



COURT

A meeting of **Court** will be held on **Wednesday 16 February 2022 at 2pm** in the Senate Room

Amber Higgins, Executive Officer and Clerk to Court 0141 330 4976 amber.higgins@glasgow.ac.uk

AGENDA

Item	Title	Lead	Paper No.	Page nos.	Action
1.	Welcome, Apologies, Introductions, Noting of Pre-Court briefing, Declarations of Interest	Convener	Oral		
2.	Minutes of meeting held on Wednesday 24 November 2021	Convener	2.		For approval
3.	Matters arising not otherwise on the Agenda	Convener	Oral		
	Reports 4 to 7 below show some items as starred*. Starred items are the main items for discussion and/or approval.				
4.	*IT Strategy Update/Information Services Strategic Plan Papers withheld FOI Exempt/Commercially confidential	Frank Coton	4.		For information/discussion
5.	Report from the Principal * WCGT Update * Admissions * Scottish Government Budget * Higher Education Developments * Senior Management Group business	Principal	5. and annex		For information/discussion
6.	Report from the University Secretary * Covid-19 Update * Disability Services Complaint * Glasgow Green * USS * Strike Action * Honorary Fellowship * Organisational Change * College Appointments	David Duncan	6. and annexes		Items for approval/ otherwise for discussion/ information
7.	*Student Matters, including: Rectors Update, SEC Report, SRC President update	Rector/ Ella McCabe	7.		For information/

					discussion
8.	Reports of Court Committees				
8.1	Finance Committee Papers withheld FOI Exempt/Commercially confidential	Gavin Stewart	8.1 to follow		For information/discussion
8.2	Estates Committee	Ronnie Mercer	8.2 and annex		For information/discussion/approval
8.3	IPSC Papers withheld FOI Exempt/Commercially confidential	Frank Coton	8.3		For information/discussion
8.4	Health, Safety & Wellbeing Committee	David Duncan	8.4 and annex		For information/discussion/approval
8.5	Remuneration Committee	June Milligan	8.5		For information/discussion
9.	Communications from Meeting of Council of Senate held on 1 February 2022	Jill Morrison	9. to follow		For information
10.	Annual Complaints Report 2020-21		10.		
11.	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		
12.	Date of Next Meeting Wednesday 20 April 2022 at 2pm held in the Senate Room.				



Court

Minute of Meeting held on Wednesday 24 November 2021

Present:

Mr Ronnie Mercer (Chancellors Assessor (Chair)), Cllr Susan Aitken (Glasgow City Council Assessor), Mr Graeme Bissett (Co-opted Member), 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), Duncan Henderson (SRC Assessor), Professor Nick Hill (Elected Academic Staff Member), Mr Christopher Kennedy (Elected Professional Services Representative), Professor Simon Kennedy (Elected Academic Staff Member), Mr Laic Khaliq (Co-opted Member), Ella McCabe (SRC President), Professor Kirsteen McCue (Elected Academic Staff Member), Paula McKerrow (Trade Union Nominee), Dr Morag Macdonald Simpson (General Council Assessor), Mr David Milloy (Co-opted Member), Professor Sir Anton Muscatelli (Principal), Ms Elspeth Orcharton (Co-opted Member), Lady Rita Rae (Rector), Ms Lesley Sutherland (General Council Assessor), Dr Bethan Wood (Elected Academic Staff Member)

Attending:

Christine Barr (Executive Director of P&OD), Gregor Caldwell (Executive Director of Finance), Ian Campbell (Executive Director of Estates), Nicola Cameron (Director of Property Development and Investment) Professor Frank Coton (Senior Vice Principal and Deputy Vice Chancellor (Academic)), Dr David Duncan (Chief Operating Officer [COO] & University Secretary), Amber Higgins (Executive Officer and Clerk to Court).

Apologies:

Ms Elizabeth Passey (Co-opted Member (Convener of Court)), Mr Graeme Bissett (Co-opted Member), Professor Jill Morrison (Vice-Principal & Clerk of Senate), Mr Gavin Stewart (Co-opted Member).

CRT/2021/13. Announcements

Court noted that the Elizabeth Passey, Convener of Court was unable to attend the meeting and noted that Ronnie Mercer, Chancellor's Assessor, would chair the meeting.

The Chancellor's Assessor welcomed to the meeting Duncan Henderson, SRC Assessor to his first meeting. The Chancellor's Assessor also welcomed Christine Barr Executive Director of P&OD, Ian Campbell Executive Director of Estates and Nicola Cameron Director of Property Development and Investment to the meeting.

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

It was recorded that Professor Iain McInnes, Vice-Principal and Head of College MVLS had

given a presentation on the implementation of the new structure and strategies being developed within the College. Court's thanks for the briefing were recorded.

Court was reminded that papers and business were confidential.

CRT/2021/014. Minutes of the meetings held on Wednesday 29 September 2021

The minutes were approved.

CRT/2021/15. Matters Arising

No matters were raised.

CRT/2021/16. Finance Committee

CRT/2021/16.1 Financial Statements 2020/21

Court having received the statements, the Executive Director of Finance, Gregor Caldow, gave a presentation on the University's financial statements for the year to 31 July 2021.

Court noted the strong financial performance and growth during the year, with a Management Account surplus of £121M (£39.6M in 2020) despite the impact of Covid-19 pandemic throughout the year.

During the discussion the Court noted that the USS deficit reduction plan provision had increased by £5.5m in the year, moving from £99.1m to £104.6m, which still reflected the deficit recovery plan put in place as part of the March 2018 valuation. Court noted that there would be a significant impact on 2021/22 financial statements from the USS 2020 valuation. This was estimated as a charge of either £250m or £420m depending on whether benefits reforms were agreed.

It was noted that although there was a significant increase in the management account surplus, a number of future commitments would need to be met in the coming years, particularly in relation to the surplus required for the size of the estates maintenance deficit, IT investment and USS pension liability. As well as meeting these commitments it was also noted that the University would continue to reinvest the surplus in improving infrastructure, resourcing and improving the student experience.

Elsbeth Orcharton confirmed that the Finance Committee had reviewed the statements at its meeting in November and had been content to recommend the financial statements to Court.

Court approved the Financial statements for 2020/21 of the University of Glasgow.

CRT/2021/16.2 Universities Subsidiaries and Trust Financial Statements as at 31 July 2021

Court approved the financial statements of the subsidiaries and the Trust, which had also been approved where applicable by the respective boards and trustees.

CRT/2021/16.3 Finance Committee

It was noted that the Committee had received a number of papers which outlined the current financial position of the University.

The report was noted.

CRT/2021/16.4 Remit of the Finance Committee

Court approved the updated remit of the Finance Committee.

CRT/2021/16.5 Estates Capital Plan – Scenario Update

Court received a presentation from Ian Campbell, Executive Director of Estates and Nicola Cameron, Director of Property Development and Investment on a proposed refinement of the capital plan. Mr Campbell gave a detailed presentation on the proposal. It was noted that this would allow construction of a permanent “Multi-use” building to increase capacity for both teaching and labs, whilst allowing the exit of the Rankine, St Andrews and Adam Smith Buildings given their significant maintenance issues. It also removed the need for temporary buildings and deferred work on Boyd Orr. A cash flow comparison was included within the slides showing a reduction of approximately £42m to the cash low point but a saving overall of £26.4m by 2036. The comparison was shown to the November 2021 forecast.

During the discussion concerns were highlighted in relation to the fire and capacity issues of Boyd Orr, but the mitigations that were being put in place were outlined. A query was also raised in relation to the student experience and ensuring that the capacity of the teaching space was not exceeded; in response it was noted that with careful planning and management this problem should not arise.

Ronnie Mercer, Chair of Estates Committee reported that the Estates Committee had also considered the proposal and was very supportive of the proposal.

Court was supportive of the overall approach but noted that due to the aging estate there were risks and it was important that there was ongoing monitoring of the critical systems. Court noted that approval was sought on the overall direction and the updated plan to allow progress with design work, and that there was no financial commitment at this stage aside from initial design fees. Design fees and approval of costs would be subject to the normal approval and governance process.

Court approved that the proposal should move to the next stage as outlined in the papers and noted that the Finance Committee would undertake a more detailed assessment of affordability through the January cash flow review and prior to detailed design (expected Q4 2022).

CRT/2021/17. University Strategic Plan - KPIs

Court received a update by Professor Frank Coton Senior Vice Principal and Deputy Vice Chancellor (Academic), on the progress of the KPIs. It was noted that at the Court meeting on 14 April 2021, 16 of these had been signed off, and a further five KPIs had been under development. Court noted that two of these - metrics capturing Colleague Engagement and Large Grant Capture - had now been finalised. Three remaining KPIs that formed part of early discussions would be subject to ongoing development but would not be included within the final KPI list.

Court noted that there was difficulty with some of the data in relation to certain KPIs as many colleagues were reluctant to report certain characteristics. Court also noted that in relation to the CO2 KPI, environmental impact assessments were carried out before all significant building work.

Court approved the additional KPI and noted that Court would be kept updated on progress

towards confirming the remaining 3 KPIs.

CRT/2021/18. Report from the Principal

CRT/2021/18.1 Gender Based Violence and Sexual Misconduct

The Principal reported that on 12 November, he had announced that Morag Ross QC had agreed to carry out a review of the University's current staff and student procedures and support arrangements in relation to Gender Based Violence and sexual harassment. Court noted that all evidence would be made available to Ms Ross and she would be free to speak with anyone she wished to, including trade unions and student representatives. The review would begin formally in December and was expected to take a number of months. The University was committed to implementing any recommendations arising from the review.

Prior to announcing the independent review, the Principal had written to staff and students to apologise that any member of the University had been subjected to abuse or harassment. It was recognised that more work needed to be done to prevent abuse, to educate, to call out inappropriate and harmful behaviours and to build further on the support that was provided to survivors of gender-based violence and other forms of sexual misconduct.

Christine Barr, Executive Director of P&OD outlined an action plan which had been prepared by People and Organisational Development and discussed by EDSC and SMG.

Court welcomed the review of gender-based violence and sexual harassment. It agreed that it was important that any member of the University community could engage with the process in a confidential way.

Court noted that it would receive an update on the progress of the review at its next meeting.

CRT/2021/18.2 Higher Education Developments and University Rankings

Court received the report from the Principal – Paper 6 and the following areas were noted:

- The SFC Review – HE Minister Jamie Hepburn had written to universities on 26 October to outline the Scottish Government's (SG) own response, which welcomed the review and expresses broad support for its recommendations;
- University Rankings – Times Higher Education Reputation Rankings – The University was placed 117th, a fall of 7 places from 110th in 2020;
- The THE World University Rankings by subject were published and the University continued to perform strongly in the rankings

The Principal also updated Court on further changes to SMG: Dr David Duncan as COO would take on responsibility for oversight and leadership of the Estates Capital Plan and would become the Deputy Vice Chancellor (Operations) deputising for the Principal in sector and government meetings in relation to professional service matters; Rachel Sandison would take on additional responsibilities in relation to deputising for the Principal with external organisations including international organisations, and would become the Deputy Vice Chancellor (External Engagement). Court noted that in relation to the Clerk of Senate a Finding Committee had been convened and nominations would close on 5 January. Following formal interviews and informal engagement with SMG members, recommendations on the best candidate or candidates would be conveyed to Senate at its meeting on 1 February.

The Principal also reported that the University had recently received 3 awards

- The James McCune Smith Learning Hub collected two prestigious titles, being named as Project of the Year and also won the Pupil/Student experience category at the prestigious Learning Places Scotland Awards;
- Claire Lowe was also named as Security Manager of the Year at the Security and Fire Excellence Awards;
- Fay Henderson a University of Glasgow student and recipient of a Sports Bursary, had been selected to represent Great Britain at the World Student Games in Switzerland.

The Chancellor's Assessor thanked the Principal for the update.

CRT/2021/19. Report from the University Secretary

Court noted the report from the University Secretary - Paper 7. The following areas were discussed in further detail by Court.

CRT 2021.19.1 Disability Services Review

Court noted that at its meeting in September 2021 it had received an update on an ongoing Disability complaint and review actions. A precursor for implementation was the recruitment of additional staff, which had proved challenging: these skills were in short supply. The University had also seen large numbers of students registering with the Disability Service: 2,254 to date this year cf. 2,460 for all of 20/21.

Nonetheless, Student and the Academic Services had: implemented an interim process enabling them to transfer admissions information; described requirements for a case management system; and relaunched a student feedback system. In addition, an inclusive assessment working group had been meeting and work was progressing to improve accessibility of library materials. The staffing situation was improving and the implementation group would reconvene in January.

CRT 2021.19.2 Glasgow Green – The University of Glasgow's Climate Change Strategy and Action Plan

Court noted that a written report would come to its next meeting on 16 February 2021.

CRT 2021.19.3 SFC Outcome Agreement

Court approved the SFC Outcome Agreement which reflected the progress towards meeting key SFC and Scottish Government priorities.

CRT 2021.19.4 New and continuing Court Members

Court noted that Duncan Henderson had begun his term on Court from the 1 November 2021 as Assessor for SRC, for one year.

CRT 2021.19.5 Organisational Change

Court noted a proposal for the future shape of MVLS, which had been informed by the MVLS staff consultation, and had been approved by MVLS CMG on 27 October 2021 and by University SMG on 1 November 2021. It was noted that there were no planned redundancies as part of the organisational change.

Court approved the organisational change as outlined in Annex 2.

CRT 2021.08.6 Directors of Research Institutes and Heads of School Appointments

Court noted the following changes:

College of Science and Engineering - Head of the School of Mathematics and Statistics

Professor Ian Strachan had been re-appointed as Head of the School of Mathematics and Statistics until August 2023.

