The University was required to establish a test centre and did so within Hunter Halls within approximately a two-week time frame. During this setup period the Director of HSW, Head of SEPS and Biological Safety Adviser supported this process, attending daily UK and Scottish Government webinars to gather and interpret the information required to correctly establish and run the centre according to the require Standard Operating Procedures mandated.

Thus, the sequence of Covid-related activity has continued through most of 2020 and looks set to dominate activity during 2021.

Travel procedures

During 2020 the University gained a useful opportunity to achieve closer management of staff and student travel and many of the questions received by HSW and SEPS were on this topic. Covid risk has certainly highlighted the need to actively manage work-related travel. To aid this process, initially, a Covid supplement to the travel risk assessment form was developed by SEPS to allow formal permissioning of travel to be required and recorded. This has since been incorporated into a revised version of the Overseas Travel Risk Assessment.

Also, at this time a formal and comprehensive Policy on Overseas Business and Study Travel was produced by the Director of HSW in collaboration with colleagues involved in the range of travel impacts on taxation, sustainability and insurance. Work on a more integrated travel portal led to piloting of an improved portal in December, with a view to a Spring launch. The CriticalArc app introduced by Security also provides a useful travel safety resource. Together these elements provide a more robust travel management framework.

Risk register

The Head of SEPS drafted the main elements of a HSW section which will form part of the University's developing risk register. Work on this continues.

Biological Safety

Whilst the COVID-19 pandemic changed the focus of many aspects of work this year for the Biological Safety Adviser (BSA) she maintained existing objectives and provided biological safety advice across the organisation both in person and using remote media platforms. Prior to the first lockdown, with SEPS colleagues, a substantial proportion of time was invested in answering queries and requests from staff and students primarily in relation to travel to and from the UK in those very uncertain times. Throughout the year the BSA contributed to guidance more generally across the organisation informing COVID-19 workplace 'social' risk assessments and answering general concerns in relation to the disease.

COVID-19-related research work continued or started during the first lockdown in our full Containment Level 3 (CL3) research laboratories. This required support to facilitate the necessary permissions required from HSE and ensure that the correct containment and controls were in place for undertaking such work. Specific detailed input on legislative requirements was necessary from the BSA to facilitate the notification of work to HSE for work on blood obtained from COVID-19 patients to be handled at Containment level 2 with tight restrictions. As clinical trials commenced in certain areas across UofG, intensive input was required to ensure that the relevant units understood any changes that would be required to the risk assessment processes and associated containment for work on human tissue.

Throughout the year the BSA provided substantial support to the Glasgow Lighthouse Testing Laboratories located at the Teaching and Learning Centre QEUH, working closely with management informing the risk assessments, processes, containment and controls and accident investigations. The Health and Safety Executive's (HSE) Microbiology and Biotechnology Unit undertook a physical inspection of the laboratories in June which was preceded by a remote desktop discussion attended by the BSA, relevant Lighthouse laboratory staff and CMVLS College Operations personnel. No formal letter was issued by the HSE inspector although verbal instructions were issued during the review meeting following the physical inspection. The BSA coordinated the response to HSE on relevant actions taken to close off all points raised.

The BSA visited the labs on numerous occasions throughout the year to inspect processes and discuss observations with management. Having started with a goal of processing a few thousand samples per day the testing lab is now processing 85,000 samples per day with a staff complement of over 600 personnel and provision of safety support to what is now a major unit requires significant operational time. The BSA has also visited colleagues in the NHS Regional Virus Testing laboratories at the New Lister Building at Glasgow Royal Infirmary to get further insight into well-established existing diagnostic testing facilities and see the diagnostic sample process management in a clinical setting by way of comparison.

Input was also provided in November and December during the Government-driven Lateral Flow COVID-19 Testing of students prior to movement of students away from Campus before the Christmas break. Efforts were initially required in the setup of the test area and processes and then on monitoring of site operations. Matters requiring attention were discussed and rectified accordingly at the Testing Site in Hunter Halls.

To maintain effective corporate oversight of our higher risk activities the BSA continued with the CL3 inspection programme across relevant laboratories at Gilmorehill and Garscube campuses with 5 inspections undertaken at the end of the year and actions discussed and agreed with the CL3 managers. No major problems have been encountered in these areas over the year, or at inspection. Two of the University specified animal pathogens order (SAPO) licences required to be renewed at Garscube, and the BSA liaised with the Principal Investigators named on the licences, giving input to the applications to ensure corporate oversight. These were submitted in December. Additionally, the BSA met with our relevant Counter Terrorist Security Advisers at Police Scotland and specific area personnel, via Teams, for two of our annual security inspections in relation to Home Office regulated materials. There were no concerns in relation to Biosecurity. The BSA communicated with Gary Stephen (Head of Security and Operational Support) throughout the year and they met via Teams in July and November to discuss any security concerns and ensure that relevant information was being shared.

The BSA has worked with the CMVLS Genetic Modification (GM) Safety Committees to ensure appropriate approvals, or consent, are in place for the diverse range of work with genetically modified organisms, animals and plants and competent advice has been given where required. As a co-opted member of the NHS Greater Glasgow & Clyde GMSC the BSA has also contributed to the review of GM risk assessments for work in NHS clinical trials.

The BSA provided competent advice across the Colleges and Schools this year as other work has progressed or was planned. Input from the BSA was also required on local proposals to upgrade laboratory spaces to increase containment level for new bodies of work. Input has also been given to colleagues in Estates project management team in relation to the formation of a laboratory logistics manual for the Advanced Research Centre. Other general safety duties which can take significant time, included general accident investigations and statutory reporting to the enforcing authorities where appropriate. The SEPS Team meet regularly with our colleagues in the Occupational Health Unit and the BSA liaised with them on specific health-related matters arising from within Units across the University.

Specialist 'in person' biosafety training was delivered at the start of the year with other training and advice primarily being by Zoom over the course of the year as required and adjusted accordingly. Biosafety input to the induction programme at the Institute of Infection, Immunity and Inflammation was also provided in conjunction with the Chemical Safety Adviser. The BSA also delivered IOSH Working and Managing Safely courses at the start of the year prior to lockdown. Cross-service support was also provided, delivering a Health Safety and Security module on three of the Biological Services led personal licence (PIL) courses by Zoom.

As part of the UK Institute of Safety in Technology and Research (ISTR) Biosafety Steering Group (BSG), the BSA hosted this year's annual Northern Biosafety Advisers' meeting at UofG prior to lockdown, which was a great success. She became part of the ISTR 'virtual event' steering committee in the summer and attended and chaired a Wellbeing session at the three-day, on-line Autumn Symposium in September and led a plenary session.

Early in the year the BSA was invited to contribute to a book sponsored by the Royal Society of Chemistry entitled 'Challenges for Health and Safety in Higher Education and Research Organisations'. The BSA was co-author on the chapter entitled 'The role of Technical Staff in Maintaining Good Health and Safety' which was published in November. The BSA spoke with a number of technicians at the University to inform the chapter and acknowledge the Technician Commitment Programme at UofG.

Chemical Safety

To assist staff and students across the organisation in understanding new safety procedures, the Chemical Safety Adviser (CSA) developed the online SEPS Covid-19 Resource Centre, containing useful safety information, generic risk assessments / risk assessment templates and links to other relevant resources. This website has been constantly updated over the course of the past year to ensure that the information and links remain relevant, accurate and provide the latest information as the legislation and guidance has changed.

As part of the investigation into cleaning methods to be employed in areas where Covid-19 cases had been identified on campus, the CSA worked with colleagues in the Estates Compliance Team and Cleaning Services to review the available solutions for aqueous and gaseous ozone cleaning. While the latter was deemed inappropriate due to the limited safety information provided by potential suppliers the former was introduced in the early stages of the pandemic. Further advice was provided on the safe implementation of this cleaning regime and on possible alternative materials that could be used going forwards.

The CSA has provided support to the JWNC in several different areas over the year. In January he delivered a small group training session / tutorial to technicians working within the centre on the topic of risk assessment. He has also supported the JWNC in managing the inspection of their LEV which had previously been overlooked, investigation of an ongoing issue of corrosion in their waste system and management of PPE supplies and HF antidote gels during ongoing shortages and supply issues. Most recently he worked with one of their senior technicians to help introduce a risk assessment process to facilitate practical skills training during the Covid-19 pandemic. This included meeting with concerned staff (in a distanced fashion) to talk through their concerns and refine the existing risk assessment to address suggested improvements.

As we were unable to continue with most of our face-to-face training courses, we have adapted our existing chemical safety training courses to an online format (via Zoom). This has allowed SEPS to continue to provide chemical safety training throughout the pandemic ensuring all our existing courses within that discipline have remained available.

Over the course of the year the CSA was involved in the investigation of 31 accidents, dangerous occurrences and near misses. Some of the more serious incidents investigated have included the ejection of an improperly fitted cylinder head under 300bar pressure, a failure of a Parr Oxygen Bomb Calorimeter during use, temporary loss of highly toxic chemical samples by a PGR and the release of a large quantity of liquid carbon dioxide from the pool dosing system in the Stevenson Building. The incident at the Stevenson Building, in particular, had the potential to cause injury to anyone who might have been in the area, fortunately previous work carried out by Sport and the CSA had introduced an emergency response procedure in the event of this foreseeable event. This procedure was implemented during the incident ensuring that the risks were managed effectively by the Sport Team and no-one was placed at risk.

The CSA has continued to attend meetings of the School of Chemistry Safety Committee throughout the pandemic, providing advice and support to the largest chemical user in the University. He has also continued to provide advice to the School of Chemistry on the proposed refurbishment of their external chemical and solvent storage areas.

With the departure of the Environmental Adviser in October of 2020, the CSA took over responsibility for managing the University chemical waste disposal contract. He has also been involved in the procurement process to renew this contract which has subsequently been awarded to a new provider. The CSA has been working with the new service provider to facilitate a smooth handover once the existing contract concludes at the end of March.

The CSA represents the University of Glasgow on the management group of the University Chemical Safety Forum (UCSF) and has attended several online committee meetings over the course of the year, hosting an online conference of University Chemical Safety Officers in December 2020 as well as presenting at the meeting.

In the first few weeks of the year the CSA carried out laboratory inspections in the Archaeology Teaching laboratory (Gregory Building) and all laboratory areas within the Graham Kerr Building. Working with the local safety coordinators and laboratory users good and bad practices were identified and suggestions for possible improvements were communicated to the relevant users.