College of MVLS St Mungo Chair of Surgery

Professor Paul Hogan had been appointed as the St Mungo Chair of Surgery with effect from 27 September 2021.

CRT/2021/20. Student Matters, including: SEC Report; SRC President update

The Rector reported that she continued to engage with students and the SRC on a number of issues and at present did not have any substantive items to raise with Court. It was noted that she had started to hold surgeries with students on campus.

The SRC President highlighted that the SRC had recently released a statement in support of the UCU strike action on 1-3 December but called upon the University to do all it could to mitigate the impact of the action on students. Dr Craig Daly thanked the SRC for its support.

Dr David Duncan reported that the University would do all it could to minimize the disruption to students.

The Chancellor's Assessor thanked the Rector and SRC President for their reports.

CRT/2021/21. Reports of Court Committees

CRT/2021/21.1 Estates Committee

Ronnie Mercer, chair of the Committee, outlined the report from the Committee.

The report was noted.

CRT/2021/21.2 Audit & Risk Committee

Heather Cousins, chair of the Committee, reported that the Committee had received a pre meeting briefing on two areas of the Risk Register. Court noted that the Committee had received the University's financial statements for the year ended 31 July 2021. The Committee heard that on the basis of the work performed, the external auditors anticipated issuing unqualified audit opinions on the Group and University's financial statements, and on the University's subsidiary financial statements.

The report and the Annual report to Court were noted.

CRT/2021/21.3 IPSC

Frank Coton, chair of the Committee outlined the report from the Committee. Court noted that the Committee had reviewed the draft Internal Audit report on Ransomware; it also noted that short-term work on information and cyber security was underway; the University was partnering with external security specialists and sector technology specialists; and a strategic framework was being developed for review in the new year by a joint workshop involving Audit and Risk Committee and IPSC members.

The report was noted.

CRT/2021/21.4 People and Organisational Development Committee

June Milligan, chair of the Committee, outlined the report from the Committee which included discussion of the review being undertaken by Morag Ross QC and issues relating to it.

The report was noted.

CRT/2021/21.5 Nominations Committee

Lesley Sutherland, chair of the Committee, outlined the report from the Committee which included the current recruitment process for the Co-opted members of Court and the recommendations of the Selection Panel. The Committee also received a presentation from Mhairi Taylor, Head of Equality, Diversity and Inclusion on the current breakdown of Court membership and agreed the next step.

Court noted that the Committee had approved the recommendation to appoint Jonathan Loukes and Linda Hanna as Co-opted Members of Court from 1st December 2021 until 1st December 2025.

Court approved the appointments of Jonathan Loukes and Linda Hanna.

The report was noted.

CRT/2020/21.6 Health Safety and Wellbeing Committee

Court noted the report and no substantive items were raised.

CRT/2021/21.7 Remuneration Committee

SMG members left the meeting for this item.

June Milligan, chair of the Committee, summarised the meeting as the report was not available for the Court meeting. The Committee had met in November to discuss senior staff remuneration. Business at the meeting had also covered the Committee's annual report, which had included: a summary of the current strategic context and institutional performance; the Principal's report on SMG performance and reward; the review of the Principal's performance, which had been undertaken by the Convener of Court and the Chair of the Remuneration Committee, following consultation with Court members; Grade 10 Professorial and Professional Staff performance and reward; and Voluntary Severance cases.

Court noted that the Principal's salary uplift had been in line with the contractual arrangements agreed by Court and had been subject to satisfactory performance, which had been confirmed.

CRT/2021/22. Annual Report for the Scottish Funding Council – Institution Review of Quality Academic Year 2020-21

Court had received a copy of the University's draft annual report to the Scottish Funding Council (SFC) on institution-led review of quality for 2020-21. The contents were specified by the SFC. The statement summarised activity undertaken by the University in reviewing its provision for students, including: Periodic Subject Review; annual monitoring, course evaluation and Graduate School review; professional, statutory and regulatory body (PSRB) activity; the University's strategic review of student-related services; and reflective overview, including the University's use of contextual information such as performance data and data from student surveys, both external and internal.

Having noted details of how the University assured the effectiveness of arrangements for

maintaining academic standards and quality, Court agreed that the Convener of Court could sign off the required statement of assurance.

Court approved the Annual report to the Scottish Funding Council.

CRT/2021/23. Senate Matters

Court noted the report from the Senate meeting held on the 5 October 2021.

CRT/2021/24. Any Other Business

The Chancellor's Assessor reported that David Milloy, Co-opted Member of Court would be stepping down shortly and that this would be the last meeting of Court that he could attend. David had been a member of Court for 8 years, and a member of Estates Committee for 9 years. Over that time he had made a huge contribution to the University and was leaving the University in a significantly stronger position. Court thanked David warmly for his huge contribution and dedication to the University and wished him well for the future.

CRT/2021/25. Date of Next Meeting

The next meeting of Court will be held on Wednesday 16 February 2022 at 2pm in the Senate Room. A Pre-Court briefing will take place at 12pm.

Court Context Card 16 February 2022 - Principal's Report

Speaker	Professor Sir Anton Muscatelli	
Speaker role	Principal	
Paper Description	For information / discussion	
<i>Topic last discussed at Court</i>	Last report to Court was November 2021	
<i>Topic discussed at Committee</i>	NA	
<i>Committee members present</i>	NA	
<i>Cost of proposed plan</i>		
<i>Major benefit of proposed plan</i>		
<i>Revenue from proposed plan</i>		
<i>Urgency</i>	NA	
<i>Timing</i>	Various	
<i>Red-Amber-Green Rating</i>	Various	
<i>Paper Type</i>	For information / discussion	
Paper Summary	<p>Updates on areas listed in the paper as follows:</p> <ol style="list-style-type: none"> 1. Transformation Programme (Annex 1) 2. Admissions 3. Scottish Government Budget 4. Higher Education Developments <ul style="list-style-type: none"> Levelling Up White Paper Horizon Europe 5. Senior Management Group changes 6. Key activities 7. Senior Management Group business 	
<i>Topics to be discussed</i>	In line with paper's headings	
<i>Action from Court</i>	To note/discuss if wished	
<i>Recommendation to Court</i>		
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 2: Risk 1 Income Generation; Risk 8 Student Recruitment Market Item 3: Risk 3 Government Policy Changes, Risk 7 Maintaining and improving reputation Item 4: Risk 3 Government Policy Changes, Risk 7 Maintaining and improving reputation
Demographics <i>% of University</i>		Items mainly relate to the University as a whole
Operating stats <i>% of</i>		
Campus		All locations
External bodies		UK Government, Scottish Government, Russell Group, UUK, Universities Scotland, SFC, UKRI
Conflict areas		
Other universities that have done something similar		
Other universities that will do something similar		
Relevant Legislation		
Equality Impact Assessment		
Suggested next steps		
Any other observations		



University
of Glasgow

Court - Wednesday 16 February 2022

Principal's Report

Items A: For Discussion

1. Transformation Programme

The COO and University Secretary and Chris Green (Chief Transformation Officer) will provide Court with an update on progress towards the goals of the Transformation Strategy. A paper is attached (**Annex 1**).

2. Admissions

Undergraduate

SMG has had the opportunity to review UCAS application data, following the UCAS deadline on 26 January 2022 for the majority of undergraduate courses. The overall picture for 2022 Undergraduate entry is positive, with applications up 1% overall on last year.

Court's attention is drawn to the following headlines:

- Home numbers are on par with 2021. Areas down on 2021 are predominately in controlled programmes in MVLS and CoSS.
- MD20 applications are down slightly (-5% compared with 2021) and MD40 applications are on par with 2021.
- MD targets are not yet formally confirmed for 2022. On the basis that the MD20 target remains as a 17% proportion of the total Home intake (as 2021), the Admissions team would have confidence that this target is achievable based on our existing support and adjustments.
- RUK applications are up 8% on 2021, with growth in most non-controlled areas.
- International applications have seen an increase of 16% on 2021 with growth across the board.
- EU applications continue to drop substantially and are down 62% on 2021.
- PGDE (Professional Graduate Diploma in Education) Initial Teacher Training applications are down across every programme by 27%. UCAS data indicates that PGDE applications are down by 23% across our Scottish competitor set.
- College of Arts applications have shown significant growth in all fee statuses (excluding EU) with 10% increase in applications overall. This is an excellent performance in Arts.

RUK, International and EU applications will continue to be accepted until 30 June 2022. Admissions to most programmes from Home applicants are now closed (with a handful of

exceptions). SMG has recently confirmed a package of enhanced scholarships to incentivise EU applicants, particularly those who are highly qualified, with the aim of maximising conversion.

Postgraduate Taught highlights

- International applications are up in all Colleges, and institutionally up 16% on 2021. Offers and acceptances either up or in line with 2021 except in CoSE (Engineering). Admissions continue to work closely with Engineering on securing sufficient high quality candidates to meet targets, and acceptances across the College are up 21% on this point last year.
- EU application volumes continue to drop in all areas. Application volumes remain highest in CoSS as a result of a large number of EU applicants expressing interest in the Erasmus Mundus International Masters programmes. As mentioned above, EU Scholarships have been approved by SMG.
- Home application numbers remain small as this market typically apply closer to the start of the academic year. Based on current application trends, it is likely that entrant numbers will be slightly down on 2021. Colleges are planning for intake numbers on this basis.
- PGT forecasts based on applications, offers, acceptances and deposits will be available from April.

3. Scottish Government Budget

The Scottish Budget was published on 9 December 2021, the first budget delivered by the SNP/Scottish Green Party partnership. The Cabinet Secretary for Finance and the Economy described it as a transitional budget with a focus on accelerating Covid recovery.

Within the Education and Skills Portfolio, the Scottish Funding Council has been allocated £1.97bn in 22/23, up from £1.91bn in 21/22. For Higher Education, combined financing for Resource and Capital has risen 2% or by £22.3m. For the HE sector, this is essentially a flat settlement, with the £21m increase in Resource budget (2.73%) intended specifically to fund continuing SFC places linked to the additional intakes in the last two years arising from the application of Centre Assessed Grades (in the absence of SQA exams).

Some further notes:

- While there is a slight cash increase from the original 21/22 baselines, there is no recurrence of the additional in-year investments in 21/22, e.g. additional in-year research and resource funding that was allocated as a result of Covid consequentials from UK Government. The sector has urged Scottish Government to invest in HE if there are further Covid consequentials.
- The SFC-funded cohorts of Graduate Apprentices are expected to be funded from this allocation.
- The small increase in capital resource will not provide for meaningful levels of increase in REG, RPG, or UIF or in capital maintenance.

- Scottish Government is still interested in funding an international mobility scheme additional to Turing, however this will be a matter for the intended multi-year Spending Review.

4. Higher Education Developments

Levelling Up White Paper

On 2 February 2022 the UK Government published its White Paper setting out plans for levelling-up, focusing on 12 national ‘missions’. Research intensive universities have the opportunity to demonstrate how they can contribute to many of these, most obviously the missions around employment and productivity; high quality skills training; healthy life expectancy; wellbeing; and pride in place.

Of note, one of the missions pledges to increase public investment in Research & Development (R&D) by at least 40% outside the South East of England. The following headlines can be gleaned from the White Paper:

- BEIS have committed to invest at least 55% of their domestic R&D funding outside the Greater South East by 2024/5. Commitments to increase public investment have been made by the Department of Health and Social Care, Ministry of Defence, Department for Transport and Defra. For instance, the Department for Health and Social Care will increase medical research investment outside London, Oxford and Cambridge.
- There will be 3 new Innovation Accelerators, major place-based centres of innovation, centred on Greater Manchester, the West Midlands, and Glasgow City Region. These clusters of innovation will see local businesses and researchers in these areas backed by £100m of new government funding to boost local growth, drawing from the MIT-Greater Boston and Stanford-Silicon Valley models. Further detail is awaited on what this could mean for Glasgow, but this is very welcome news and aligns with the work the University has been doing to make the case for place-based investment in Glasgow. There is a complementarity with the Strength in Places Fund investment in the Living Lab, for example.
- With regard to the mission around employment and productivity, the paper also states the commitment to create a ‘globally competitive city’ within each area of the UK. Productivity is called out prominently and this is another area in which Glasgow can potentially contribute its expertise.

On skills, the paper focuses on ‘Local Skills Improvement Plans’ to be rolled out with funding across England, giving local employer bodies and stakeholders a statutory role in planning skills training in their area, to better meet local labour market needs. There is no mention of the devolved nations as yet in the skills space. However, the paper notes the Government’s intention to set out its strategy to tackle the core drivers of health inequalities across the UK through a new White Paper on Health Disparities to be published this year and to improve wellbeing across all four nations (there is no further detail on what this could mean other than a re-commitment to the £2.6bn UK Shared Prosperity Fund with investments to ‘regenerate communities and boost skills’).

Some of the commentary on the White Paper has pointed out that the role of universities is not prominently discussed in the document, even when it comes to local skills provision and locally focused R&D. We will ensure that we communicate effectively with UK Government through a variety of channels to demonstrate how the University of Glasgow can contribute meaningfully to the missions.