The CSA and Biological Safety Adviser were consulted on the Laboratory Logistics Model being developed for the Advanced Research Centre (ARC) and have supported development of the safety / operations manual identifying and discussing a number of potential issues with the working group and new building operations manager.

With the demolition of the Robertson Building (Anderson Complex) imminent, the CSA conducted a survey of the vacated laboratories in the building identifying obsolete chemicals and biological waste abandoned by previous users. This waste was made safe and transferred to a central location for collection with clear details of the remaining waste and the disposal requirements communicated to the project team to ensure the project is not delayed.

He has also provided support in preparing one of the few remaining occupants (CTCTAH) to manage their chemicals appropriately as they prepare for relocation and advised on their ongoing requirements for the provision of local extract ventilation in their new accommodation.

Following a request for assistance from UofG staff at the QEUH the CSA provided support and assistance in identifying the chemical hazards associated with a large collection of obsolete, preserved human specimens. Once the hazards were identified the samples (numbering over 100) were safely disposed of.

The programme of chemical safety inductions for new staff and students was expanded. In addition to providing the usual input to new PGR in the School of Chemistry safety inductions were also delivered to new PGR and postdoctoral researchers in Human Nutrition and the Institute of Infection, Immunity and Inflammation. These were facilitated by senior managers within these Units and feedback was very positive.

In support of chiller replacement works on the roof of the Sir Graeme Davies Building the CSA carried out a short programme of atmospheric monitoring on the roof of the building to ensure that emissions from extract systems would not pose a hazard to contractors undertaking the work. This proved to be the case, and the results confirmed it was safe to proceed with the project.

At the beginning of the year the CSA was able to undertake a small number of face-to-face training courses including 'Chemical Safety and CoSHH', 'Chemical Emergencies' and our IOSH accredited 'Managing Safely' course. In response to an outstanding audit action from Catering and Events a bespoke chemical safety training course was developed and delivered to the catering supervisors and managers within the department along with the 'Health Surveillance and Dermatitis Roadshow' to help them manage the skin health of staff.

The CSA has worked with local safety coordinators and chemical users to successfully complete our annual CWC return meeting our duties under the Chemical Weapons Act 1996.

Environmental

We are pleased to say that the clinical, chemical and waste electrical equipment uplift processes ran smoothly before in the period before the March lockdown and thereafter.

Apart from a regular monthly uplift from the Joseph Black building, chemical uplifts for other parts of the campus are typically arranged only when required and, with the reduced amount of on-campus activity and little scope for units to undertake major clear outs as “essential work”, demand for chemical uplift services has been relatively low.

Whilst one may hold waste chemicals in storage pending disposal, clinical waste cannot easily be stored long-term and is also produced in higher volume. A regular weekly uplift from sites around both Gilmorehill and Garscube is therefore a business-critical service that leads to major disruption to research and highly visible service areas, such as the Small Animal Hospital, if it fails. Throughout 2020 this service operated well and although there was initially a reduced volume of material produced allowing collections to be scaled back, these were ramped up again as work recommenced.

The initial reduction in waste management duties allowed the part-time furlough of the Environmental Adviser for a period in the spring and over the summer months with any essential activities being covered initially by SEPS Head of Service and later, by the specialist advisers. The departure unfortunately coincided with the need to re-tender all three of the SEPS run specialist waste contracts – chemical, clinical and waste electrical equipment and although contract tender documents were in place the evaluation process for these contracts had to be conducted by the Head of Service and the SEPS specialist advisers who remain contract managers for the chemical and biological waste contracts, we hope on a temporary basis, until the vacancy in the environmental role can be filled in 2021.

Following the retendering process, our clinical waste contractor remains SRCL (trading as Stericycle), but the chemical contractor will change to Tradebe. This change will take place from April 2021.

The University was not subject to any enforcement action or, so far as we are aware, any visits by any environmental regulators in 2020.

Fire Safety

A review of the University’s Fire Safety Policy was undertaken in 2019, resulting in preparation of a completely new document. This was issued for comment in December 2019 and following this consultation, the new policy was published on SEPS website in Spring 2020.

Although there were some small minor fire incidents, we had no major fires and received no post-fire audit visits by SFRS. Minor incidents included lab experiments with flammable materials and overheating of electrical equipment. None of the incidents caused significant damage and all were dealt with promptly with staff on site.

The fire safety team operate across the entire University and continue to provide support to all building users, regardless of location with visits during 2020 to our sites at East Kilbride, Dumfries and Rowardennan as well as more routine activities on our Gilmorehill and Garscube sites.

Fire risk assessment programme

Despite Covid restrictions, SEPS Fire Safety Advisors were able to continue work on our rolling fire risk assessment programme which is an essential, and legally required, safety task, completing a total of 60 fire risk assessment reviews in the year with a further 6 assessment delivered by a contractor. Sustaining this rate of review is very challenging alongside the demands of reactive work associated with new build and refurbishment activity, particularly given the size and complexity of many University buildings. The fire safety team seek to maintain the target pace of assessment. However, it is expected some significant new properties will be added to the building list during 2021, which will require an initial full fire risk assessment and so will add to the workload.

Premise Type	Number
Cat 1 - High Risk	12
Cat 2 - Med Risk	50
Cat 3 - Low Risk	4
Cat 4 – Very low risk	0
Total assessments	66

Campus development and maintenance

Extensive building work across the campus continues to create increased demand for professional input from the SEPS fire safety team, particularly on some of the more complex new buildings as well as refurbishments. This is particularly so where designs include fire-engineered solutions, and the fire team has been involved in a significant number of “soft-landings” meetings to support and agree the designs developed for new buildings on the existing campus and on the Western Infirmary site. This professional input is crucially important to ensure that these designs are suitable and that any change, or the conduct of building operations, does not compromise fire safety.

Support to ongoing works within existing occupied buildings continues, including significant fire improvements within the Joseph Black building and a major project for the School of Engineering within the James Watt North Building (E- beam Project). On such refurbishment projects within existing and operational buildings, ensuring that work doesn’t compromise escape routes or create risk to the occupants is always a primary objective of the fire safety team and is one of the fire team’s safety-critical tasks. To achieve this, it is essential that there is close co-operation with Estates project managers and exchange of information to ensure that SEPS area aware of planned work.

Fire alarm activations and fire service call out

The overall number of unwanted fire alarm activations was substantially reduced from 161 in 2019 to 98 in 2020. This was most likely due to the various lockdowns and closure of buildings. Unsurprisingly, whilst the University was still working normally, the first quarter of the year gave the highest number of incidents; this reduced by half into the second quarter (first lockdown) and increased slightly into last two quarters as some buildings opened back up. Table 4, within Section 6 of the report, provides a breakdown of activation causes, so far as these are known. Reductions are noted though the main recording categories of contractor activity, occupier activity and in the unknown cause/faults. The fall in the latter category suggests that many of the ‘unknown’ activations, whose cause was not able to be identified by Security, may also be due to contractor or occupier activity that has not been happening while buildings are closed.

The fire team continued to monitor the procedure for dealing with unwanted fire alarm signals to assess the effectiveness of the new arrangements introduced in 2019. This procedure has led to call-out of Scottish Fire and Rescue Service (SFRS) being substantially reduced, when considered against the previous arrangement, operated prior to 2019, of automatic call-out for every activation. During 2020, only 25% of our alarm activations resulted in SFRS attendance. This proportion remains comparable to 2019. These include attendances for genuine fire incidents and for activations which could not be quickly determined to be a false alarm. Also included are alarm activations that have occurred outside working hours and activations at residences. For safety reasons, automatic call out continues to operate at night and for residential premises, and some outlying areas where Security and Operational Support are not present to provide the necessary back up. This sustained reduction in call outs allows the University to demonstrate an ability to manage our buildings and to avoid unnecessarily drawing on the limited resources of SFRS, especially at a time when the resources of all organisations are stretched.

Monitoring and Auditing

Internal auditing

This year, SEPS rolling internal safety management auditing programme was halted by the effects of Covid as the format involves extended face-to-face discussion with senior departmental staff which were felt to be inappropriate under the restrictions in place. Meetings may last over a whole day with examination and in-depth discussion of local documentation and procedures and were not thought to lend themselves to a Zoom based discussion, nor would that be constructive in the different circumstances we were all in. In practice, departments were not operating their normal procedures and what they most needed from us was support and guidance on how best to establish entirely new working arrangements under a Covid driven regime.

Therefore, instead of reviewing systems that were for the most part in abeyance, HSW staff focused on providing direct advice to schools and service staff, supporting the preparation of Covid related documents and development of new procedures, risk assessments, training and working methods. This was an intense and constant process at times, against the background of rapidly changing rules and requirements and increasingly divergent UK and Scottish approaches.

Although our support of management systems has taken a somewhat different form this year, we feel that we have been able to provide good support both to individual units and to the University as a whole, assisting the institution in establishing new ways of working within the short time frames typically available.

In doing this, HSW staff have sought to fulfill our key role of ensuring that the University was able to operate but also remain in compliance with what was a very complex and evolving set of rules that were being developed and applied by Government on an unprecedented level.

External audits

HSW participated in audits conducted by the University external auditors in January 2020 and received reports on these two audits in early March. Five recommendations were raised in respect of the audit facilitated by SEPS and feedback on completion of these was provided later in the year. The SEPS elements of these actions have been completed, although one of these, completion of fire risk assessments, will by its nature continue as a rolling programme.

The Director of HSW also took part in an internal audit looking at Employee Retention and Wellbeing, along with the Executive Director of HR and Executive Director of Student & Academic Services.

Inspections

Inspection remains a key task for the SEPS Chemical and Biological specialist adviser team.

Our Biological Safety Adviser, Dr Alice Gallagher, was kept particularly busy during 2020 first, conducting inspections and support visits with those labs involved in Covid related research that continued to work over the initial lockdown. She was then involved in the setup and regular inspections of the Government funded "Lighthouse" test lab located at Queen Elizabeth University Hospital. Then, as student lateral flow testing commenced, she was involved in verifying initial compliance of that facility and thereafter in a sequence of on-site inspection and monitoring visits. Throughout this, viral biological research remained active maintaining the usual demand for advice and requirement for formal inspection of Level 3 containment facilities. All of this has continued to place considerable demand on Dr Gallagher's time, keeping her extremely busy throughout the pandemic.

Chemical laboratories and more general workplaces although initially closed, began to reopen over the summer and our Chemical Safety Adviser Dr Phil Rodger, has supported these units in their return to work and in establishing Covid compliant teaching facilities, which were able to be used to an extent in the first semester.

Radiation Protection

Contamination Surveys

There were no contamination surveys carried out during 2020. Normally we conduct around 40 contamination surveys/y

Source Audits

There were 6 audits of areas holding radioactive sources, this is a requirement under our licences. Normally we conduct around 28 audits/y

Decommissioning

There was one area decommissioned as a radiation area during 2020, lab 327D Jarrett Building and one Controlled Area downgraded to a Supervised Area, lab 236 Jarrett Building.

Dosimetry Service

The dosimetry service continued as normal during 2020, 436 dosimeters are issued and returned for processing bi-monthly.

Solid Radioactive Waste Disposal

There were 2 main LLRW disposals during 2020, February and September (120 MBq & 127 MBq resp.).

Radiation Safety Courses

The main Radiation Protection courses due in April and October last year were cancelled and materials moved online to enable smaller numbers requiring training to access it remotely. The newly launched RP refresher course had a good uptake.

Occupational Health/ Wellbeing

Health Surveillance

Due to the pandemic, face to face health surveillance stopped in mid-February but questionnaire screening for lab animal allergy continued to be sent and screened until late March. Non responders were followed up in December.

Student Health

Scheduled vaccination and blood test clinics were put on hold when lockdown started leaving a backlog of 2019 students as well as the incoming 2020 students. A large socially distanced area for clinics was identified at the Louisa Jordan Hospital in order to carry out the required new student screening in September. Further clinics were run in November to catch up with 2019 students. The Louisa Jordan Hospital proved very successful as a venue for these clinics not just for University of Glasgow students but also in demonstrating to LJH how they may run the COVID mass vaccination clinics from December onwards. The organization of all of this was a significant logistical feat particularly light in the fact it was undertaken with less than 50 percent of the normal complement of clinical staff.

No elective work was undertaken for students in 2020 due to their inability to travel.

Client Feedback

As part of ongoing SEQOHS accreditation, the Occupational Health Unit is required to undertake client feedback analysis. This is anonymous and uses a Survey Monkey questionnaire sent to all students and staff who have attended the Occupational Health Unit for any reason in a selected period (usually two months). A separate questionnaire goes to line managers of staff who have attended in order that feedback can be obtained from them.

Because all patient contacts had moved to phone consultations, it was only possible to survey those who had been referred by their manager rather than, as was previously, all those who had attended OHU for

any reason. Surprisingly those employees who responded to the survey were all very positive about the consultation and support provided- this is the first time where all responders were 100 percent satisfied with consultations and arrangements for these.

Manager feedback was also positive although some mentioned that they would like more training on the process of referral, and this has been addressed through the roll out of the Ivanti training.

Occupational Health Records and Report Sending

As a result of work carried out between OHU and IT over the past year, a bespoke OH referral package was created by IT as part of the Ivanti helpdesk system. With help from the HR policy and engagement lead, online training for referring managers was developed prior to the launch of the new referral system in November. The system has been live since then and is enabling managers, HR and OHU to send, receive and track referrals very securely.

Wellbeing

The Director of HSW undertook a review and substantial development of the Policy on Management of Stress in the Workplace. This focused on achieving alignment with the wider sector guidance recently published by USHA and endorsed by UUK. This also provided an opportunity to move to an improved and simpler risk assessment template for activities.

Business Continuity

Much of the BC focus has been an active operational one, this year! An exercise around the BC implications of the developing Pandemic situation was held at the start of March and proved a good opportunity to identify and collate the anticipated impacts and early proposals for minimizing and responding to these.

A Covid Steering Group was established to oversee the response to Lockdown working requirements and key stakeholders worked with colleagues in Estates to develop and deliver the subsequent Campus Recovery Programme. A small Covid Resilience Group, chaired by the Director of ECS, monitored the detail of the response to ensure we met any changed requirements in SG guidance timeously. The Steering Group was renamed the Planning Group and continues to meet regularly. The Resilience Group reactivates as required when significant changes are intimated by the UK and Scottish Governments.

3. Collaboration and co-operation with external bodies

Examples of the main organisations with whom HS&W interact are shown below.

- Advanced Procurement for Universities and Colleges Ltd.
- Association of University Radiation Protection Officers (AURPO)
- Chartered Institute of Waste Management (CIWM)
- Department of Energy and Climate Change – Chemical Weapons Convention licences. – annual return submitted based on information supplied by Schools/RI's in response to SEPS request.
- Department for Health and Social Care – UK Government
- Department for Transport – enforcing authority for some aspects of transport of dangerous goods.
- Environmental Association for Universities and Colleges (EAUC)
- European Biosafety Association
- Glasgow City Council / Glasgow Life (HMO Licensing)
- Health and Safety Executive – incident investigations, notifications, biological
- HEBCoN – Higher Education Business Continuity Network.
- Home Office – Controlled Drugs/Drug Precursor licences
- Institution of Occupational Safety and Health – IOSH-accredited training courses
- Institute of Safety in Technology and Research (ISTR)
- National Counter Terrorism Security office (NaCTSO) – Biosecurity
- NHS Scotland – consultation re joint occupation of premises
- Northern Biological Safety Advisers Group – sector meetings
- Public Health Scotland
- Police Scotland – (Counter-terrorism security controls and explosives.)
- Royal Sun Alliance – Consultation on insurance liability issues and external audit.
- Scottish Ambulance Service (CTSA - Counter terrorism liaison)
- Scottish Environmental Protection Agency (SEPA)
- Scottish Fire and Rescue Service
- Scottish Government
- Society for Radiological Protection
- Scottish Universities Safety Advisers Groups (general, fire and chemical)
- University Chemical Safety Forum (UCSF) (Committee support)
- Universities Safety & Health Association (USHA)
- USHA Environmental sub-group
- USHA Fire sub-group
- Working group of Scottish Central Belt University Chemical Safety Advisers (University of Glasgow, University of Strathclyde, university of Edinburgh)
- Zero Waste Scotland
- Zurich Municipal – external statutory equipment examinations/training provider

4. Training and competence

As may be expected, SEPS delivery of training has been curtailed during 2020 due to Covid restrictions. We were able to deliver a few face-to-face courses until mid-March, including one 2-day 'Mental Health First Aid' course, but beyond that date most of our face-to-face formal courses were suspended due to the developing Covid situation. Demand was reduced for many types of training largely due to staff absence from campus and furlough.

First aid and manual handling courses are normally a mainstay of our training programme. Being of a practical nature, these courses are usually delivered face-to-face by external trainers. At the initial lockdown HSE granted an automatic extension to first aid training certificates allowing a period of grace for renewal of any first aid certificates expiring after March 2020. This extension ended in September 2020 and at that stage SEPS began to offer requalification first aid training by either a 2-day face-to-face course at our training provider's premises or through a 'blended learning' online training package with a 2-hour practical session held at the Isabella Elder building. These options were well received and allowed all of those who wished to renew expired certificates to do so. We were about to be extended this to allow initial qualification courses when Level 4 restrictions were re-imposed halting this programme again. Considerable work was created through having to rearrange previously scheduled courses due to changing Covid levels. We do note that some first training is still possible where this is judged to be an essential need.

The requirement for practical manual handling training has been limited this year with virtually no customer demand. We delivered one pre-lockdown course but have placed this training on hold until we are able to deliver it in an effective manner. Delivery is possible provided we work with small groups and have a sufficiently large room.

The contract for delivery of both first aid and manual handling training was renewed in March 2020.

The Director and SEPS Head of Service, in conjunction with Estates Compliance Manager prepared a return to campus staff/PGR training video that was made available via Moodle for those who were returning to Campus early summer. This was mandatory for all staff/PGR students who were returning at that time.

Throughout the year our specialist biological, chemical and fire advisers continued to deliver technical safety courses, where this was possible, to general and specific groups. In the case of the chemical and biological areas this was predominantly done via online means. Fire training was largely achieved through face-to-face training using the larger lecture rooms or through one-to-one visits.

Participation in the online fire-safety training module is relatively high with a total of 1039 (estimated) staff completing this training in 2020 and recorded in CoreHR. The current system was contracted in 2020 and will be retained for a further three years, until March 2023 with some minor enhancements to the previous content. Students also have access to this training which is Moodle-hosted and operated under a site licence. However, extraction of student participation data from Moodle has proved very challenging; staff data, on the other hand, now automatically exports to CoreHR allowing better analysis of this although not without a few IT glitches – our continuing thanks go to our ITS colleagues for their support in trying to resolve these!

In December 2020 SEPS were able to add the online course "*Homeworking Essentials*" to our Moodle hosted options alongside our general "*Fire Safety*" course. The Homeworking course became live early in 2021 and we hope this will provide a useful resource for staff, supplementing the existing "*Computer workstation training and assessment*" also administered by SEPS and available to staff via the university Business Systems webpage.

The table below shows the delivery of formal courses and training that was achieved during 2020.