Horizon Europe

Court will recall that the UK-EU Trade and Cooperation Agreement included a joint commitment for the UK to become an associated country in the Horizon Europe programme, which has a total budget of 95.5bn EUR and runs until 2027. In January, the UK government announced that the UK will indeed associate to Horizon Europe, but the ongoing political situation surrounding the Northern Ireland Protocol has meant the EU is still in the process of formalising the UK's association. In the meantime UK Government has announced that a financial safety net will be established by UKRI to provide funding for any successful UK applicants to the first tranche of Horizon Europe calls, but this does not include some projects which have already been approved by Horizon Europe (for example, we are aware of one project at the University which was due to receive a substantial grant but cannot receive this funding until the UK is fully associated to the programme. This example falls outwith the scope of the UKRI safety net as it is not a new project). Although UKRI has been encouraging UK based researchers to apply for Horizon Europe funding, and there are a number of Glasgow colleagues currently navigating this process, there is further clarity needed from UKRI on the scope of the safety net funding. Colleagues are currently engaging with UKRI and the University will continue to advocate for UK association to Horizon Europe.

HE sector bodies including UUK International and the Guild of European Research Intensive Universities are participating in the 'Stick to Science' campaign to urge governments, the EU Commission and Council of Europe to support association for the UK and Switzerland. The campaign also draws on key academic voices from across the EU, including former Nobel Prize winners and VCs from leading European universities. I have publicly endorsed this campaign, and have provided a supportive quote and video message which will be published online when the campaign launches on 8 February 2022.

Items B: For Information

5. Senior Management Group changes

At the last meeting I updated Court on arrangements to appoint a new Clerk of Senate and Vice Principal to take over from Professor Jill Morrison at the end of her tenure at end-July 2022. Following formal interviews, conducted by the Finding Committee, and informal engagement with SMG members, a recommendation was made to Senate at its meeting on 1 February. Senate formally approved the recommendation and I am pleased to report that Professor Martin Hendry's appointment has been confirmed. Court members will be aware that Professor Hendry is a former Head of School of Physics and Astronomy and a member of the Nobel Prize winning LIGO scientific collaboration which made the first ever detection of gravitational waves in 2015.

Professor Jill Morrison continues to serve as Clerk of Senate until the summer – I want to pay tribute to Jill’s service in the role since 2018, as a true advocate for our students and academic colleagues and a valued member of SMG. Part of her time in the role has of course been marked by the challenges of the pandemic, and my thanks go to Jill for her steadfast support and her work to maintain standards of academic integrity whilst supporting our students.

The final interviews for the Head of College and Vice Principal (Arts) to succeed Professor Roibeard Ó Maolalaigh are scheduled for 1 March. We have an excellent field at present, and shortlisting is due to take place on 8 February.

6. Key activities

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

Academic Development and Strategy

- Chaired regular meetings of the Senior Leaders Forum, comprising SMG, Heads of School, Directors of Research Institutes, Deans, and senior Professional Services colleagues
- 7 December: Meeting with senior colleagues regarding Research Culture and ongoing initiatives to support research careers
- 9 December: Senate
- 9 December: Meeting with Professor Peter Jackson (Chair in Global Security) regarding the Scottish Council for Global Affairs
- 18 January: Mid-cycle Strategic Planning Meeting with SMG
- 20 January: Represented the University at a global CEO briefing session re the EU Carbon+ Coalition hosted by the World Economic Forum at the WEF ‘virtual’ Davos. The University of Glasgow initiated and developed a new global consortium approach to help solve the climate and biodiversity crisis, while also addressing worsening global inequities relating to food and water insecurity. The consortium became the Global Soil Health Programme, which in turn became a founding member of the WEF Lighthouse project: The Carbon+ Farming Journey which was launched at Davos in 2021 by the CEO of Bayer. The CEO briefing session was held to secure buy-in from CEOs in the consortium.
- 1 February: Senate

Internationalisation Activities

- 25 November: Travelled to Brussels to attend CIVIS Board of Rectors meeting. I also spoke at a public conference alongside the Mayor of Charleroi on the topic of European integration and local connection/impact at the Université libre de Bruxelles (ULB), one of our partner universities in CIVIS.
- 1 December: Recorded a keynote speech entitled ‘*Building effective global partnerships for a sustainable & resilient recovery*’ to be delivered at the Annual International Forum

on Higher Education, hosted by our partner Sun-yat Sen University and the China Association of Higher Education.

- 7 December: Meeting with US Consul General Jack Hillmeyer
- 17 December: Meeting with Dr Fabian Zuleeg, Chief Executive of the European Policy Centre
- 19 January: Introductory meeting with Kutaisi International University in Georgia.
- 25 January: Signed renewed Memorandum of Understanding with the Smithsonian Institution, at an online meeting and signing ceremony.
- 31 January: Virtual Russell Group roundtable with Australian Group of 8 Universities on university sector priorities for the UK-Australia Free Trade Agreement
- 11 February: Travelled to Brussels to attend CIVIS events and Board of Rectors meeting

Lobbying/Policy Influencing and Promoting the University

USS Meetings

- 29-30 November: USS Investment Committee strategy day
- 2 December: USS Institutions Meeting
- 8 December: USS Board Finance workshop
- 8 December: USS Board Meeting
- 24 January: USS Board – Financial Management Plan Workshop
- 28 January: USS Board Meeting
- 1 February: JNC Meeting
- 7 February: USS Investment Committee Meeting
- 9 February: USS Board Meeting
- 9 February: USS Investment Committee Meeting

Russell Group Meetings

- 2 December: Russell Group Board Meeting
- 3 February: Russell Group Board meeting
- 3 February: One-to-one meeting with Russell Group CEO
- 8 February: I chaired a Russell Group roundtable meeting regarding the Nurse Review of the Research, Development and Innovation landscape

Media engagement

- 15 December: Interview with Douglas Fraser, BBC, on ‘Brexit – one year on’
- 7 February: Interview with Newsweek magazine. The interview will be published in an advertorial feature as part of our international profile raising and reputation building activities.

Other external engagement

- 1 December: Regular meeting with the Director of the Office of the Secretary of State for Scotland
- 3-4 December: Scotland International meeting hosted by Sir Angus Grossart
- 7 December: Attended launch of Glasgow City Region Economic Strategy
- 9 December: National Institute of Economic and Social Research AGM

- 9 December: Meeting with UofG Head of Commercial Services and Unite Students (provider of student accommodation)
- 20 December: Meeting with Sean McGrath, CEO Entrepreneurial Scotland
- 21 December: Meeting with Sarah Thiam, Chief Executive SCDI
- 12 January: Carnegie Trust Award ceremony: I gave a short speech at the ceremony to congratulate Haris Malik, UofG PhD student, who was presented with the Robertson Medal for his outstanding work on pre-empting emerging viruses.
- 12-14 January: Attended meetings of the University Grants Committee Hong Kong, which I have joined as an external adviser
- 13 January: Meeting of the Glasgow Life Board with the Chief Executive of Glasgow City Council
- 19 January: UCEA Briefing – confidential discussion for Heads of Institutions regarding national pay negotiations
- 26 January: Met with the Cabinet Secretary for Net Zero, Michael Matheson, regarding the potential STEP Ardeer project. Ardeer in North Ayrshire is one of five shortlisted sites under consideration as the location for the Spherical Tokamak for Energy Production (STEP) programme. With significant initial UK government funding, the project goal is to construct a prototype fusion energy plant which will provide an environmentally friendly source of electricity.
- 26 January: I delivered the Royal Philosophical Society of Glasgow Adam Smith Medal Lecture entitled *'The Health and Wealth of Nations: pitfalls and opportunities in the economic recovery from the pandemic'*.
- 28 January: Meeting with Minister Iain Stewart, Parliamentary Under Secretary of State in the Scotland Office
- 3 February: Met with Universities Scotland senior team to brief them on the work of the advisory board on National Strategy for Economic Transformation
- 8 February: Meeting with the Director of the National Institute of Economic and Social Research – of which I am a governor

Internal activities and Communications and Alumni events

- 29 November – 10 December: Sharing the duties with some of the VPs, I presided over Winter Graduations – our first graduation ceremonies since the onset of the pandemic.
- 6 December: Regular meeting with SRC Executive
- 7 December: Introductory meeting with Morag Ross QC regarding the independent review into support arrangements and procedures relating to GBV
- 10 December: Meeting with senior colleagues and the Joint Union Liaison Committee
- 12 December: Service of Nine Lessons and Carols, University Chapel
- 13 December: Filming for social media video – end of year message for staff and students
- 16 December / 26 January: Regular monthly meetings of Government Relations Group
- 20 December: Equality and Diversity Strategy Committee
- 5 January: Meeting with the COO and the Chancellor
- 7 January: Meeting with DVC External Engagement and senior colleagues in Social Sciences regarding plans for Adam Smith Tercentenary celebrations and events
- 10 January: Regular meeting with SRC Executive
- 12 January: Shortlisting meeting – Finding Committee for Clerk of Senate

- 13 January: Meeting of the Income Growth Board – planning for the next academic year
- 14 January: Hosted UofG London Burns Supper at the Caledonian Club, along with the Chancellor, DVC External Engagement, Professor Gerry Carruthers and Dr Clark McGinn
- 17 January: Gift Acceptance Committee
- 18 January: I gave the introduction and welcome to the annual Holocaust Memorial Lecture, delivered this year by Dame Stephanie Shirley.
- 21 January: Introductory meeting with newly appointed Director of Innovation and Engagement, Dr Declan Weldon
- 25 January: Hosted Trustees of the W A Cargill Fund, major supporters of the James McCune Smith Learning Hub, and accompanied them on a tour of the Hub.
- 27 January: Met with the Executive Director of People & OD and OD colleagues regarding the SMG Development Programme
- 27 January: Recorded video message for Lunar New Year
- 27 January: Recorded a video with the social media team – ‘welcome back to campus’ message for colleagues
- 27 January: Attended remembrance event for Holocaust Memorial Day, organised by the Jewish Students Society
- 28 January: Interviews – Finding Committee for Clerk of Senate
- 2 February: Gift Acceptance Committee
- 7 December / 26 January / 2 February: Informal meetings with small groups of SMG members (face to face)
- 2 February: Meeting with newly appointed Clerk of Senate/Vice Principal Professor Martin Hendry
- 2 February: Recorded introduction for Health and Safety induction video, aimed at colleagues returning to campus after working from home
- 4 February: Met with Senior VP and Executive Director of Finance to review University budget, financial targets, proposed investments and cash holdings
- 10 February: Meeting of the Income Growth Board
- 14 February: SMG Annual Risk Workshop with KPMG
- 14 February: Internal Fundraising Advisory Board meeting

7. Senior Management Group business

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

SMG Meeting of 6 December

- Academic Promotions
- Semester 2 Planning Update
- Research Strategy Update
- Industrial Action
- Scottish Government’s Tech Scaler tendering
- SMG Diversity and Inclusion Training

SMG Meeting of 14 December

- Covid-19: Future Scenario Planning
- Update on Transformation Programme
- Estates Directorate Strategy consultation
- Exam Planning Update
- Talent Lab (Research Strategy implementation)
- Export Control Policy and Compliance Statement
- Semester 2 Planning Update
- Graduations
- Scottish Government Budget

SMG Meeting of 20 December

- Update on Residences
- Update on Scottish Government Covid Regulations
- Horizon Europe guarantee
- SFC Consultation on research support grants
- Major equipment grant
- UKRI Impact Acceleration Accounts

SMG Meeting of 10 January

- ARC Migration – Space Release
- Update on Covid Regulations
- Update on Semester 2 Preparations
- Situation in Kazakhstan
- MVLS Professional Degrees

SMG Meeting of 18 January

- IT Update
- Research Related Metrics – proposed arrangements for reporting to SMG
- Exam Sustainability – recommendations for Spring exam diet
- Horizon Europe
- Tech Scaler Update

SMG Meeting of 24 January

- Colleague Engagement Survey – institutional next steps
- EU Applicants – scholarship proposal
- REF Feedback Gathering Exercise – draft response
- Industrial Action Update
- Report from Russell Group Board
- Tech Scaler Update

SMG Meeting of 31 January

- Industrial Action Update
- Update on UCAS Applications

- Australia/UK Free Trade Agreement – Research & Innovation
- Office for Science & Technology Strategy and National Science & Technology Council

SMG Meeting of 7 February

- Quarterly update – URTUC Action Plan
- Student Accommodation – Nominations Agreements
- Financial framework: Cash Holdings, Investments and Financial Targets
- Freedom of Speech Bill
- Levelling-up White Paper - Innovation Accelerator announcement
- Horizon Europe
- Industrial Action Update

Impact Assessment for Year 3 of the Transformation Programme

1. Introduction

This paper is the annual review of the progress made by the Transformation Team to deliver the goals of the Transformation strategy. We completed Year 3 of the programme in September 2021; a year that was defined by the team's focus on delivery and by the implications of COVID19 for the University and our people¹. The projects undertaken by the Transformation Team - like other colleagues - were influenced heavily by the pandemic as we introduced new solutions and services or accelerated projects to support colleagues and students.

We recognise the importance of accounting for our delivery and welcome scrutiny of the Transformation Programme. The remainder of the paper provides the following information in support of that intent:

- The strategic context for Transformation
- Progress during Year 3
- Lessons learned
- The plans for Year 4
- Risks to delivery
- Concluding remarks

2. Strategic Context

Our Transformation Strategy, *'Enabling Excellence, Unlocking Potential'*, was signed off in October 2018. It was informed by the 2015 University Strategy and positioned as a bridge between the 2015 and 2020 strategies as one of the main vehicles to deliver many of the actions identified in the University Strategy.

We defined the purpose of undertaking transformation at the University as:

helping prepare the University for the future in a world that is increasingly dynamic, competitive and global. Working with colleagues across the University we continue to transform our people, structures, processes and systems so they can better respond to and shape this environment².