Courses and training delivered 2020

Subject	No. Courses	No. Attendees
Induction		
"e-Induction" online training for new staff		1457
IOSH Accredited courses		
IOSH Working Safely Course (1 day)	1	12 staff
IOSH Managing Safely Course (4 day)	1	12 staff
General and specialist safety courses		
Biological Safety and GM (1/2 day)	1	9 staff
Biological Module within PIL (45 minutes)	3	71 students
3Ills PGR Induction (1 hour PJR & 1 hour AG)	1	100 students
COSHH and Chemical Safety (3 hours)	3	29 staff/students
Chemical Emergencies (1 hour)	2	26 students
Chemical Safety & Emergency Response (1 hour)	1	34 students
Compressed Gas Safety (1 day)	1	21 staff
Cryogenic Refresher (2 hours)	4	60 staff/students
Cryogenic Refresher (1 hour)	3	43 students
PGR Safety Presentation (1 hour)	1	31 students
Risk Assessment Tutorial (2 hours)	1	8 staff
CTCTAH Chemical Safety (2 hours + 1 hour tutorial)	1	8 students
Work at Height (1 hour)	2	33 staff/students
Clinical Waste (1 hour)	1	4 staff
Special Waste (3 hours)	1	7 staff
Display Screen Equipment (online) Training and workstation assessment fully completed <i>(Training element fully completed, but not assessment)</i> <i>(Training element part completed)</i>		49 78 32
Overall participation		110 staff
Manual Handling (1/2 day – external trainer)	2	22 staff
First Aid Courses		
First aid 3-day certificated course	1	11 staff
First aid external 3-day certificated course	4	18 staff
First-aid 2-day refresher course	7	51 staff
First-aid external refresher course	5	22 staff
Mental Health First-aid 2-day course	1	15 staff
Fire Safety Courses		
Area Fire Officer (1/2 day)	9 ¹ .	65 staff
Fire Warden (2 hours)	11 ² .	68 staff
Fire Safety for Nursing Studies (online Moodle)	2	117 students
Fire Alarm Panel Training	1	4 staff
HMO Fire Awareness Training	1	8 staff
Staff fire safety awareness training (online Moodle)	-	1039 staff (est.) ³ .
Radiation Protection (attended online)	1	5
Radiation Protection (passed examination)		
Radiation Protection Refresher (new) (attended online)	1	40
Radiation Protection Refresher (passed examination)		
X-Ray Safety Course (online, no examination)	1	4
Totals	76	3723

1. 3 AFO courses delivered as a half-day course, remainder delivered on key content only.
2. 5 Fire Warden courses delivered as a 2-hour course remainder on key content only.
3. A Moodle system update on 9th January appears to have reloaded all system users. The figure given is the full year total with activity on that date excluded.

Development of staff within Health, Safety & Wellbeing

Our usual programme of staff development has been significantly curtailed due to cancellation of most of the face-to-face events and training we would normally attend. Some events have continued in virtual format.

Subject	No. staff attending
Asbestos awareness refresher training	1
Compressed gases course (½ day)	1
Dangerous Goods security event	1
Homeworking Essential (online module)	2
HR recruitment training.	1
UofG Sport Desk ergonomics training.	1
IOSH CPD programme (rolling professional programme)	3
ISTR UK Summer Seminar (online)	1
ISTR UK Biosafety Steering Group meetings (online)	1
Northern Biological Safety Advisers Group meeting (hosted)	1
Posturite disability awareness support session (March)	1
Scottish Univ. Fire Advisers' Group (online)	2
Scottish Univ. Safety Advisers' Group (online)	2
University Covid planning event (March 2020)	1
Zoom Meetings for Education (online)	1
SEQOHS update training – 1 day February 2020	1

5. Other Operational Activities

Activity	Description	Activity Total 2017 Blue 2018 Red 2019 Black 2020 green
Occupational Health		
Bloods	All bloods in OHU diary plus additional numbers from September screening and May titre clinic	(682) 706 1022 859
DNA	Staff/students who didn't attend appointment	40 19
Management Referral	New referrals	(273) 296 304 223
Management Referral - Returned	Returned to the referring manager due to insufficient/incomplete info on referral paperwork.	(22) 8 10 6
Management Referral - Not Actioned	Referral arrived at the OHU, further discussion with referring manager indicated referral not appropriate.	(3) 6 6 6
Review Appts	Management referral review appointments	(256) 189 198 24
Health Surveillance	All health surveillance appointments at Occupational Health and paper screening. This figure also includes medicals for CERN, ionising radiation medicals and any HAVS appointments for the Occupational Health Physician.	(564) 366 324 273
Elective Work for students	Comprising: Elective consultations, elective paperwork completion and pre-employment FY1 paperwork completion	(100) 92 123 0
Fitness to Practice for students	Undergraduate students from MVLS referred to OH.	(39) 28 29 26
MVLS Student Screening at Wolfson Medical School	New undergraduate Students attending for their health screening at Wolfson Medical School (start of term)	(544) 438 550 567
Research Passports	Research passport paperwork processed at OHU	(62) 41 37 28
Vaccinations	All Staff and Student attendances for vaccinations	1148 728
Radiation Protection		
Ionising Radiation	Registration of new workers	(74) 84
	Registration of classified radiation workers	(0) 0
	Issue of Personnel dosimeters	(477) 436 pcm
	Radiation Monitors testing (19 required extensive repairs, 190 batteries replaced)	(180)
	Swab tests of sealed sources	(170) 170
	X-ray surveys (include electron microscopes and dedicated X-ray units)	(14)
Radioactive Substances	Contamination Surveys	(32) 0
	Source Audits	(40) 6
	De-commissions (includes one downgrade of a Controlled Area to a Supervised Area)	(1) 2
	Isotope Order Management	(122) 89
	Contractor Disposals of solid waste	(0) 2
Non-Ionising Radiation	Liquid Waste Disposal - Gilmorehill Liquid Waste Disposal - Garscube Laser Surveys	(2170) 1081 MBq (403.5) 79 MBq (3) 0 Schools

6. Performance Indicators

Table 1 Summary of incidents reported in 2020.

2020	Animals	Electricity	Explosion	Fall/Level	Fall/Stair	Fall/Height	Fire*	Handling	Glass/Sharps	Hand Tools	Hot/Cold	Machinery	Poison/Infect.	Spill/Release	Sport	Strike Against	Struck by	Traffic	Other (inc medical)	Occ. Disease	Violence	Totals
Minor and over 3-day																						
Staff	9	1		14	2			8	25		3			21	2	8	9	1				103
UG Students	6			1					20					2			1		1	2	1	34
PG Students	4			2					7		2			3			3					21
Visitors/other	1			1														1				3
Total minor and over 3-day	20	1		18	2			8	52		5			26	2	8	13	2	1	2	1	161
RIDDOR reportable incidents					1									1						1		3
TOTAL work-related injuries																						164

Work related injuries by year																						
2019	38			36	14	1		11	62		9	1		36	2	19	25	3		3	1	261
2018	35	3		37	16			12	92		9	1		35	1	17	19	1	1	6	2	266
2017	30	2		34	18	1	1	10	79		9	1		40		21	27	1	4	2	1	281
2016	32	2		20	10		1	16	88		3	5		34		22	24		3	5		265
2015	27	4		45	9	3	1	11	69	1	9	5		36		13	18	2	11			264

Other incidents - 2020																						
DO / Near Miss		2	1	1			2	2	3			3		31			3	2			1	51
Not work-related				1	2	1					1				10	1			8			24
Contractors									1							1						2

*Fire category covers incidents involving injury from fire only.

Accidents and incidents are substantially reduced from normal years mainly due to the series of Covid lockdowns and reduced amounts of physical work on campus, particularly in the first half of the year when virtually no incidents were reported on campus. However, incident numbers began to increase with the commencement of Covid testing at the Lighthouse Lab located at QEUH. By December 2020 this unit was employing 600 members of staff and processing approximately 85,000 samples per day and, largely due to the numbers involved, has been the source of the majority of incident reports during the latter months of 2020.

Table 2: RIDDOR incidents reported to enforcing authority in 2020 by reporting criteria

Description of incident	Category	Totals
“Major” Injuries (as defined by RIDDOR)		
No reported major injuries recorded.	n/a	0
Over 7-day incidents		
Fall on external stone stair due to algal coating	Fall on stair	2
Splash of ethanol to eye whilst making up 70% solution	Spill/release	
Student/public to hospital for treatment		
No work-related incidents recorded.	n/a	0
Reportable dangerous occurrence		
No reportable dangerous occurrences recorded.	n/a	0
Reportable occupational disease		
Lyme disease contracted during UK fieldwork	Occ. disease	1
TOTAL RIDDOR REPORTABLE INCIDENTS		3

Note: Total is down from 21 incidents last year largely because of reduced levels of practical work due to Covid. Historically, levels would most typically be around 15 incidents per year but do vary both upward and downwards between years

Table 3: Fire incidents 2020

Building	Probable Cause
Major fires (significant damage beyond part of building immediately affected)	<ul style="list-style-type: none"> Nil
Minor fires (localised fire or minor incident only)	<ul style="list-style-type: none"> Wolfson Hall Block C, Cupboard at room C8 Minor Fire ‘B’ Electrical Fuse Burnt out, Fire Service & University Electrician attended. (Jan) Flammable substance 2g of Sodium Hydride in 60% dispersion in mineral oil, spontaneously combusted resulting in minor bench fire. A fire blanket was used to extinguish. Joseph Black (Sept) Roller shutter motor suffered electrical burning. Stopped when power switched off. Joseph Black (Nov)

Table 4: Fire alarm incidents and activations 2016 – 2020

	2016	2017	2018	2019	2020
Genuine incidents					
Major fire	0	0	0	0	0
Intermediate fire (cat. introduced late 2015)	0	4	5	0	0
Small fire	6	5	4	10	3
External fire (category not used 2013-2014)	3	2	1	3	0
Near miss	0		1	3	0
TOTAL GENUINE	9	11	11	16	3
Unwanted activations					
Accidental activation (good intent)	3	4	6	1	3
Alarm faults	21	6	13	15	8
Contractor activity/building work	18	22	20	33	18
Cooking	16	24	26	22	7
Deliberate/malicious	6	1	3	2	2
Occupant activity (other than cooking)	25	15	29	30	14
Water ingress/damp/steam	26	14	10	13	12
Unknown cause (unable to be determined)	45	33	32	41	26
Dust	14	3	5	4	10
TOTAL UNWANTED	174	122	144	161	100
TOTAL ALL INCIDENTS	185	134	155	177	104
Of which activations in residential properties: -	36	23	28	31	14

Table 5: Detail of Unwanted Activations for 2018 - 2020

Year	No of Incidents	Fire Service attendance Of total	As a % of Total Incidents	Attendance for Fire Incidents (no of incidents)	Attendance for non-fire Incidents (no of incidents)	Attendance for Residential (no of incidents)
2018	155	56	36%	10	46	28
2019	176	48	27%	8	40	23
2020	104	26	24%	1	17	8

7. Enforcing authority contact visits and interventions.

Health and Safety Executive

The Health and Safety Executive's (HSE) Microbiology and Biotechnology Unit undertook a physical inspection of the Lighthouse Testing Laboratories at the Teaching and Learning Centre QEU Hospital in June 2020 which was preceded by a remote desktop discussion attended by the Biological Safety Adviser and relevant Lighthouse laboratory staff and CMVLS College Operations personnel. No formal letter was issued by the HSE inspector. However, verbal instructions were issued during the review meeting following the physical inspection. The Biological Safety Adviser coordinated the response of relevant actions taken to HSE, who closed off matters outstanding.