Three years on means we have a growing body of experience to draw on to inform and assess the impact of WCGT. Transformation is, by its very nature, risky with only 30% of transformation programmes succeeding³ and that is without the challenges posed by COVID19. Whilst I can accept that we will never get it right every time, I am clear that we are delivering significant value to the University through:

- *Designing and delivering change projects* that deliver improvements for students and colleagues, removing pain points in terms of administrative effort. Examples of delivery in the past 18 months include: Phase 1 of Assessment & Feedback, the UofG Life app, the enquiry management service with People & OD colleagues, the automation pilot with People & OD, the Purchase-to-Pay review in Finance, the support to Project Aurora and the People First project.
- *Working in partnership with others across the University*; particularly colleagues in the Colleges as well as IS and People & OD and increasingly colleagues in Finance and PIA. Change is always done best when it is done with people rather than to people as a collaborative effort. A collaborative approach is at the heart of what we do and is increasingly demonstrating value.
- *Exploring game-changing technologies*. We are keen to reduce administrative burdens on colleagues and to improve the quality and experience of services therefore we have been exploring the use of automation in P&OD. The aim is to adopt the approach developed with colleagues in P&OD and use it across other areas of the University to release colleagues from high volume 'transactional' work and enable them to engage in higher value activities. We are finalising that pilot now and have identified several potential opportunities in other areas in US and the Colleges.
- *Creating capability and building experience in the Transformation Team*. We have a relatively small core team (~25FTE) who enable delivery of change using Agile, user led service design and digital.

¹ I have updated this report since it was discussed at the Transformation Board in September 2021 to reflect the position in February 2022.

² An extract of the Transformation Strategy highlighting our purpose, CSFs and KPIs, is attached in Appendix 1

³ McKinsey, October 2018 'Unlocking success in digital transformations'

- *Developing and deploying tools that support change activities.* For all of those involved in enabling change at Glasgow, we continue to develop and deploy tools to help us deliver better, faster and more consistently. For example, via the adoption of Agile, the development of the Change Framework and the introduction of a Benefits Realisation Framework.

What this equates to is a compelling story of how we deliver change at the University which is increasingly having a positive impact for our students and staff. Before reading the remainder of this paper, the diagram in Figure 1 summarises where we are in our transformation journey.

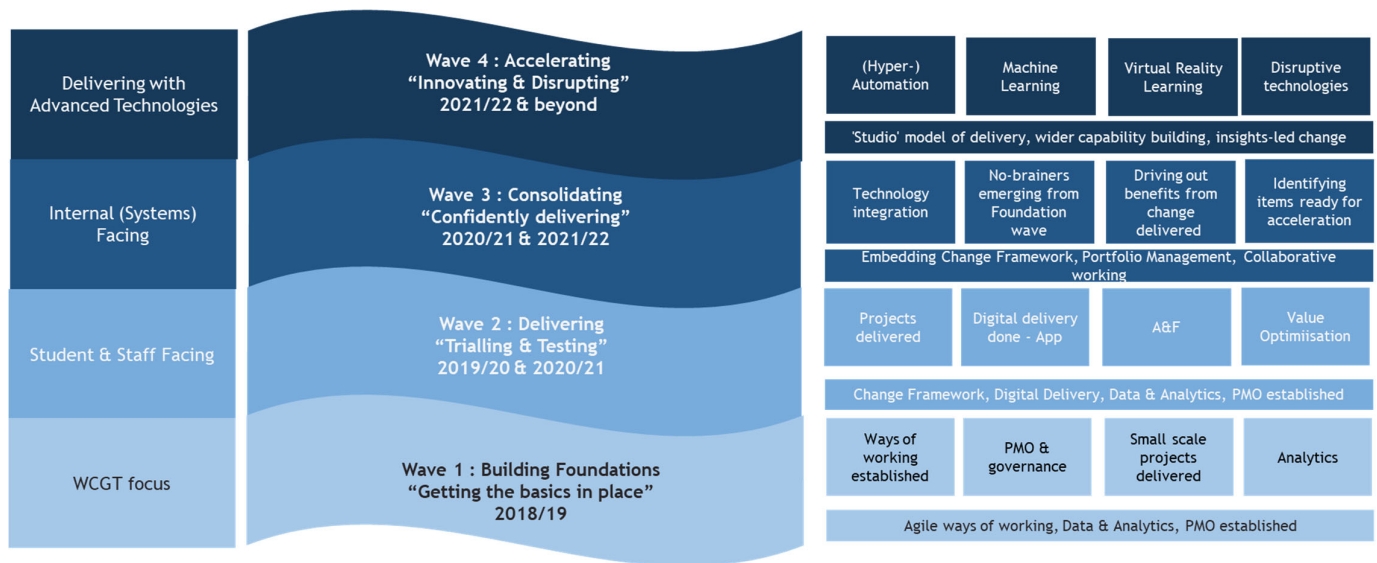


Figure 1: Waves of Transformation, 2018/19 - 2021/22 & beyond

The headlines I would draw out from this are:

- Year 1 (2018/19) centred on setting up the team; building the relationships across Colleges, Schools and University Services to understand the challenges they face; and undertaking the initial discovery and analysis work needed to define the scope and scale of the change needed to address our key priorities.
- Year 2 (2019/20) saw a shift into delivery
- Year 3 (2020/21) saw a significant focus on delivery and a push into game-changing technologies such as automation
- Year 4 (2021/22) & beyond will see us scale automation solutions, consolidate and integrate solutions where possible and push our thinking further into more digital solutions.

One way to assess the impact of the transformation strategy is whether the narrative around transformation and change has changed and positively so. I would argue that is very definitely the case with a growing range of colleagues actively discussing the changes they have delivered, the need to do more and the demand for support and access to the tools and techniques the team have created. The team is now an embedded part of the University, fully integrated with colleagues across University Services and in the Colleges, working with students, staff and academics to improve our processes and systems and deliver change.

3. Progress since September 2020

At the mid-point of Year 4, we are at the point where:

- we have confirmed (and continue to test) that we have a good understanding of the challenges facing the University (via the design and discovery work),
- we have prioritised and delivered projects that will improve the student experience or remove 'pain points' for academic and Professional Services colleagues,
- we have learned a lot about the delivery of change within the University, both in terms of what works and what doesn't work, and
- we are testing some game-changing activities in the form of automation, and

- we have the foundations in place to manage and deliver a strong portfolio of projects.

COVID19 was a disruption to the original timescale, in some cases accelerating rather than hindering progress as it was even more important that projects be delivered at pace. During Year 3 we delivered projects and capability development activities, using that to inform a revised set of priorities for future years.

3.1 Planned activities at the end of Year 2

In our annual report to Court in 2020, we set out several areas for Year 3. It is important in any account of our delivery that we revisit what we said we would do. In September 2020, we said that WCGT would deliver:

- **UofG Life:** addition of new features to the app during the next 3-6 months. We may also consider whether developing a staff facing app provides a platform to improve processes and save time and cost of some activities
- **Online Assessment Management (OAM)** – delivery of a portal for students to access all their assessment and feedback in one place, simplifies a lot of the underpinning data between Moodle, MyCampus and O365 amongst other systems and enables automated grade aggregation
- **Learning through assessment** – the new policy framework for how we undertake assessment & feedback at the University
- **Service reviews** to improve the quality and consistency of the services provided by People & OD, Information Services and Estates
- **Process reviews** to improve the efficiency and effectiveness of the processes that relate to OAM and timetabling, to simplify and streamline the processes and resources needed and in turn reduce the costs associated with both.

All these activities were completed in Year 3 with significant progress made particularly on the UofG Life app, Online Assessment Management and Process reviews.

3.2 Actual delivery since September 2020

I believe we delivered on the expectations set for Year 3 and more. We undertook both project delivery and capability development in 2020/21; summaries of which are included below. The project work included:

Services & solutions to reduce the impact of COVID19

- **Project Aurora - Return to campus** – supporting our senior leadership to engage, plan and design changes that ensure the normal course of university business continues to be carried out smoothly and the full range of staff and university needs are met.
- **Teaching & timetabling support** – it is a major University activity to plan student intake and return in September 2021. The Transformation Team supported Academic Deans and VP Leadership by working across varied College teams to co-ordinate and balance requirements. Important Communication Tools such as Project Bulletins, Webpages, Q&A Videos have been used extensively. This was extended to support the planning and transition arrangements for the start of Semester 2.
- **Exam sustainability** – the insights gained during the planning for the return to campus and the implications for teaching in a Covid impacted environment were important to inform the plans for the Easter exam diet and subsequent exam diets. The team are supporting the VP Learning & Teaching, the Deans for L&T and others to ensure robust plans are in place and potential disruption minimised.

Removing pain points

- **Project Aurora -Admissions** – a major University activity is to plan student intake and return in September 2021. Following a significant systems issue, lost functionality required the Admissions project to find an urgent tactical fix using existing resources ahead of a permanent solution being developed. The first step was to understand goals and scope before working with teams to build a proactive delivery plan, introduce stage gate tracking and contingency planning to minimise the risks to fixed delivery deadlines.
- **PGR student support**– building on the work completed last year on the options to enhance the support provided to our PGR students, further work was completed working with colleagues in the Research team and IS, to deliver the new APR system for our PGR students. The benefit here was to

transition from a paper-based service to a system based one that enables more consistency and a more streamlined means to capture their core requirements for support.

- **Finance - Review of purchase-to-pay process** – we worked with Procurement & Finance colleagues to identify solutions that can improve the P2P process; for Purchasing Officers, Procurement & Finance colleagues and suppliers.
- **People & OD - Enquiry management system** – working with colleagues in P&OD and IS we designed and delivered a new single source of information for all the transactional P&OD related enquiries, making use of the Ivanti service desk in IS. The benefits of this new service are to streamline where requests for information go to, simplify the means to respond to those requests and in turn create a knowledge bank for colleagues to access
- **People & OD - Automation of HR activities** – HR offered to pilot the potential of automation. The area we are focusing on is recruitment given the increase in recruitment demand the team have experienced. We are on track to complete the deployment of 4 robots to support core transactional processes within the recruitment process and ease some of the burdens the team face.

Digital solutions to improve experiences

- **UofG Life app (Smart Campus)** – the app provides on the go access for students to key Course/Campus information and other services. It is available on both iOS and Android and students can download the app to any mobile device. In addition, we developed an App Strategy because the continued success of the UofG Life app requires it to be lined up with the overall UofG strategy. The App Strategy makes it possible to engage multi-disciplinary audiences more easily, optimise development of the UofG Life app and support delivery of the wider digital agenda.
- **Other Smart Campus projects** – we have worked with colleagues across many areas to identify and push forward on some projects to connect our campus (physically and digitally). A range of projects are being taken forward by our colleagues in Estates and Information Services. These span a range of ideas such as upgrading the Facilities Management platform and smart sensors for improved HVAC and Maintenance Management.
- **Online Assessment Management (OAM)** – this was accelerated because of COVID19. The objective was to provide students with a joined-up view on their assessment performance to enable more focussed learning and specific areas for improvement to be targeted. With the help of students and colleagues across the University, we have helped deliver Moodle enhancements that lead to simplified grade calculation processes for staff and dashboard for students to access grades and feedback. The assessment information will be pulled through into the UofG Life app.

The capability development activities included:

- **Continuing to embed the change framework:** as well as developing the framework with colleagues in P&OD we have also developed a development programme led by P&OD that is being rolled out across the University. This enables those colleagues with an interest in change to share some of the good practice and ways of working either to make it easier to work together on transformation projects or enable colleagues to lead more change on their own
- **PMO support to the major change projects in Information Services** – our collaboration with IS extends beyond transformation projects to include the major change projects IS are leading on via a shared PMO, project management benefits realisation and comms support
- **Agile ways of working** - we introduced Agile to the Transformation team two years ago and we have continued to refine our use and improve our capability and knowledge enabling us to deliver value quickly. We have also adopted this way of working to support good collaboration with colleagues across the University.

3.3 Outcomes, ownership & sustainable results

We hope these summaries provide you with good insight into what we have delivered in the past year; a year disrupted by COVID19 and remote working. All the work undertaken within WCGT is focused on the delivery of a small number of *outcomes* as outlined in Appendix 1. The projects and capability development areas highlighted in section 3.2 contribute to these outcomes; from the UofG Life app improving the student experience, to Online Assessment Management supporting research & teaching and the procurement tail-

spend analysis improving efficiency. The presentation I will provide at Court will focus on this evidence to bring the delivery to life.

It is great that we can work with colleagues across the University to deliver projects, but it is even better when the change is *owned by colleagues* and the Transformation team can be an enabling resource. During 2020/21, we worked in partnership with colleagues across the University (IT, Learning & Teaching, Research, People & OD and Professional Services colleagues within Schools, Colleges and University Services). That narrative around transformation and change has improved significantly over the past 18 months. The challenge for the Transformation team is to ensure we continue to communicate, engage and support. One of the key lessons for us from this past year is that we can't engage too much.

Finally, we want all changes to be *sustainable*. This means we need to share experiences and embed new capabilities, hence our focus on capability development in the past year. The University doesn't stand still in terms of learning & teaching or research. In a similar vein, we can't stand still on the skills, culture and behaviours required to design, deliver and embed change. Capability development will always have to be a part of our portfolio of work.