Scottish Fire and Rescue Service (SFRS)

Routine contact has continued over 2020, although this has been restricted due the Covid-19 lockdowns and restrictions. This has included communications with local Senior Officers to ensure all aspects of interaction with the F&RS goes smoothly. Due to the small number of fire incidents no post fire audits were conducted by the Fire & Rescue Service. The Fire Safety Advisers have also liaised with SFRS on building warrant applications and unwanted fire alarm activations where required.

Police Scotland Counter Terrorism Security Adviser (CTSA)

The Biological Safety Adviser met with our Counter Terrorist Security Advisers at Police Scotland and specific area personnel, *via* Teams, for two of our annual security inspections in relation to Home Office regulated materials. There were no concerns in relation to Biosecurity.

SEPA

There have been no site visits by SEPA in 2020 involving SEPS. During 2020, SEPS arranged routine renewal of our annual licence to permit composting operations at Garscube, carried out by the Estates Grounds team. The annual SEPA audit of radiation safety was also postponed.

8. Major activities and key objectives for 2021

SEPS

At the time of writing it seems likely that many of SEPS activities during 2021 will continue to be dictated by the requirement of managing activities under varying levels of Covid restriction and, we hope, the need to support a phased return to work and study. The objectives below are planned with this scenario in mind but may be liable to change as circumstances dictate. Safety advisory and incident investigation functions are considered routine tasks and are not specifically highlighted below.

- Provide support to University senior management and to the University community at large on management of Covid issues. This will be a dynamic and flexible objective dependent on how the pandemic continues and the needs that arise from that.
- Provide health and safety support for staff and students who working at home by launch of a suitable online training package.
- Provide health and safety support to laboratories and other areas, that remain working for research, face-to-face teaching, study, accommodation animal husbandry or maintenance functions. We would hope that 2021 will see a gradual return to more on campus activity.
- Monitor work at QEUH Lighthouse testing lab, supporting compliance with legal requirements and coordinating HSE communications, inspection and related follow-up actions. This unit now employs about 600 staff and generates a great deal of biological safety work both routinely and from incident investigations.
- Monitor safe working within the student LFD test area, including any expansion of activity or change of function. (e.g. possible use for vaccinations)
- Manage the changeover of waste electrical equipment uplifts to a new contract. In conjunction with the contractor, promote the environmental and charitable credentials of this service as a recycling and reuse programme rather than purely a waste disposal function.
- Manage the change of clinical and chemical waste contracts from April 2021, including coordinating the return to regular weekly uplifts of clinical wastes from Covid-restricted work programmes.
- Continue to deliver SEPS core safety training programmes, via both online means and face-to-face training when this becomes possible. Maintain sufficient first aid training to ensure adequate first aid cover.
- Recruit to SEPS vacant Environmental/Safety Adviser post.

Occupational Health

- The Pandemic resulted in the suspension of much of the health surveillance programme so catching up with this will be one priority for the Unit.
- Periods of remote working for the OHU, couple with reduced general activity on campus, meant that volume of blood screening and vaccination dropped so a review of current status and planned recovery programme will be required.

RPS

- New computerised tomography (CT) scanner for SAH requires to be commissioned ~ April
- Source , acquire install and commission new liquid scintillation counter (LSC) to replace aging current LSC
- Push to get all RPS courses on Moodle or equivalent
- Radiation Waste Advisor certificate runs out in August, compile portfolio for new application
- Push to get normal activities resumed asap (contamination/X-ray/laser surveys)
- Submit declaration of radioactive disposals to SEPA ~ March

Court Context Card 14 April 2021 - REPORT FROM Nominations Committee	
Speaker	Elizabeth Passey
Speaker role	Nominations Committee Convenor
Paper Description	Nominations Committee Report to Court
Topic last discussed at Court	Feb-21
Topic discussed at Committee	Mar-21
Court members present	Court members present at last meeting: E Passey, H Cousins, L Brady, A Muscatelli, C Cassells, L Sutherland, C Goodyear, R Mercer
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	High
Timing	Immediate
Red-Amber-Green Rating	Green
Paper Type	For information and discussion
Paper Summary	The Committee discussed the Skills Matrix, recruitment brochure and recruitment panel. The Committee welcomed the Brochure and a number of changes were suggested. The panel would include membership from Lay members, staff and student representation, along with a co-opted member of the People and Organisational Development Committee. It was also noted that there would be diversity in the recruitment panel to ensure that the committee was not subject to biases.
Topics to be discussed	None
Action from Court	To note the process for recruiting Court Members Other items for noting
Recommendation to Court	
Relevant Strategic Plan workstream	Agility, Focus
Most relevant Primary KPI it will help the university to achieve	Cash generation
Most relevant Secondary KPI it will help the university to achieve	
Risk register - university level	
Demographics	
% of University	100% students 100% staff
Operating stats	
% of	
Campus	All
External bodies	
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	
Suggested next steps	
Any other observations	

University of Glasgow
Nominations Committee
Notes of Meeting held on Tuesday 2 March 2021
via Zoom

Present:

Liam Brady (LB), Dr Chris Cassells (CC) Heather Cousins (HC), Dr David Duncan (DD), Professor Carl Goodyear (CG), Lesley Sutherland (LS), Ronnie Mercer (RM), Prof Anton Muscatelli (AM), Elizabeth Passey (EP) (Chair), Amber Higgins (Clerk). Christine Barr (CB)

1. Notes of the last meeting

The notes from the meeting on 12 January 2021 were approved.

2. Skills Matrix

The Committee noted that a number of responses were outstanding from Court members. It was noted that the Skills Matrix was lengthy and needed to be refreshed. The following was agreed:-

- revamp the Skills Matrix to a more user friendly format;
- skills to be amended in line with the suggestions received from members of Court;
- the revamped form to be shared with Sub Committees of Court for discussion.

3. Recruitment Brochure

CB outlined the Recruitment Brochure provided by HR and it was noted that a similar format had been used to support strategic appointments. The Committee welcomed the Brochure and a number of suggestions were made in relation to the wording of the essential criteria, images used, detailed timelines, the inclusion of testimonials from Court members and the inclusion of information on the wider context of the HE Sector.

4. Recruitment Panel

The Committee discussed the panel of members that could be used for short listing and interviewing. The panel would include membership from Lay members, staff and student representation, along with a co-opted member of the People and Organisational Development Committee. It was also noted that there would be diversity in the recruitment panel to ensure that the committee was not subject to biases.

It was also agreed that informal meetings would be set up with the Principal and Executive Director of People and Organisational Development.

The following were noted as options for adverts to be posted or details circulated:-

- LinkedIn
- Alumni network
- Current court members/SMG contacts
- Professional bodies
- Companies or institutions with links to the university
- Women on Boards, CUC website

5. Table of Actions

Action	Date Due	Notes
Skills Matrix to be updated by all Court Members	April 2021	Clerk of the Committee
Updated recruitment brochure for Co-opted members of Court	April 2021	Executive Director of People and Organisational Development
Identify possible candidates for vice convener of Court	April 2021	Convener of Court/ COO

6. Date of Next Meeting

It was agreed that a meeting would take place in May 2021.

University of Glasgow

University Court – Wednesday 14 April 2021

Communications to Court from the meeting of Senate held on 8 April 2021

Ms Helen Butcher, Head of Senate Office

(All matters are for noting)

1. Intimations

Senate observed a minute's silence to mark its respect for the following former members of Senate whose deaths had been announced over the previous 12 months:

Professor Pavlos Dimitratos

Professor Pavlos Dimitratos died on 6 January 2021 at the age of 53. Professor Dimitratos joined the University in 2011 and was Professor of International Business in the Adam Smith Business School. Professor Dimitratos was a leading scholar in the field of International Business, publishing over 150 journal articles, books and conference proceedings during his career. In recognition of his expertise, Professor Dimitratos was elected chair of the Executive Board of the Academy of International Business, and he had been serving as a member of the Advisory Board of the International Business/International Management Special Interest Group of the British Academy of Management at the time of his death.

Professor Robert Rennie

Professor Robert Rennie died on 6 January 2021 at the age of 73. Professor Rennie was a graduate of the University and held the position of Professor of Conveyancing from 1994 until his retirement in 2014. Professor Rennie enjoyed a distinguished career as both an academic and a practising lawyer, publishing over 4,000 books, articles and opinions during his lifetime. He served on the Law Society's Conveyancing Committee (later becoming Convener of the Committee) and was part of the advisory group set up by the Scottish Law Society to address aspects of the abolition of the feudal system of land ownership in Scotland. In recognition of his expertise in conveyancing and professional practice, Professor Rennie was awarded a Lifetime Achievement Award at the Law Awards of Scotland in 2015. Following his retirement, Professor Rennie was also awarded the title Emeritus Professor, and the status of Honorary Fellow by the University.

Dr Tommy Whitelaw

Dr Tommy Whitelaw died on 21 January 2021 at the age of 77. Dr Whitelaw was a graduate of the University who worked in the Department of Mathematics for over 40 years between 1967 and 2011. During his time at Glasgow, Dr Whitelaw held the positions of lecturer, senior lecturer and senior teaching fellow. He was also an Adviser of Studies - a role he continued throughout his years at the University. Dr Whitelaw will be remembered as a valued colleague and a hugely popular and inspirational teacher, who kept in touch with hundreds of former students long after his retirement.

Senate also noted the deaths of two other members of University staff, Ms Carol Irvine and Mr Shahid Latif, who had died from COVID-19 during the previous academic session.

2. Complaints

Senate approved the Annual Report on Complaints. Senate also approved the proposed revisions to the University's Complaints Handling Procedure, which were being introduced in response to an update to the Model Complaints Handling Procedure introduced by the Scottish Public Services Ombudsman.

3. Revised Code of Student Conduct

Senate noted that it had been agreed some time ago to review the University's Code of Student Conduct in response to a number of issues that had arisen, particularly in relation to reports of serious non-academic misconduct that had been referred under the Code over the past few years. A revised Code of Student Conduct had now been produced, which separated academic and non-academic misconduct. Although the same principles would apply, the revised Code recognised the increasing complexity of some non-academic misconduct issues and the impact on those involved. The Code had been revised with input from: SRC Sabbatical Officers; SRC Advice Centre colleagues; the Clerk of Senate; the Senate Assessors for Student Conduct; Conveners of the Senate Student Conduct Committee; the conduct team in the Senate Office; members of the University legal team, and the Executive Director of Student and Academic Services. If approved, the revised Code of Student Conduct would be introduced at the beginning of the 2021-22 academic session.

Senate approved the revised Code of Student Conduct.

4. World-Changing Glasgow Transformation - Presentation by Mr Christopher Green, Chief Transformation Officer

Mr Christopher Green, Chief Transformation Officer, provided Senate with an update on the World-Changing Glasgow Transformation (WCGT) projects. Mr Green informed Senate that the transformation projects would assist the University in the delivery of the 2025 Strategy by focusing on: Improving the student and staff experience; enabling excellent and efficient services; working with colleagues to deliver for the University community; enhancing cultures and behaviours; and building capacity for the longer term. The projects would create the foundations for change by:

- Building trust, rapport and empathy with colleagues via an internal change team.
- Focusing on balancing the need to improve the student and staff experience in key areas, improving processes to free up time, and delivering financial savings where appropriate.
- Creating capability and capacity as part of a change framework with a consistent approach to change, risk and project management, and developing a new approach to benefits realisation for the University. This had been demonstrated through the University's response to the COVID-19 Pandemic in summer 2020, where the WCGT team supported the move to online exams and remote working. This work would continue via Project Aurora and other planning for the start of the next academic session in September 2021.
- Changing the University's priorities to accelerate projects that enable teaching and learning in a more online mode, such as the University of Glasgow Life App and Phase 1 of the Assessment and Feedback project.

Mr Green also informed Senate that WCGT would deliver the following outcomes for students and staff through its projects:

- **Smart Campus** - Creating a more connected community through the integration of smart technology, data, and infrastructure to ensure that the University's campus is a future-ready digital and physical place.
- **Assessment and Feedback** - Developing a sector-leading, digitally enabled, inclusive approach to assessment and feedback. The approach included meaningful and diverse assessment that was responsive to changes in the Higher Education sector and the workplace.
- **Student Forecasting and Enrolment** - Enhancing the student enrolment experience for undergraduate and postgraduate students to enable effective decision-making and course selection.
- **Value Optimisation** - Designing services to meet the user's needs, improving the quality of the services delivered, and reducing costs where appropriate.

Mr Green informed Senate that a 'University of Glasgow Life' app had been created to provide students with a single consolidated portal for crucial information and services in real-time, and to support a more personalised experience for students on and off campus. The app had been downloaded by 11k students since September 2020 and had improved student engagement, resulting in a 27% increase in the number of students voting in student elections compared with last year, and a 165% increase in Library counter usage. The app had also resulted in a 58% increase in room bookings since October 2020.

Regarding Phase 1 of the Assessment and Feedback project, Mr Green reported that a number of Moodle enhancements had been delivered in February 2021, resulting in a simplified grade calculation processes for staff, and a student dashboard with improved access to grades and feedback. Training sessions about the new functionality had recently begun, and WCGT had worked with Colleges to plan the rollout of these enhancements across their Schools.

In September 2019, the University's 'Reach Out' service had been introduced, providing students with a multi-purpose support service. The service managed a range of student enquiries and provided students with a single point of access for information about key services across the University. The aim of the service was to help students to help themselves and improve the speed of access to specialist services by enabling them to use self-service where available. 'Reach Out' had been developed and delivered in partnership with Information Services, and brought together staff in College Library Support, the Student Services Enquiry Team, Library Services, and the IT Helpdesk Teams. The design of the 'Reach Out' service had been informed by students' needs and feedback, and it was hoped that the service would facilitate continuous improvement of student support solutions across all of the University's campuses.

Mr Green informed Senate that a new recruitment service had been introduced in December 2019 to provide a trackable process for Hiring Managers following submission of recruitment requisition, and to improve candidate experience. Implementation of the new recruitment service had resulted in reduced staff effort, improved response and resolution for candidates, and increased levels of satisfaction amongst hiring managers. The service had also provided the University with access to meaningful data, allowing staff to identify particular 'pressure points'. Feedback on the new recruitment system had been good, with 88% of survey respondents reporting that the new process represented a positive change.

Mr Green also reported that a new enquiry management service would be introduced, which would be the first point of contact for any inbound enquiries to the People and Organisational Development (POD) service. The service would be supported by the POD team to scope, design and build a Human Resources enquiry management service. It was hoped that the new service would: improve user experience; allow the University to capture service

performance management information around a variety of key metrics; facilitate the sharing of knowledge and the identification of good practice; and provide clarity in relation to the ownership of enquiries through a defined service catalogue. The POD enquiry service had been approved by Human Resources, and an Ivanti enquiry form had been built in partnership with Information Services. 150 members of University staff had also provided feedback on their experience of Human Resources and the key features that they would desire from a new enquiry service.

Mr Green noted the following key priorities that had been identified for WCGT over next 12 months:

- Complete the roll out of Phase 1 of the Assessment and Feedback project and move onto Phase 2.
- Continue to develop the University of Glasgow Life app, extending the benefits of the app to enable a more connected community across the University via better data and behavioural change.
- Support Project Aurora with the preparatory work needed to plan the return to campus in September 2021 by providing project management support to the project, specifically in relation to the admissions process.
- Improve University services and deliver financial savings where appropriate.
- Build on the work on the admissions process to restart the Student Forecasting and Enrolment project, with a view to improving the student experience in relation to admissions, registration and enrolment.
- Continue to build new capabilities as appropriate such as benefit realisation, project management, digital delivery, and change management.

5. Convener's Business

5.1 Official Development Assistance research funding

The Principal informed Senate that UK Research and Innovation (UKRI) had confirmed a significant reduction in its Official Development Assistance (ODA) allocation from the Department for Business, Energy and Industrial Strategy (DBEIS). In the 2020-21 financial year, UKRI's ODA budget would be reduced by approximately 50% to £125m, creating a £120m gap between funding and UKRI's existing commitments. The University had taken two immediate actions in response to this. First, the University had been in direct dialogue with colleagues whose projects were set to be impacted by the funding reduction. This engagement was being led by Professor Chris Pearce, Vice-Principal for Research. Second, the University was working with the Russell Group and other concerned parties from across the Higher Education sector to suggest that these cuts be reversed.

The Principal noted that ODA funding supported vital research projects in low and middle income countries around the world, and that a sizeable reduction to this funding could threaten this work, undermining international partnerships and calling into question the UK's global standing and aspirations to become a 'science superpower'. The Principal informed Senate that he, along with Professor Pearce and Ms Rachel Sandison, Vice-Principal External Relations, had written to colleagues to emphasise that the University was proud to participate in ODA-funded projects and that the University would continue to make the case for revisiting these cuts.

In addition to this, the Principal noted that the University had been working with the Russell Group and key stakeholders from across the Higher Education sector to secure additional funding for participation in Horizon Europe. There had been concerns within the sector that, if no additional funding had been forthcoming, DBEIS would be required to find the necessary

financing (approximately £1bn) from its existing budget, which would have had serious implications for research and development across the UK. Therefore, the sector had been relieved to hear the announcement on 1 April 2021 that an additional £250m had been allocated to DBEIS for Horizon association this year.

5.2 Turing Scheme

The Principal reminded members of Senate that the UK Government had decided to cease participation in Erasmus+ in favour of establishing a new, domestic alternative for student exchange: the 'Turing Scheme'. However, there were a number of elements of Erasmus+ that would remain open to the University for the time being. First, the University could continue to use previously agreed Erasmus funding until May 2023. Most of the University's partner institutions had extended their agreements until May 2022, so the University could continue to exchange students. Second, the University would retain its access to three International Credit Mobility (ICM) grants. These ICM grants funded study abroad and other international exchange activity with non-EU European countries, as well as global partners. The last of these grants was due to expire in July 2023. Third, the UK would continue to participate in the Erasmus Mundus and Jean Monnet as a 'non-associated partner country'. Glasgow currently operated eight Erasmus Mundus programmes. Consequently, until 2023, UK universities would operate a dual track in relation to international mobility, with the new Turing Scheme working in parallel with a number of legacy Erasmus+ projects.

Regarding the Turing Scheme itself, the Principal reported that the UK Government had committed £100m to the Scheme this year. This would be used to support global opportunities for students lasting between four weeks and 12 months, and Universities had recently been invited to submit applications for funding to the Scheme. There were a number of key differences between the Turing Scheme and Erasmus+. First, unlike Erasmus+, the Turing Scheme would only fund outgoing students. This meant that UK universities would have to agree bilateral agreements with partner institutions interested in funding their own students to come to the UK. Under the new Erasmus Charter, European partners were able to use up to 20% of their Erasmus grant to support mobility to partner countries. They would also be able to apply for ICM funding for collaboration with the UK. Second, staff mobility was not included within the Turing Scheme, unlike Erasmus+. Third, living cost support for the Turing Scheme was lower than under Erasmus+. Travel support was also restricted to those students from the most disadvantaged backgrounds. Applications to the Turing Scheme had opened on 12 March 2021 and would close on 16 April 2021. The University's Global Opportunities team were in the process of preparing an application for the Scheme, with an outcome expected in early summer. The application would include:

- Long-term opportunities (year and semester abroad) to popular global destinations based on student demand.
- Short term experiences with partners (placements, projects and study tours).
- Internationalised study and work opportunities that were previously UK based.
- Funded volunteering opportunities, immersive languages skills development, and embedded post graduate opportunities.

In parallel, the University would conduct a review of partners to ensure that Glasgow could maximise the opportunities for student exchange post-Erasmus. On the broader policy front, the Welsh Government had recently announced plans for its own International Exchange Programme. £65m had been allocated for the initiative which was designed to bridge the gap between the Turing Scheme provisions and those enjoyed by the UK as a member of Erasmus+. Specifically, the programme would fund costs related to the inward mobility of learners, teachers and young people from partner organisations abroad. It would run from

2022 until 2026, and would be developed in conjunction with Cardiff University. The Scottish Government had been exploring similar options but had yet to make a policy announcement.