4. Lessons learned

Designing and delivering change is a constant learning curve. What works in one project may not work in another because, at its heart, change is about people, their behaviours, their ways of working and their appetite for risk. Within the Transformation team we make time to formally reflect and review what we can do better. The lessons we have learned from this past year include:

1. We need to engage members of Governance Boards more and place a clearer expectation on them that they will advocate for change within their School/College/Professional Services function
2. We now understand better that the level of engagement, communication and adoption activity required to secure commitment within Schools & Colleges is very significant and this has implications for future project resourcing. These colleagues are super busy, so we need to improve how we define and secure the investment to free up resource to create capacity to support change projects
3. We have witnessed the toll that COVID19 has taken on colleagues and the organisation, and we need to factor the recovery period into our future and create the capacity to be able to respond to small-scale changes needed locally
4. We have proved the very positive impact of good service design, for example, in the design and development of the UofG Life app. We need to build on this and continue to secure good engagement during Discovery & Design activities
5. We have built good capability across the team and will continue to develop it, across the Change Network and with teams experiencing change. We will also be focussing on new areas in Year 4, for example automation and digital delivery

We have really enjoyed working collaboratively with many colleagues across the University and will continue to do even more of that going forward. However, lessons learned are only useful if we act on them. Our Director of Programme Delivery and Director of Business Change will be addressing these lessons in our future and delivery, informed in part by regular project level lessons learnt reviews.

5. Our plans for Year 4 (2021/22)

A lot of what is planned for 2021/22 focuses on continuing to improve the student and staff experience and, increasingly, making a step change in our ability to improve core business processes. One of the small-scale implications of Covid has been the need to respond to requests for support from the team for activity outside of the core transformation portfolio. We see this next year as a period of consolidation and confident delivery; building back from COVID19, looking to scale work that has been piloted in one area (for example, automation) and increasingly making connections across solutions (for example, UofG Life app and its relationship with MyGlasgow student portal).

I want to lay out our planned delivery for 2021/22 in this section of the paper, recognising that new priority demands may require us to alter what is in our portfolio as we are working with finite resources.

6.1 Delivering what is in our portfolio

There is a lot of work currently in our portfolio that reflects ongoing projects or extensions to work undertaken that need to be delivered to drive out the full range of benefits. We need to ensure we have the capacity to be able to respond to local demands that will undoubtedly arise. I have set out below the activities we are currently planning to deliver.

- **Timetabling** – having initially considered this within the SF&E Project, more insights were identified during Project Aurora and specifically the return to campus planning. The current arrangements rely heavily on manual processes and significant effort from colleagues across the University to translate the choices our students make in terms of courses through to the provision of teaching space. Identifying ways to streamline the process, ensure it is more consistently applied and ideally removing bottle necks in how the information flows should ease the burden on staff and improve the utilisation of our estate.
- **Developing the scope of the next iteration of how we improve our professional services.** This work has continued in the background whilst we continue to test and define the overarching intent. Increasingly it is shifting to one of 'service excellence' whereby we will seek to improve our core processes (and efficiency) to deliver better services for students and staff, a summary of which includes:
 - **Automation** – building on the proof of concept in HR (Recruitment), we need to build out the live production activity for HR and scale the automation service so that we can carry out similar work in Finance, Information Services and other potential target areas within the University. We have developed an 'Automate and Adapt' model of delivery based on our experience within HR. Using this model to roll through high volume processes in a way that is sympathetic to our culture has significant potential for us in terms of improvement in experience, service levels and efficiency. Delivering automation at scale will be a significant undertaking.
 - **Purchase-to-Pay project** – the initial Discovery work carried out in 2020/21 identified several process, technology and structural changes that could be implemented to improve the P2P process. These changes are owned by Finance with support from the Transformation team.
 - **Reach Out 2** – the new student facing support service was introduced as part of the opening of the JMS to provide students with a one stop shop for initial enquiries and support. That is working well and as it beds down the intent is to test the appetite to extend it to include more services and ways of supporting our students.
- **Completing the final phases of the Smart Campus project**
 - **Digital Twin:** working with academic and Estates colleagues to trial the current digital twin model. The next phase evaluated the results and identified those buildings that should be included. We recently agreed to close this phase of the project and transition it to Estates to be managed as part of their business-as-usual activity.
 - **XR:** this is an exciting academic collaboration to demonstrate how we can use augmented reality to deliver teaching. A lot of progress to create the concept and the initial proving of it by colleagues in CoSE and the expectation is that this will be one of the initial features in the ARC. This will test and prove what is involved in scaling this initial concept up both in terms of reach as well as the commercial implications, tying into the opening of the ARC.
- **Further support to the PGR Community** – the next phase of the project that was completed in 2021 to improve the alignment of the processes, systems and ways of working to support PGR students.
- **People First/Enabling New Ways of Working**– work is underway to consider how we can enable new ways of working for staff; making the most of our physical campus, our digital infrastructure and new norms that have been established during COVID19. Some of this will draw on projects already supported by the transformation team e.g., the development of the staff portal in collaboration with IS colleagues, the pilots identified by the Smart Campus project as well as providing light touch project management support and acting as one of the pilot teams for new ways of working (along with P&OD; IS; Estates; Finance and academic colleagues in IHW; Engineering; Education; and Humanities).

6.2 Enabling strategic change at the University – looking further ahead

There are two major transformation projects that we are exploring to test the scale, scope and feasibility of how to address them. Both will make a significant contribution to the student and staff experience of key parts of the University, and I expect both to lead to major projects in due course:

- **Assessment & Feedback Project Phase 2** – exploring the next phase of the project to further enhance the University’s approach to Assessment & Feedback. This next phase is likely to involve more pedagogical and structural changes than Phase 1 therefore we will be undertaking some Discovery work to explore this in more detail and ensure there is the appetite for change. I would also anticipate this project may also include consideration of some of the related aspects identified by Project Aurora, specifically in relation to Teaching, Timetabling & Planning and improving the processes and interdependencies between both.
- **Student Onboarding project** – there is further work flowing from the initial admissions project that we need to scope, design and deliver, taking a broad view of the student experience from initial interest in coming to study at the University through to the point they have enrolled on their courses. Some of this is a natural progression from the work completed to date as part of the Aurora project, some aligns with the scope of the currently paused Student Forecasting & Enrolment project where the registration & enrolment processes should be considered alongside the admissions processes to ensure candidates enjoy as seamless an onboarding experience as possible.

7 Risks to delivery

The main risks linked to delivery of Year 4 projects and their outcomes are:

- The financial challenges created by COVID19 limit/prevent the ability to invest in transformation or related initiatives e.g., the remainder of the Online Assessment Management Business Case
- Post-pandemic recovery across all aspects of the University’s operations means that there is little appetite or capacity to engage with transformation activities
- Team members seek new opportunities as COVID19 has made people reflect more on what they want to do and where they want to work.

The enablers that will enhance our ability to deliver include:

- Maintaining collaboration with, and active support of, senior leaders across the University as well as the wider University community
- The changes necessitated by COVID19 are regarded as a step-change and we now have both the appetite and confidence to be bolder and to do more
- Ensuring good alignment between the business plans for each budget holder and the objectives of the Transformation team i.e., that we help them to deliver on their objectives, including the need to redesign core processes to reduce costs.

8 Concluding remarks

I believe the delivery described in this paper speaks for itself. In the most extraordinary year, we not only continued to deliver but we delivered more and faster. We adapted to changing demands, we embraced new ways of working, we explored new technologies and we delivered more impact, collaborating more effectively than in previous years as everyone gets more comfortable with how we do transformation at the University: 2020/21 was the year in which we trialled & tested and the year in which we stepped very confidently into delivery. We need to consolidate activities undertaken last year and push into Year 4 bold and confident in our collective ability to deliver better outcomes for students and staff.

Appendix 1 – Extract from Transformation Strategy

The purpose of the Transformation Team and WCGT programme is:

WCGT is helping prepare the University for the future in a world that is increasingly dynamic, competitive and global. Working with colleagues across the University we continue to transform our people, structures, processes and systems so they can better respond to and shape this environment.

The critical success factors that inform the extent to which we have delivered on that purpose are:

- **Outcome focused** – whether that is by improving the students and/or staff experience, supporting research and teaching activity, introducing change that leads to service improvement and/or cost improvement or indeed avoiding future costs
- **Internally owned** – where WCGT works in partnership with the University, underpinned by a compelling communication and engagement strategy
- **Delivering results that are sustainable** – by enhancing the culture and behaviours needed to enable positive change, enabled by building capability for the longer term.

More detail on the CSFs and KPIs and the impact assessment are provided in the table overleaf. We have also refreshed the leadership for transformation at the University with Professor Frank Coton becoming the chair of the Transformation Board and Dr David Duncan becoming the Senior Responsible Officer for Transformation. The core areas of focus for the Transformation Team that will be governed by the Transformation Board are:

- Assessment & Feedback – building on Phase 1 to deliver change in the policy and practice of how we conduct A&F, followed by ongoing development of the supporting technology and process related change
- Onboarding – a new project that builds on the admissions project to review the student experience and enabling processes from initial enquiry through to enrolment on a course
- Timetabling - reviewing the process and behaviours associated with how we align our estate to teaching, including identifying opportunities to improve the utilisation of the teaching estate
- Service Excellence, starting with the Purchase to Pay project in finance and the development of our capability to automate transactional processes across key areas including People & OD, Finance, IS, admissions and within individual Colleges.

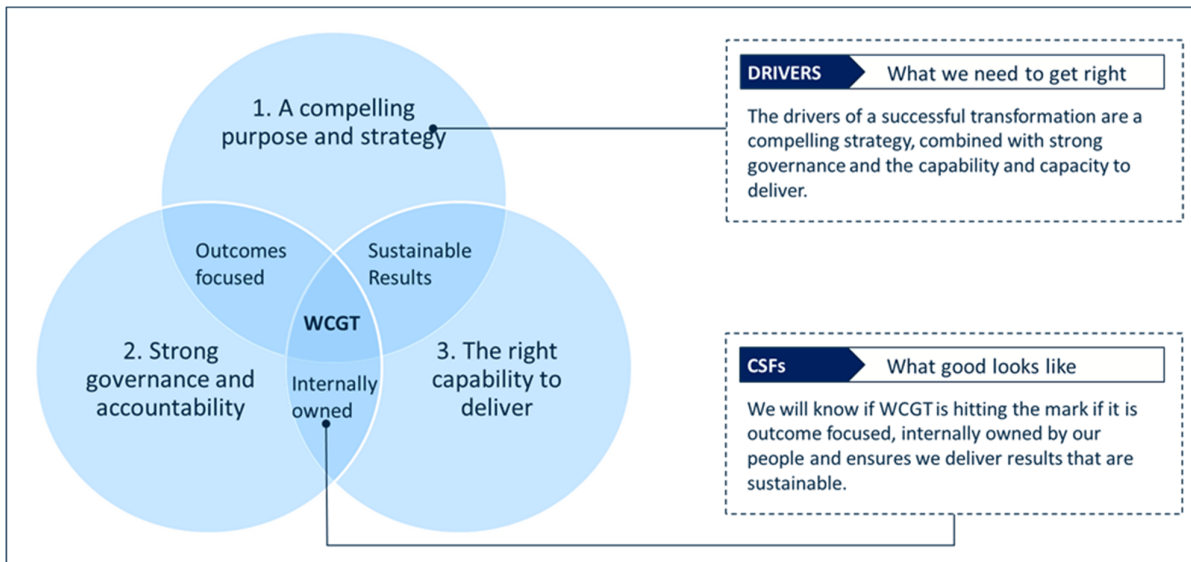
In addition, the Transformation Team will continue to support other related projects as follows:

- Digital Delivery – working with IS to continue the development of the UofG Life app, the student portal and staff portal. Reporting to the Digital Experience Board
- IS Change portfolio – providing portfolio support and project management capability to the strategic investment programmes, currently covering the Network Programme and Infrastructure as a Service Programme, expanding that to include support for the Documentum Migration project by the end of the year.
- People First, Enabling New Ways of Working, chaired by Christine Barr and reporting to SMG.

The purpose of the Transformation Team is to facilitate excellence, support change and enable our people across all those projects and deliver impact in the form of:

- Significantly improving the quality of services provided to the University community
- Improving value for money and efficiency to support greater investment in our strategic imperatives
- Enabling a culture focused on service excellence and collaboration

The framework for assessing the impact of WCGT including the CSFs and KPIs is summarised below.



The table below provides the descriptors for how the CSFs translate into measurable outcomes.

CSF	Outcome	Benefit/KPI
1. Outcome focused	Improved student experience	Responding to key sources of feedback (e.g., NSS) to inform how we can contribute to improving the student experience.
	Improved staff experience	Responding to key sources of feedback e.g., the staff survey, Cubane, Professional Services service survey to understand how we can contribute to improving the staff experience
	Supporting research	Freeing up time to win and deliver additional grant income
	Supporting Teaching	Freeing up time to teach and develop new course material
	Service Excellence	Adopting more consistent service delivery models to enable better decisions at the right time. Developing 'shared services' for transactional services where appropriate.
	Cost Reduction	Identifying the current cost to serve, looking into opportunities to reduce cost via headcount reduction, process improvement, better and more consistent use of IT, removing duplication, reducing bureaucracy.
	Avoiding future costs	Improving the utilisation of our assets, improving how we source goods
2. Internally owned	WCGT works in partnership with the University	Shared sponsorship of projects, mixed resourcing model e.g., core team balanced with secondees
	Compelling communication and engagement strategy	Two-way communication channels i.e., the voice(s) of the Staff and Students is part of the design of new services, the change and the implementation of the change e.g., Change Network
3. Delivering results that are sustainable	Enhancing the culture and behaviour	Tailored training and development programme that enables the goals of Inspiring People and Enabling Excellence. Designing in appropriate measures to P&DR to deliver WCGT across the University.
	Building capability for the longer term	Changing (for the better) how we do things at the University, upskilling colleagues in change and how to lead services.

Court Context Card 16 February 2022 - 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 November 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 Covid-19 Update A2 Disability Services Review A3 Glasgow Green B1 USS B2 Strike Action B4 Honorary Fellowship B6 Organisational Change	
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 the recommendations	
Recommendation to Court	Approve the recommendation in relation to the Honorary Fellowship and the Organisational Change	
Relevant Strategic Plan workstream	Empowering People, Agility, Focus	
Most relevant Primary KPI it will help the university to achieve	NA	
Most relevant Secondary KPI it will help the university to achieve	NA	
Risk register - university level		
Risk register - college level		
Demographics		
% of University	100% Cross University application on several items	
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 16 February 2022

Report from the University Secretary

SECTION A - ITEMS FOR DISCUSSION / DECISION

A.1 Covid-19 Update

Following the changes in the Scottish Government advice recently the University has been begun to welcome back to the campuses those colleagues who have been working exclusively from home over recent months. For many, this will mark the restart of the hybrid working patterns that we began to embed last year.

The University does not intend to specify minimum or maximum limits on how often colleagues should work from campus and this will take a phased approach, if possible.

All members of staff have been encouraged to discuss arrangements within their team and with their line managers to agree the best balance of home and campus-based working.

A.2 Disability Services Review

At the Court meeting in November 2021 Court received an update on an ongoing Disability complaint and review actions. Since the last update the University has undertaken a thematic review of the support for disabled students, considering the experiences of disabled students (undergraduate, taught postgraduate, postgraduate research and visiting students) throughout the student life cycle, from application to graduation. The resultant report can be found on the following link <https://www.gla.ac.uk/myglasgow/senateoffice/qea/disabilityreview/>. This was followed by the drafting of an implementation plan (**Annex 1**) and the creation of the Disability Review Implementation Group, co-chaired by David Duncan, University Secretary and Jill Morrison, Clerk of Senate.

To create capacity within Disability Services, to drive the implementation of the recommendations forward, interviews took place for six new posts during the summer of 2021: 2 advisers, 2 needs assessors and 2 support workers. Unfortunately, we were unable to identify suitable candidates for the Disability Adviser and Needs Assessor roles during that first round of recruitment and had to re-advertise. At the same time one of our existing Advisers left to take up a new opportunity and we were faced with the unexpected, long-term absence of another.

The recruitment and absence challenges meant that it was necessary to focus our remaining resources (2 advisers and our D&I lead) on supporting students during Semester 1. All project work was therefore suspended, and contingency plans put in place to ensure that needs assessment and the implementation of support arrangements were prioritised. The service recorded 2300 registrations in Semester 1 of 2021/22, total registrations at year end in 2020/21 were 2460.

The following interim practices were implemented during Semester 1:

- Students making repeat support claims were able to do so without attending for an appointment. (SAAS students have to renew their claim each academic year)
- Where possible students were offered shorter appointments, to maximise the use of our remaining adviser's time.
- We worked with an external contractor to support needs assessment, in order to move through registrations as quickly as possible.
- By reviewing the evidence that students submitted, we were able to implement certain standard provisions without first seeing the student, for example extra time in exams. These provisions were added to My Campus and followed up with an appointment as soon as one became available.

The Disability Review Working Group will be reconvened this month to oversee the work that has recommenced following the onboarding of new staff to the service. New and returning colleagues have already begun working on projects which had been paused while staffing issues were resolved.

A.3 *Glasgow Green – The University of Glasgow's Climate Change Strategy and Action Plan*

At the Court meeting in November 2021 Court received a brief update on progress. A full report on progress with the strategy and action plan is attached as **Annex 2**.

SECTION B – ITEMS FOR INFORMATION / ROUTINE ITEMS FOR APPROVAL

B.1 *USS*

There have been further developments in the national discussions over the Universities Superannuation Scheme (USS), following the 2020 valuation of the scheme. The discussions are taking place both publicly through exchanges of correspondence and in the main negotiating forum, the Joint Negotiating Committee (JNC).

The UCU has declared a dispute and has called for a further 10 days' strike action in late February / early if agreement is not reached. For its part, the USS Trustee Board will implement significant hikes in employer and employee contribution rates if agreement is not reached at the JNC in the near future.

Universities UK (representing the employers) have consulted employer members on a slight change to their existing proposals, which would see a deferral of the 2.5% cap on inflationary increases until the next valuation; this would cost the University an additional 0.2% in employer contributions with a further 0.1% being found through a modest extension to the recovery plan.

The UCU has recently published alternative proposals which would see employer contributions rise from 21.4% to 23.7 in April 2022 and to 25.2% in 2023; employee contributions would rise from 9.8% to 11% and then to 11.8% over the same timescale. The UCU has called for a further valuation to take place as at 31 March 2022, and for employers to guarantee the same level of covenant support as for their own proposals.

For its part, the USS Trustee Board has reiterated its position that it is for UUK and the UCU working through the JNC to determine what benefits should be provided by the scheme, and how the contributions required to fund them should be split. The Board has also stated that while asset values have grown since the 2020 valuation, so too have the liabilities and future service costs.

The local UCU branch has asked the University to support these proposals. The University senior management have responded expressing concern that further significant rises in employee contributions could lead to more members leaving the scheme, with negative consequences for their financial wellbeing in retirement. We have encouraged the UCU to undertake a full and transparent costing of their proposals.

B.2 *Strike Action*

UCU has announced further strike action in relation to their ongoing national disputes over USS pension, pay and working conditions. The University has been informed that there will be ten days of strike action on a discontinuous basis from Monday 14 February 2022 to Wednesday 2 March 2022. This is in addition to ongoing action short of a strike up to Tuesday 3 May 2022 as previously communicated.

The dates of strike action are as follows:

- Monday 14 February 2022 to Friday 18 February 2022
- Monday 21 February 2022 and Tuesday 22 February 2022
- Monday 28 February 2022 to Wednesday 2 March 2022

Annex 3 details a recent communication that was sent to students.

B.3 **UofG Crichton Campus in Dumfries**

The University has successfully secured a £1 million grant fund award from the South of Scotland Enterprise (SoSE) Board to invest in an IT/Network infrastructure upgrade to improve digital connectivity and resilience between Crichton campus and Gilmorehill. The investment grant comes at a critical time and will replace ageing digital infrastructure that is no longer fit for purpose, and will bring IT standards up in-line with a standard that is equivalent to that provided across other HE institutions in Scotland, including that at our main UofG campus. The investment will support an improvement in student experience and outcomes for our learners in Crichton.

The infrastructure investment is part of a broader proposal to find an optimal solution for the future of shared services provision at Crichton and is fully aligned with the aspirations of the upcoming SFC Review of Coherent Provision and Sustainability. A further funding request to SFC has secured an additional £500k (approx) to upgrade shared library infrastructure and services at Crichton. Partners in Dumfries will continue to work collaboratively to enhance the future operating model at Crichton.

B.4 *Honorary Fellowship*

Annex 4 contains nomination form for the award of an Honorary Fellowship to Dr Stanley Naismith. **Court's approval of this nomination is sought.**

B.5 *New and continuing Court members and Sub Committee*

Jonathan Loukes and Linda Hanna began their terms on Court on 1 December 2021 as Co-opted members of Court, for four years. An induction session took place for Linda, Jonathan and Duncan on 4 February 2022.

Alan Seabourne has been extended for a further one year as an External Member of Estates Committee until January 2023.

A sole candidate interview for a Co-opted member of Court to replace Heather Cousins will be held on 11 March 2022.

B.6 *Organisational Change*

Following a 10-year review in Engineering earlier this year, a decision was taken to rebrand and restructure the Division of Aerospace Sciences as 'Autonomous Systems & Connectivity'. As well as a name change, additional staff have been moved into the division in consultation with HR.

Court's approval for the name change is sought.

B.7 *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 5**.

B.8 *College Appointments*

College of MVLS

Director of the Institute of Infection, Immunity & Inflammation

Professor Andy Waters has been appointed as the Director of Institute, Institute of Infection, Immunity & Inflammation, from 1 Feb 2022 for 5 years.

Interim Director of Institute of Infection, Immunity & Inflammation

Prof Paul Garside had his appointment as the Interim Director extended by a further month to 31 January 2022.

Interim Head of School of Psychology & Neuroscience

Prof Gregor Thut has been appointed as the Interim Head of School of Psychology & Neuroscience from 1 January 2022 for 6 months.

Interim Director of Institute of Cardiovascular & Medical Sciences

Prof Christian Delles has had his appointment as the Interim Director of Institute - extended until 31 July 2022.

Interim Director of Institute of Molecular, Cell & Systems Biology

Prof Helen Walden has had her appointment as the Interim Director of Institute - extended until 31 July 2022.

College of Social Sciences

School of Interdisciplinary Studies

Professor Fabrice Renaud has been appointed as the Head of School from 1 August 2022 for 4 years.

Provision for students with disabilities: a programme of work for the two-year period, 2021-2023

The action plan that follows describes a two-year programme of work to enhance the provision for disabled students and meet our institutional commitment to access and inclusion. Our recent review describes a journey of change and improvement which commenced three years ago and will continue beyond the lifetime of this plan. What follows, though, is a description of the specific actions we will take in response to the review, under the auspices of a project led by the Chief Operating Officer. The project team will be accountable to the Disability Equality Group, which is chaired by the Disability Champion, and thence to the Equality and Diversity Committee, which is chaired by the Principal. The members of the project team will include:

- Chief Operating Officer – Chair
- Director of Planning and Deputy Secretary
- Clerk of Senate – Co-Chair
- Disability & Inclusion Lead – Secretariat
- Executive Director of Student & Academic Services
- President, Students' Representative Council
- Head, Student Wellbeing and Inclusion

Invited members (to attend as required)

- AILP Implementation Lead & Dean CoSE
- Executive Director of Information Services
- Director, Student Support and Wellbeing
- Director, Facilities Services
- Head, University Services Finance
- Head, Equality and Diversity

The work we will undertake over this period involves significant cultural change, changes in the roles and responsibilities of academic and professional services staff, process reengineering and systems development. It therefore represents a substantial programme of work and, to avoid risk to existing student provision, its implementation is constrained by the academic year and student life cycle.

In addition to the changes we have already made and that are acknowledged in the review, we will make the following interim improvements which are also described in the plan:

- invest an additional £300K per annum in the staffing of the Disability Service, which will be achieved through a combination of savings and new funding; this will enable us to appoint a deputy to manage day-to-day operations, new needs assessors, disability advisers and dedicated student support workers
- as a result, our Head of Wellbeing and Inclusion and Disability and Inclusion Lead will have the capacity to take forward the actions described

- build on the success of our pilot, to engage over the summer with new students who are due to commence their studies in September
- separate needs assessment from the coordination and ongoing review of adjustments, so that we can improve turnaround times and ensure adjustments are made more quickly
- provide improved support on campus to students who require, for example, sighted guides, through the employment of dedicated support workers
- build on the connection between the Disability Service and Student Learning Development teams, so that we can support students more effectively in the development of functional and study skills

Robert Partridge

Executive Director of Student and Academic Services

27 May 2021

Recommendation	Theme	Actions	Outcome / outputs	Responsible person	Delivery date
1. Identify and take action to address disparities in relation to graduate destinations and the availability of study abroad and work experience opportunities.	Accessibility	Implement a diversity monitoring process for Careers Service and Study Abroad (study abroad, work placements and volunteering)	A reporting process which enables identification of any specific disparities in the participation of students with disabilities	Head of Student Careers and Global Opportunities	Sept 2021
		Development plan to address under-representation in study abroad, work placements and volunteering opportunity through redesigning these where appropriate, enhancing support for students, negotiating with placement partners.	Additional opportunities for students with disabilities and increased participation	Head of Student Careers and Global Opportunities	March 2022
2. Develop a GDPR compliant process for the transfer of information between Admissions and the Disability Service during the application process.	Processes	Implement interim process enabling Admissions to share information about applicants with Disability Service	The ability to assess the needs of more students prior to enrolment and to ensure that adjustments are in place before teaching commences	Heads of Admissions and Student Wellbeing and Inclusion	Complete
		Develop IT system to support new data sharing process	A robust and sustainable method for sharing data, through the implementation of an appropriate IT system	Head of Student Wellbeing and Inclusion	December 2022
3. Procure and implement an electronic case management system.	Processes	Map requirements for new case management system and associated procedures, internal liaison with IT Services	Confirmation of IT services capacity to support the support Commencement of Procurement Process	Head of Student Wellbeing and Inclusion	Sept 2021
		Implementation of system	Efficient system which empowers students and gives them clarity about and confidence in the support they are receiving.	Head of Student Wellbeing and Inclusion	December 2022