5.3 Arrangements for the next academic session

The Principal informed Senate that Professor Frank Coton, Vice-Principal Academic Planning and Educational Innovation, was leading a working group named 'Project Aurora', which had been tasked with considering arrangements for 2021-22 including timetabling, postgraduate start dates, and face-to-face teaching provision under different COVID scenarios. The key determinant for face-to-face teaching would be the latest public health guidance. This guidance would shape the extent of the University's on-campus activities. The University would also need to take account of other factors such as domestic and international travel restrictions and the extent to which these were altered in the coming months, and progress with vaccination programmes in the UK and elsewhere. Accordingly, the University's working assumption was that teaching large groups of students in lecture halls from September 2021 was unlikely, and that classes of more than 50 students would be taught online. However, the University did expect to be able to deliver small group teaching, workshops and laboratory classes despite the fact that some social distancing measures might still be required. The University would confirm its position in good time to enable students to plan accordingly.

5.4 Scottish Funding Council grants and additional funding

The Principal informed Senate that the Scottish Funding Council (SFC) had published its indicative funding allocations for the 2021-22 academic year, and had made an announcement relating to additional funding for the 2020-21 financial year.

In response to challenges presented to the Higher Education sector by the COVID-19 Pandemic, additional funding had been announced for the 2020-21 financial year. This included:

- £40m to help universities and colleges maintain research activity, protect jobs and help students. Each university had received £0.5m, and the remainder was allocated based on the existing share of core grants. Including the initial £0.5m allocation, Glasgow had received £4.26m.
- £20m additional capital to boost research and knowledge exchange. Glasgow had received £4.01m, the second highest share behind Edinburgh (£6.2m). SFC had identified this as a 'top-up' to the £75m that was announced in May 2020, of which Glasgow had received £15.3m, the second highest share behind Edinburgh (£23.3m).
- £10m for universities and colleges for income lost in providing rent rebates. Glasgow had received £612k based on an estimated net income loss of £3.87m. Edinburgh had received £3.47m based on an estimated net income loss of £21m.

Regarding indicative funding allocations for the 2021-22 academic year, the Principal noted the following:

- SFC's revenue budget for the 2021-22 academic year had increased by 5.9% to £61.6m.
- Teaching funding had increased by 7.7% to £52.7m.
- Research and Innovation budgets had received an increase of 1.5% to £4.4m.
- Other programme funding had increased by 7.2% to £3.9m.
- Capital maintenance funding had been broadly maintained at the same level as last year.

In relation to Glasgow's allocation, the following points were noted:

- The University's core teaching and research funding had increased from last year, with an overall increase of 4.6% for Teaching, Research and Innovation.
- The University's Main Teaching Grant had increased by 6.3%. This had been driven by the following factors:
 - Subject price group increase.
 - Funding for 288 additional Scottish students, in anticipation that changes to the 2021 exam arrangements would lead to another enlarged Scottish student intake. The University was seeking clarity on this point, as funding for an additional 288 students would not be sufficient to cover a repeat of the enlarged 2020-21 Scottish student intake.
 - 40 additional graduate apprenticeship places, previously funded by Skills Development Scotland.
- Additional Teaching grants (not included in the Main Teaching Grant):
 - Upskilling: the University's funding had increased by 2% (£879k to £897k) and the University continued to hold the largest share of this funding.
- The University's Research Excellence Grant (REG) was slightly higher, showing an increase of 1.8%, while sector funding increased by only 1.1%. This was the largest increase across universities with a large share of REG funding.
- Glasgow's University Innovation Fund (UIF) funding had increased by 10.2% as part of an overall uplift to Research and Innovation. This uplift had been spread evenly across the sector, with Glasgow receiving the largest UIF allocation, just ahead of the University of Edinburgh.

6. Clerk of Senate's Business

6.1 Summer 2021 graduation ceremonies and Commemoration Day

The Clerk of Senate informed Senate that, due to the ongoing COVID-19 Pandemic, and the associated restrictions on large gatherings, all summer 2021 graduation ceremonies had, regrettably, been cancelled. The University's Commemoration Day celebrations events, that were due to take place in June 2021, were also cancelled. However, an online chapel service to commemorate the University's benefactors would take place. The University was planning to host a number of online celebratory events for students and, should the Scottish Government guidance in June 2021 allow, it was hoped that there may be an on-campus element to the graduation celebrations. All students would be offered the opportunity to return to attend an on-campus graduation ceremony in the future.

7. University Court: Communications from the meeting held on 10 February 2021

Senate received and noted a report from the University Court meeting held on 10 February 2021. Items included:

- COVID-19 update and planning
- Capital Plan - Adam Smith Business School/PGT Building
- IT Strategy update/Information Services Strategic Plan
- Report from the Principal
- Report from the University Secretary
- Reports of Court Committees

- Communications from meeting of Senate on 4 February 2021

UNIVERSITY OF GLASGOW

Complaints Handling Annual Report: Academic Session 2019-20

This report covers complaints raised with the University between 1 August 2019 and 31 July 2020. It does not cover staff grievances or student issues covered by other processes such as academic appeals or student conduct.

The University's complaints procedure is based on the Model Complaints Handling Procedure (MCHP) for Higher Education issued by the Scottish Public Services Ombudsman (SPSO).

1.1 Complaints Handling Procedure (CHP)

The Procedure has 2 Stages:

Stage 1: frontline resolution (issues of complaint that are straightforward and easily resolved, requiring little or no investigation)

Stage 2: investigation (these are complaints that cannot be resolved at Stage 1, or those that are complex or of a serious nature, where a more involved investigation process is available). Stage 2 complaint responses require senior management approval (Robert Partridge, Executive Director of Student and Academic Services).

The SPSO asks us to resolve stage 1 complaints within 5 working days and stage 2 complaints within 20 working days, whenever possible. It can be difficult to resolve stage 2 complaints within 20 days, because they are often complex and may involve sensitive issues, which require careful consideration and detailed investigation. Where there are clear and justifiable reasons for extending the timescale, the Complaints Resolution Office will exercise judgement with the Executive Director of Student and Academic Services and set alternative targets.

If a complainant is dissatisfied following the conclusion of Stage 2, they have the option to seek a review of the University's management of a complaint from the SPSO.

1.2 Complaints Handling 2019-20 - Industrial Action and COVID-19

Like so many other areas of activity, complaint handling has been impacted significantly by the Coronavirus pandemic, and 2019-20 was a difficult year for students, resulting in an increase in complaints:

- Two periods of strike action took place over 5 days in November and 5 days in December 2019, followed by 6 days in February, and 9 days in March 2020.
- The abrupt cancellation of on campus teaching due to the Covid-19 pandemic meant that many students and their parents contacted the Complaints Resolution Office to express frustration or concern about the impact that this would have on their studies.

We gave advice to academic and service colleagues on how to respond to concerns and complaints about the impact of the Industrial Action and Covid-19 pandemic. The broad basis of our responses has been to provide reassurance that we are committed to enabling students to graduate in a timely fashion, whilst upholding quality and standards.

29 complaints were addressed at Stage 1 and 16 of these complaints were subsequently addressed at Stage 2. The majority of these complaints were requests for financial compensation due to missed teaching or, in the case of Covid-19 complaints, changes in teaching style and access to learning materials. None of these were upheld, because we were able to describe clearly the measures put in place by Schools to mitigate the impact of these events.

1.3 Developments

The SPSO have made changes to the model complaints handling procedure (MCHP) during 2019-20. These aim to standardise the handling of student complaints across the Higher Education sector in Scotland, making it simpler to complain, ensuring that staff and student have confidence in complaints handling, and encouraging universities to make best use of lessons from complaints.

Importantly, the focus has shifted from one of finding fault, to one of finding resolution. Where it is not possible to reach a mutually acceptable resolution, the University will provide complainants with clear responses to each of their issues.

The changes to the procedure provide us with an opportunity to update training, guidance and support for staff who handle complaints.

We have also made some internal changes to our ways of working, adopting Ivanti to assist us with case management.

1.4 Learning and process improvement

The pattern of complaints can highlight areas in which we need to make changes and improvements to our provision. For example, in the recent past:

1. The University has undertaken a fundamental review of provision for students with disabilities.
2. We have been working with colleagues in Human Resources to improve collaboration in cases where there is overlap between the CHP and HR policies and procedures.
3. We have been working with colleagues in Research and Innovation Services to address the support needs for PGR students when they experience difficulties.

2. Summary Analysis of cases

Over the period, 132 complaints were considered at Stage 1; 82% (108) of these were resolved. We addressed 59 Stage 2 complaints, representing a combination of complex cases which were escalated directly to Stage 2 and the balance of Stage 1 complaints, where the complainant was dissatisfied by the frontline resolution.

Overall, 41% of Stage 1 cases were addressed within 5 working days and 12% of Stage 2 cases were concluded in 20 working days. On average, Stage 2 investigations took 65 working days to conclude.

2.2 Types of Complaints

There has been a large number of students complaining about delays or issues they have faced as a result of the impact of the strike action, sometimes in combination with the pandemic.

In many of the Stage 2 cases, multiple issues were raised across a range of categories (see table 8).

2.3 2019-20 Stage 2: Issues and recommendations

As we have previously indicated, the CHP encourages us to value complaints as tools for feedback, learning and improvement.

In almost all cases we aim to acknowledge the student's experience and apologise, where appropriate, for failing to meet their expectations. We provide an explanation of the University's position and the circumstances which may have led to the complaint. And we would normally make recommendations for improvements as a result of our investigation. To ensure improvement, we share the outcomes and recommendations with relevant staff in Colleges, Schools and University Services, and follow up to ensure that these recommendations have been implemented.

Assessment - arrangements, feedback, changes, guidance

Examples of issues raised include:

- Late release of feedback
- Errors with examinations, for example students sitting the wrong paper or answers not removed from paper
- Vague and unhelpful feedback from staff on assessments.
- Covid-19: students worried about impact of exams being cancelled, unhappy with changes to assessments as a result of being moved online

Examples of recommendations:

- A school was asked to review the advice provided on resubmission of theses
- A board of examiners was asked to remove an assessment outcome from the calculation of the final grades
- A school was asked to review assessment procedures and ensure that assessment dates were set appropriately

Finance - Fees/Grants/Bursaries

Examples of issues raised include:

- Problems with registration and enrolment to programmes due to outstanding or incorrect debt on account
- Disputing the tuition fee status decision after registration
- Tuition fees: delays or errors in refund requests, unhappiness with the size of the refund
- Covid-19: requests for the refund or reduction of tuition fees

Examples of recommendations:

- A college was asked to ensure that all advisors of studies and supervisors were aware of the refund policy

Harassment/Bullying/Discrimination

Examples of issues raised include:

- Bullying/harassment: inappropriate behaviours by members of staff towards students
- Discrimination: accusations from students about discrimination due to disability, sex, age and race

Example of recommendations:

- Referral of staff member to HR procedure

Student Support/Wellbeing

In the majority of complaints about support and wellbeing, students with a disability or health condition, do not feel adequately supported. This can be due to an expectation of the level of support, or monitoring of engagement, particularly for students who, due to their disability/health condition, are unable or reluctant to be proactive in seeking support.