**Court 16022022 – Paper 6c
Annex 1**

4. Review and revise approach to needs assessment, allowing more flexible and effective use of Disability Adviser resource.	Student Experience	Revise the roles and responsibilities of the relevant staff within the Disability Service and amend the process, so that needs assessment is functionally separated from the other activities of the Disability Service	A new staffing structure, which will enable needs assessments to be completed in a timely manner by dedicated staff and implemented by Disability Advisers, working with key stakeholders (Estates, schools etc)	Head of Student Wellbeing and Inclusion	Sept 2021
		Recruit to new needs assessment roles	90% of needs assessments completed within 4 weeks of request and implemented within 8 weeks	Head of Student Wellbeing and Inclusion	September 2021
5. Review the Disability Coordinator role and revise the current structure	Student Experience	Review and revise the role of the school-based disability coordinators. Develop induction and continuing professional development programmes for the role holders.	Consistency of support and clear delineation of responsibilities between Disability Service and schools; improved student satisfaction.	Head of Student Wellbeing and Inclusion, working with the college heads of academic and student administration	March 2022
		Establish regular meeting cycle with DCs with Disability Advisers acting as POC for specific areas.	Continuous improvement of the service through the sharing of good practice	Disability and Inclusion Lead	July 2022
6. Relaunch the student feedback mechanism currently held on the DS website	Student Experience	Relaunch the existing online student feedback tool	Continuous feedback on performance of Disability Service	Disability and Inclusion Lead	September 2021
		Establish a service user forum	The opportunity to collect more detailed information about student needs, issues and concerns	Disability and Inclusion Lead	December 2021
7. Continue to develop and implement the Accessible & Inclusive Learning Policy (AILP)	Accessibility	Review governance arrangements and student feedback mechanisms to ensure that the Accessible and Inclusive Learning Policy (AILP) is being implemented consistently, confirm progress to date and develop timeline for full adoption.	Effective and efficient arrangements to monitor progress and an escalation route in case of issues	Vice Principal, Learning and Teaching	Dec 2021

**Court 16022022 – Paper 6c
Annex 1**

		Develop training and continuing professional development for staff who are directly involved in the implementation. Develop practical resources to assist staff with implementation.	Confident and expert staff, able to support others in the implementation	Vice Principal, Learning and Teaching	Dec 2022
8. Develop and maintain the current approach to academic assessment	Accessibility	Convene Inclusive Assessment Working Group to agree operating principles for summative assessment in 2021-22, submitting findings to EdPSC for approval.	Simple, fair and appropriate assessment regime for academic year 21/22	Vice Principal Learning and Teaching	Complete
		Assist schools in the design and development of inclusive assessment approaches building on learning during remote delivery in 2020/21.	The adoption of inclusive assessment methods in all disciplines	Vice Principal Learning and Teaching	Dec 2022
9. Governance - determine clear roles and responsibilities to ensure strategic oversight of implementation	Processes	Establish implementation and oversight group for duration of this action plan, chaired jointly by COO and Clerk of Senate	This will ensure that the action plan is delivered in an effective and timely manner	Chief Operating Officer	Complete
		Oversight of implementation group and all related activity via the Disability Equality Group, chaired by Vice Principal and University Disability Champion, Disability Equality Group to report to Equality & Diversity Strategy Committee chaired by the Principal.	This will ensure oversight and accountability, allowing progress towards achieving the review recommendations to be monitored.	Head of Student Wellbeing and Inclusion	September 2021 and ongoing
10. Provide comprehensive role specific disability training	Student Experience	Undertake a comprehensive training needs analysis amongst academic and professional services staff	A detailed analysis of the training requirements for each of the key groups of academic and professional services staff	Disability and inclusion Lead, working with the Head of Equality, Diversity and Inclusion	July 2022

**Court 16022022 – Paper 6c
Annex 1**

		Describe an institutional programme of training and CPD and determine who and how this will be delivered	Effective induction and CPD for all key staff, ensuring that they are equipped to teach and support students to the best of their ability	Disability and inclusion Lead, working with the Head of Equality, Diversity and Inclusion	Sept 2022
11.Ensure improved Library processes for access to core texts and learning materials in accessible formats	Process	Implementation group to liaise with Information Services to devise action plan for improved accessibility.	Response from Information Services to Disability Review Report to be presented to implementation group and action plan agreed.	Executive Director of Information Services & Head of Student Wellbeing and Inclusion	Sept 2021
		Improve access to digitised texts and ensure that core course materials are routinely available in accessible formats	This will ensure that more students are able to access the resources they require without the need for additional support	Executive Director of Information Services	July 2022
12. Incorporate expert resource for the delivery of IT support and assistive tech into Disability Service	Accessibility	Incorporate IT and assistive technology support workers into Disability Service	A comprehensive one-stop support service for students, more expert assessments of needs and faster resolution times	Head of Student Wellbeing and Inclusion	April 2022
13. Increase capacity in LEADS for the provision of academic study support	Accessibility	Review effectiveness of pilot work between Disability Service and student Learning Enhancement Academic Development Service.	Work in house with students to enable the development of skills to manage their own learning.	Head of Student Wellbeing and Inclusion	Sept 2021
		Investigate resource requirements to expand on current pilot establish this on a sustainable basis	Reduce the dependency on individual 3 rd party support workers	Head of Student Wellbeing and Inclusion	July 2022

**Court 16022022 – Paper 6c
Annex 1**

14. Collaborate with the student bodies to ensure that disabled students are able to participate fully in wider student life.	Student Experience	Analyse and benchmark student participation in co-curricular activities organised by the student bodies	A report which identifies any specific disparities in the participation of students with disabilities and determines how these will be addressed	President, SRC, working with the presidents of the other student bodies	Sept 2021
		Address under-representation in co-curricular activities, through redesigning opportunities and enhancing support for students	Active and proportionate participation in the co-curricular activities organised by the student bodies	President, SRC, working with the presidents of the other student bodies	July 2022
15. Progress response from Estates Directorate to the review findings	Accessibility	Review the effectiveness and utility of the AccessAble web tool	This will ensure that students have access to the best possible information on which to plan and access the campus	Director of Facilities Management	December 2021
		Determine process for engaging Estates in consideration of reasonable adjustments in a timely manner	This will ensure that we are able to plan for physical adaptations of the campus in an effective manner and schedule classes and other activities accordingly	Director of Facilities Management & Disability & Inclusion Lead	Sept 2021
		Ensure that issues of student access are addressed in determining priorities for improvement of existing estate	This will result in improvements to the accessibility of existing buildings on the estate	Director of Facilities Management	December 2021
		Adapt design standards for new buildings for application to improvement of the existing estate	This will ensure that high standards of accessibility are applied in the case of improvements to the existing estate, consistent with those for new buildings	Executive Director of Estates	December 2021

Glasgow Green – update on progress

Introduction

The University of Glasgow declared a climate emergency in May 2019. In December 2020, following extensive consultation, the Court approved the University’s first ever Climate Change Strategy, *Glasgow Green*. The strategy commits the University to being ‘net zero’ for greenhouse gas (GHG) emissions by 2030.

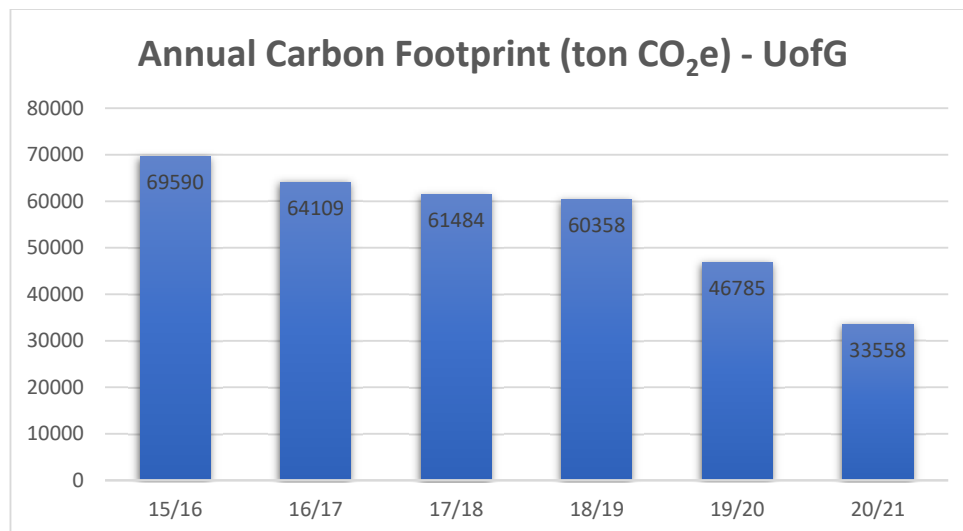
Furthermore, it also commits us to setting interim GHG reduction targets that align with the UNEP Emissions Gap Report (to prevent global warming greater than 1.5°C). The strategy is based on steadily reducing our carbon footprint between 2020 and 2035, and a phasing in of activity to achieve carbon neutrality by 2030.

This paper is intended to summarise the progress that we have made in reducing our carbon emissions in recent years, and to highlight other work that we have carried out on campus over the past year relating to the broader commitments made in *Glasgow Green*.

The University of Glasgow’s carbon footprint

Figure 1 below demonstrates that our carbon footprint has decreased significantly over the past six years, from 69,590 ton CO₂e in 15/16 to 33,558 ton CO₂e in 20/21¹.

On the face of it, we are making excellent progress towards the target of 32,000 ton CO₂e a year, which *Glasgow Green* suggested would be as far as the University could realistically go to reduce its emissions. However, our forward plans are based on the assumption that (a) emissions will rise significantly again to around 60,000 tons CO₂e a year as the impact of the pandemic recedes; and (b) further growth in student and staff numbers must be counted in as we set our targets for the next decade. We are acutely aware that the climate emergency is still very much with us and that, as part of a national and global effort, we need to move further and faster.



¹ Our footprint includes Scope 1 emissions (gas consumption, fugitive emissions, fleet vehicles), Scope 2 emissions (electricity consumption) and Scope 3 emissions (water consumption, waste production, business travel, staff/student commuting).

Figure 1 - UofG Carbon Footprint for years 2015/16 through to 2020/21

Our carbon footprint is further broken down into Scopes, as summarised in Table 1 below.

	2015/16 emissions (ton CO ₂ e)	2016/17 emissions (ton CO ₂ e)	2017/18 emissions (ton CO ₂ e)	2018/19 emissions (ton CO ₂ e)	2019/20 emissions (ton CO ₂ e)	2020/21 emissions (ton CO ₂ e)
Gas Consumption	17,825	19,576	20,492	17,500	19,779	18,652
Fleet Vehicles	266	154	215	430	130	104
Refrigerant Emissions	443	556	523	1265	333	207
Electricity Consumption	29,223	22,445	15,926	16,990	12,185	11,253
Business Travel (Flight Related)	9,473 (8,765)	9,430 (9,120)	12,616 (12,346)	13,194 (13,009)	7,322 (7,111)	245 (220)
Staff/Student Commuting (Car Related)	10,829 (6,265)	11,082 (6,644)	10,847 (6,542)	10,021 (6,015)	6,216 (3,780)	948 (582)
Waste Production	1,181	567	535	685	505	304
Water Consumption	350	299	330	273	315	1
Home Working	-	-	-	-	-	1,845
Annual Total	69,591	64,109	61,484	60,358	46,785	33,558

Table 1- Carbon Footprint Breakdown for years 2015/16 through to 2020/21

Scope 1 emissions have generally increased over this period, due to the installation of a gas-fired CHP engine. At the same time, **Scope 2** emissions have significantly decreased, in part because we are now generating some of our own electricity via CHP and in part because of the continued decarbonisation of the national grid. However, it should be noted that ongoing decarbonisation of the national grid means that we have now reached the point where the electricity supplied by the grid is less carbon intensive than that supplied by our gas-fired CHP engine. As such, ongoing use of our CHP engine will incur a carbon cost each year.

Scope 3 emissions from flight-related business travel increased significantly over the period 2015/16 to 2018/19, and decreased in 2019/20 and 2020/21 when coronavirus-related travel restrictions prevented business travel for a significant proportion of the reporting years. Similarly, emissions due to staff/student commuting were also significantly reduced during 2019/20 and 2020/21.

Delivering future reductions in carbon emissions

We are currently in the process of considering the interventions that we will need to take if we are to achieve the emissions reductions assumed in *Glasgow Green*. In particular, we are considering how to:

- Best supply our estate with low carbon electricity and heat in the future.

- Improve the efficiency of our existing estate (both in terms of energy consumption and space utilisation) and ensure that the sustainability agenda is fully integrated with the future development of our campuses.
- Minimise the likely post-pandemic rebound in emissions from business travel (following the publication of University wide business travel guidance and the roll out of a tool which academic and service units can use to monitor their business travel emissions).
- Support more agile/flexible working patterns, thereby minimising the rebound in emissions from commuting.
- Continue to make it easier for staff and students to access the campus using active travel or public transport.
- Develop a suitable approach for offsetting carbon emissions.

The wider sustainability agenda

Over the past 12 months we have also started to implement some of the broader sustainability commitments made in *Glasgow Green*.

Staff/student engagement

Under the direction of Prof Jaime Toney, the Centre for Sustainable Solutions (CfSS) has developed three introductory short courses² for staff, students, and members of the public on Sustainability, Climate Change and Carbon Literacy. These include two micro-credentials courses (Climate Change & Carbon Literacy and Systems Thinking for Sustainable Decision Making), and a further course developed with two students from the University's Green New Deal movement (Introduction to Climate Change and Sustainability) which provides undergraduate students with a broad understanding of the issues associated with climate change. The course draws on both the social and natural sciences.

The CfSS has also helped to launch a Community of Practice³ at the University – a multi-disciplinary hub to promote learning and teaching collaboration in the field of sustainability. The Centre is currently working with the Vice Principal for Learning & Teaching on a new plan for addressing sustainability across the curriculum.

Working in collaboration with the University's GUEST team and staff within Estates, the CfSS has developed a Moodle-based sustainable laboratory training⁴ to help laboratories around the University of Glasgow implement the Laboratory Efficiency Assessment Framework (LEAF).

Finally, the CfSS delivered, co-led, or presented at over a dozen COP26 events (see Appendix 1), as well as representing the University on the COP26 Universities Network. This network produced a range of policy and practice briefings and events in the run-up to COP. These events contributed to a much broader University-wide calendar of events, hosted both in the run up to, and during COP26, to highlight related research and the importance of addressing the climate emergency.