Examples of issues raised include:

- Concerns about wellbeing support in University accommodation
- Support with and access to mental health services
- Lack of pastoral support from staff when student facing challenging academic circumstances.
- Covid-19: gaps in support for students with additional needs

Examples of recommendations:

- Review and implementation of a new process to support disabled students
- Request for orientation and induction talks to include clear information on University support services

Teaching and Supervision

Examples of issues raised include:

- Dissatisfaction with quality of teaching methods, for example out of date teaching materials and unclear guidance
- Lack of guidance and support with taught elements of programmes.
- Breakdown in relationship between UG/PGT student and dissertation supervisor
- Breakdown in relationship between PGR student and primary supervisor/supervisory team
- Covid-19: students dissatisfied with changes in teaching delivery, particularly the use of Moodle and a perception that recorded lectures are inferior to face-to-face delivery.

Examples of recommendations:

- A school provided a written apology which acknowledged that aspects of course delivery fell short of University standards (unrelated to Industrial Action or Covid-19)
- New supervisors were appointed
- A school was asked to review the processes in place for monitoring PhD students
- A school was asked to review the procedures for student placements
- A school was asked to provide clear instructions for staff on the redesign of course materials

2.4 Referrals to the SPSO

Eight of the 9 2019-20 complaints referred to the SPSO were determined to have had an appropriate level of investigation by the University of Glasgow, or to be out of jurisdiction.

During 2019-20, the SPSO also reached five further decision on cases from 2017-18, and three from 2018-19. Four of these were upheld (2017-18 – 3, 2018-19 - 1) and three (2017-18 – 1, 2018-19 - 2) were upheld in part.

In all cases, the recommendations made by the SPSO have been implemented.

3. Conclusions

Teaching and supervision, assessment and student support and well-being continue to be the most prevalent areas of complaint, all of which have been significantly impacted by the circumstances faced during 2019-20.

Despite the challenges faced, only 18% of the complainants who raised issues at frontline sought further consideration at Stage 2 after receiving the initial response at Stage 1. This indicates an effective level of frontline resolution and complainant satisfaction with their case.

The trends identified by complaints are a valuable tool to enable improvement and enhancement and we anticipate this will be further advanced by the revisions to the CHP.

Annex: Key statistics (August 2019 – July 2020)

2.1 Complaint Numbers

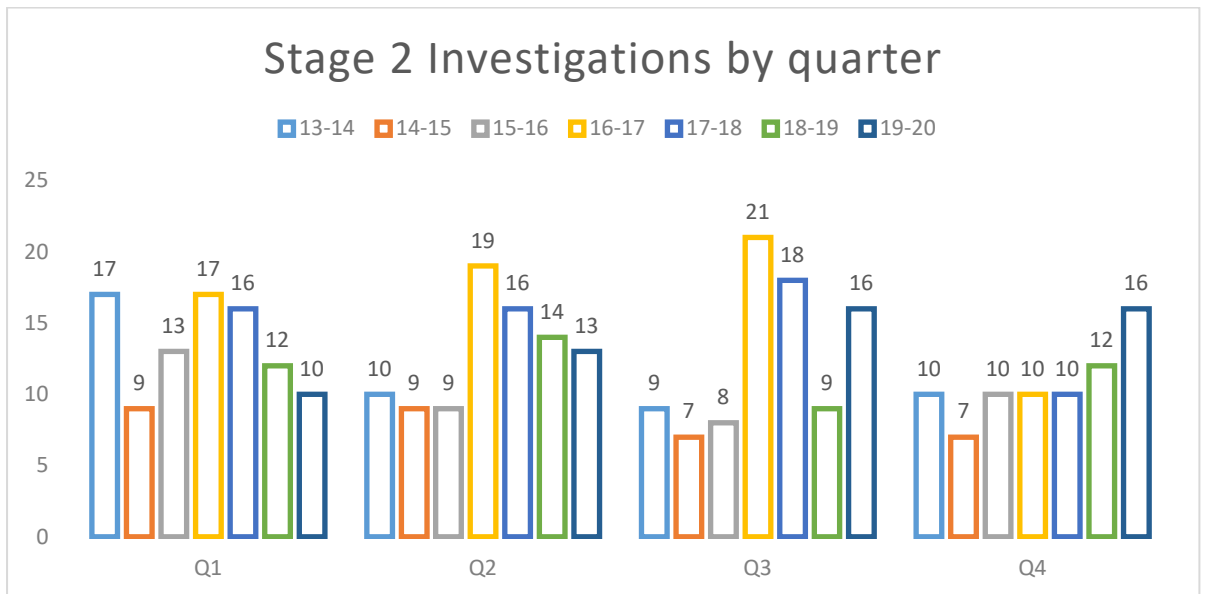
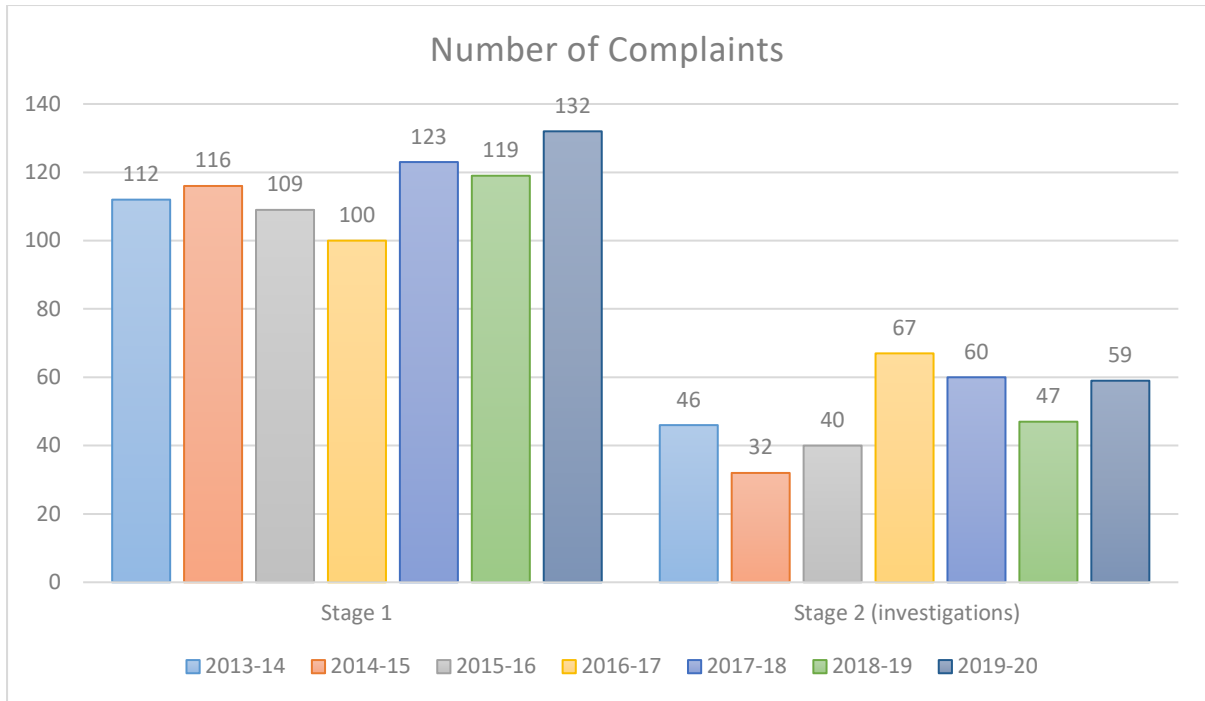


Table 1: Stage 1 Frontline resolutions

	Arts	MVLS	CoSE	CoSS	US	Cross Colleges & Services	Total
Complaints recorded at Stage 1	17	9	18	39	47	2	132
Complaints resolved at Stage 1	12	6	18	33	38	2	108

Table 2: Stage 1 complaints and response times by quarter

Stage 1 complaints and response times by quarter		1-5 days	6-10 days	10+ days
Total	132	41%	17%	42%
Q1 (Aug- Oct)	21	48%	33%	19%
Q2 (Nov- Jan)	24	42%	25%	33%
Q3 (Feb - Apr)	53	32%	15%	53%
Q4 (May- Jun)	34	50%	6%	44%

Table 3: Stage 2 Complaints

	Arts	MVLS	CoSE	CoSS	US	Colleges / Services	Total
Stage 2	10	5	2	11	25	6	59
Stage 1 first	5	3	0	6	9	0	24

Table 4: Stage 2 Complaints by outcome

	Arts	MVLS	CoSE	CoSS	US	Colleges / Services	Total
Complaint investigations	10	5	2	11	25	6	59
Complaints upheld		2		1	4	1	8
Complaints partially upheld	3	1		3	5	2	14
Complaints not upheld	6	2	1	7	13	3	32
No finding made	1				2		3
Complainant opted to remove case from Complaints Procedure prior to conclusion					1		1
Complaints pending			1				1

Including multiple complainants				1	2		3
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Table 5: Stage 2 Complaints by response time

	Total
Completed within 20 working days	7
Completed beyond 20 working days	50
Pending beyond 20 working days	1
Closed or withdrawn	1

Table 6: Categories of complaint compared to last year

Complaint Category (complaints may cover multiple categories)	2018-19		2019-20	
	Stage 1	Stage 2	Stage 1	Stage 2
Academic Advising	0	5	1	2
Administrative Procedures	24	11	17	13
Admissions	10	0	8	6
Assessment - arrangements, feedback, changes, guidance	19	12	18	13
Communication	4	8	11	7
Complaints Handling	0	3	0	1
Finance - Fees/Grants/Bursaries/Finance	21	0	32	13
Harassment/Bullying/Discrimination	9	9	5	15
Non-Teaching Space and Facilities	4	0	3	1
Programme/Course Guidance and Information	7	10	0	2
Residential Accommodation	5	0	8	10
Student Support/Wellbeing	22	11	4	11
Teaching Space and Facilities	8	2	5	3
Teaching and Supervision	37	16	54	23
Other	13	1	20	16