²<https://www.gla.ac.uk/research/az/sustainablesolutions/oureventsandcourses/courses/>

³<https://www.gla.ac.uk/research/az/sustainablesolutions/ourprojects/community-of-practice/>

⁴<https://www.gla.ac.uk/research/az/sustainablesolutions/oureventsandcourses/courses/sustainablelaboratoriescourses/>

GUEST Network and Green New Deal Coalition

The GUEST network of 10 student interns continues to lead a variety of projects aimed at stimulating engagement and raising awareness across the University community. GUEST interns are also actively participating in a series of dialogues with representatives of the Green New Deal Coalition and university staff to accelerate action on demands put forward in the Green New Deal manifesto. The dialogue is being facilitated by the CfSS.

A series of forums for staff and students will take place later this semester.

A sum of £40k has been allocated to the SRC to fund environmental projects which engage students and promote participation in diverse parts of the sustainability agenda.

Partnership Working

In 2021, the CfSS partnered with Glasgow City Council and Policy Scotland to host a series of Green Recovery Dialogues with multiple stakeholders across the City, culminating in a Senior Leadership Round Table "From Covid-19 to COP26". This set the enabling conditions for a partnership with Glasgow City Council to use the city as a living lab in GALLANT, a £10.2M strategic programme funded by the Natural Environment Research Council (NERC). GALLANT aims to deliver a climate resilient city through a whole systems approach and strengthens partnerships with global (e.g., C40 Cities, United Nations Economic Commission, Korn Ferry) and local, regional and national (e.g., Clyde Mission, Ramboll, Sustrans, SEPA) partners

We play an active role in the Sustainable Glasgow partnership, with the University represented both at Steering Group level, and on each of the four thematic delivery hubs (Green Infrastructure & Transport, Housing & Heating, Greening the City and Green Economy & Private Sector).

Lastly, we continue to participate in the Climate Ready Clyde partnership, which recently published an adaptation strategy and action plan for the wider Glasgow City Region⁵. As we move into delivery phase, there are plans to revisit the structure of the partnership, along with its governance arrangements, to ensure that it continues to be fit for purpose.

This year, the CfSS has also partnered with the global organisational consultants, Korn Ferry, to pilot a Global Energy Mentoring Programme for MSc students on our Sustainable Energy and Earth Futures programmes to receive career advice and guidance from industry experts. The programme is designed to give students the tools to forge their own career path and be part of a network to stay on track towards achieving their goals.

Catering and Single-use plastics

Catering provision at the University has undergone a transformation over the past year and hospitality services have made several positive changes during this period including a switch to triple certified Tiki coffee beans (Fairtrade, Organic and Rainforest Alliance approved), focusing on local suppliers, serving all food and drinks in Vegware compostable packaging, the removal of plastic from sandwich packaging, and the removal of single use plastic bottles for sale (except eco-bottles for Highland Spring water). We continue to expand the range of vegetarian, vegan and sustainable food products, in line with changes in customer demand.

New staffing

A more senior post to lead our sustainability policy development and implementation has been budgeted for and will be advertised shortly. In addition, the Estates Directorate has recently recruited a permanent Cleaning and Waste advisor to improve waste management practices at the University and a permanent

⁵ <http://climatereadyclide.org.uk/adaptation-strategy-and-action-plan/>

Sustainable Laboratories Advisor to support our academic and technical staff in reducing the environmental impact of research on campus.

Additional work in progress

- Update of Sustainable Transport and Travel Plan, to ensure delivery of emissions reduction pledges made in our Climate Change Strategy.
- Feasibility study with Scottish Water Horizons and SSE to look at the potential of heat recovery from the Dumbarton Road water treatment works.
- Increased engagement with academic and research staff around sustainable laboratories and assistance with implementation of the Laboratory Efficiency Assessment Framework (LEAF) on campus.
- Development of plans for provision of electric vehicle and electric bicycle charging points on campus.
- New Business Travel guidance around sustainability has now been published and we plan to start reporting on business travel emissions at the College/School level during 21/22.
- Delivery of a 16-hectare tree planting scheme at Cochno Farm.
- Use of Cochno Farm as a test bed for environmental projects led by research students from the Schools of Interdisciplinary Studies, Geographical and Earth Science, and the James Watt School of Engineering.
- CfSS – development of an additional micro-credentials course on Bridging the Commitment Gap to Net Zero.

Governance

Implementation of the strategy continues to be overseen by a working group co-chaired by the Chief Operating Officer and the Director of the Centre for Sustainable Solutions. The working group includes senior academics, professional support staff and students from across the University, and meets on a bi-monthly basis (see Appendix 1 attached).

Stewart Miller, Sustainability Manager
Jaime Toney, Co-Chair, Sustainability Working Group
David Duncan, Co-Chair, Sustainability Working Group

February 2022

University of Glasgow - COP26 Events

Event Name/Title	Event Type
Connect with Climate Change - The Financial Conundrum	Virtual Webinar
Connect with Climate Change - An Equitable Future	Virtual Webinar
Connect with Climate Change - Raising ambition: A tale of two Regions	Virtual Webinar
Connect with Climate Change - Revisiting consumption for a climate friendly future: In conversation with Professor Tim Jackson	Podcast series (3 eps)
Connect with Climate Change - Carbon free commuting and connection: travel in our new normal	Virtual Webinar
Connect with Climate Change - Carbon free commuting and connection: travel in our new normal	Virtual Webinar
The Bowman Lecture 2021 - The Path to Net Zero: data, evidence and policy	Lecture
Times Higher Education Leadership & Management Summit	Virtual Summit
Water Security under Climate Change Meeting	Meeting
Water Security under Climate Change Civic Reception	Reception
United Nations Environment Programme Green Universities Forum	Conference
Climate change, sustainability reporting and corporate political activity	Virtual
Cuba's 'Life Task' – confronting climate change in the Caribbean	Film
Climate Emergency Newsroom	Student led workshop
Italian Chamber of Commerce (Opportunities for a greener transition: Italian and UK Industries' Best Practices Towards Net-Zero)	Panel
Mobilising the Rule of Law in Climate Change (Organised by Hausfeld Law)	Conference
Sustainability in Healthcare and Education: Global Challenges and Solutions	Conference
Carbon Neutrality beyond borders: Carbon neutral energy intensive industries (UNECE Panel Event)	Panel
ESRC Economic Observatory: Economics vs. Sustainability	Seminar and panel discussion
Older People, and People of Faith: What Role if Any in the Climate Fight?	Keynote
Colombia's energy transition and global value chains	Conference
COP26 and just transitions - what can we learn from Cuba and Scotland?	Presentations

Rivers of Peace: the rights of nature, biodiversity conservation and peacebuilding in Chocó, Colombia	Panel
Net Zero 5G (Business Development Event) - #MOBILENETZERO – HOW CAN MOBILE TECH HELP US REACH NET ZERO FASTER, EASIER, AND CHEAPER?	Presentations
Korn Ferry Panel	Panel
Korn Ferry Networking event	Networking Event
B-Corp and Ecosia Boardroom 2030 Workshop	Workshop
Green Finance and Sustainability (Finance, Governance and Sustainability)	Unspecified
'What's Going On' at 50: Marvin Gaye, Music & Politics (Part of Dear Green Bothy)	Zoom panel
Andrew Carnegie Lecture with Baroness Brown	Lecture
Showcase the "Future calling" project by Eco-Drama School and Discuss the Pedagogical Inspirations	Digital showcase and online discussion
Climate Law and Governance Day 2021	Conference
GLF Climate: Forests, Food, Finance - Frontiers of Change (Global Landscapes Forum)	Conference
COP26: Introducing the Global Soil Health Programme - Restoring the Health of the World's Soil at Scale and on Time - ASBS	Panel event
World Economic Forum - COP26: Agriculture to Deliver on Net Zero - ASBS	
When Fish Began to Crawl - ASBS	Film Screening
Adam Smith at COP26 (Global Ethical Finance Initiative)	2x evening lectures and a full day symposium
TERRESTRIAL ARCHAEOLOGY SEMINAR SERIES: ARCHAEOLOGY FOR A CHANGING PLANET	Lecture series
Leading Ideas for Better Lives (Session 1): Knowledge Exchange And Impact – A Workshop for Students and Early Career Researchers	Exhibition/workshop
Leading Ideas for Better Lives (Session 2): Knowledge Exchange: Lessons From High Impact Research – The Scottish Centres of Expertise Model	Exhibition/workshop
Leading Ideas for Better Lives (Session 3): Vectors and their impact on plant, animal, and human disease)	Exhibition/workshop
30% Club and Oliver Wyman Forum: Women as changemakers to speed up the race to net zero	Panel event
30% Club and Oliver Wyman Forum: Women as changemakers to speed up the race to net zero	Dinner/reception
Educational Action for Climate Empowerment	Presentations
Faith in the SDG's Summit - ASBS	
Net zero pensions summit - ASBS	

Summit 3 - TBC - ASBS	
German BDI (via C&E)	
Young civic engagement with climate change: Developing research-practice partnerships between Scotland and Chile	Event
Hydrogen: A silver bullet or a red herring? (morning online session)	Technical session
Hydrogen: A silver bullet or a red herring? (afternoon in-person session)	Workshop
Simulating COP26: Active Learning for Politics and International Relations students	Student workshop/discussion
A partnership approach to reducing the carbon impact, and improving the climate resilience of the built environment	Conference
Graham Eatough film: Floating Worlds	Film screening
Imagining Ecological Pasts and Futures: Folklore, Fantasy, and Speculative Fiction in the Climate Crisis	Virtual seminars
Connect with Climate Change - COP26: Did it deliver? Reconciling local needs and global goals	TBC
The Aftermath of the Post-Covid Era: Embracing the Net Zero Global Economy	Panel discussion (hybrid)
A fearful Hope: Words and music	
A fearful Hope: Imagining a Blueprint for a Sustainable Future	
Supporting and Enhancing Biodiversity on the University Campuses	Presentation with q&a

Sustainability Working Group (SWG) Membership

David Duncan – Co-Chair

Jaime Toney – Co-Chair

Stewart Miller – Sustainability Manager

Josephine Gallagher, Head of Procurement

Ian Campbell, Executive Director, Estates

Barry Morton, Director of Facilities Services, Estates

Robert Garnish, Director Commercial Services

Susan Ashworth, Executive Director Information Services

Nick Wade, Communications Manager (as required)

Peter Craig, Institute of Health & Wellbeing

Kelum Gamage, School of Engineering

Fabrice Renaud, School of Interdisciplinary Studies

Gioia Falcone, College of Science & Engineering

Minty Donald, College of Arts

Thalia Groncott (GUEST)

Meli Vasiloude Bayada (GUEST)

Molly Walker (GUEST)

Eva Simmons (SRC VP Student Support)

David Gabra (SRC Environment Officer)

Sam Malis, (SRC VP Activities)

Ella McCabe (SRC President)

Industrial Action by University and College Union (UCU)

Dear Students,

I am writing to let you know that the UCU (the trade union which represents academics and professional services staff in equivalent grades) has announced further strike action in relation to ongoing national disputes over pensions, pay and working conditions.

The UCU strikes will take place on:

- Monday 14 February – Friday 18 February inclusive;
- Monday 21 February and Tuesday 22 February;
- Monday 28 February – Wednesday 2 March 2022 inclusive.

Fewer than half academic and professional service staff are members of the UCU, and many of those who are members do not normally participate in strikes. Previous periods of strike action have had an uneven impact on students across the University. About a quarter of classes tend to be cancelled on strike days, with some disciplines affected more severely than others.

Further industrial action will make no difference whatsoever to the University's position on pay, pensions, pay and related issues. The University cannot resolve the disputes through local negotiations and we will continue to call for further talks leading to amicable settlements to the national pensions and pay disputes.

If members of staff intend to take part in strike action, we ask them to inform their students in advance.

The University deeply regrets any disruption to students' education. We will do everything we can to mitigate the effect on students. All University building and services will remain open on strike days – including the libraries and student areas.

We give a guarantee that no student will be assessed on work which they have not covered. We will also ensure that all students will be able to complete their courses and to graduate on time.

It is possible that efforts to resolve the disputes at national level will be successful over the coming days. If this is the case, we will of course inform you as soon as possible.

If you have any specific concerns in the meantime, please do not hesitate to speak to your School in the first instance, or use the Reach Out service which can be accessed here:

<https://www.gla.ac.uk/myglasgow/students/reachout/>

With best wishes

David Duncan
University Secretary and Chief Operating Officer

University of Glasgow

NOMINATION FOR THE AWARD OF AN HONORARY FELLOWSHIP

1. NOMINEE'S DETAILS	
Name and Address <i>[in full]</i> Dr Stanley Naismith, Registry, European Court of Human Rights, Strasbourg, F-67075 France	
Email address <i>[if known]</i> stanley.naismith@echr.coe.int	Tel. No. <i>[if known]</i> 003388412000 (main switchboard)
University Degrees and/or other Professional Qualifications held: 1979, Bachelor of Laws (LL.B. (Hons)), Glasgow 1989, Doctor of Philosophy (Ph.D.), Glasgow 1983, admitted as a Solicitor, Law Society of Scotland	

2. GROUNDS ON WHICH THE GRANTING OF AN HONORARY FELLOWSHIP BY THE UNIVERSITY COURT IS PROPOSED
<p>For 30 years, Stan has acted as the 'President' of the moot court for our level 4 'European Human Rights Project'. This is a self-taught, group-based and peer-assessed course which culminates in written and oral presentations in the Strasbourg Court before Judges and senior Registry staff of the Court. 'The project' has been recognised through various awards, and many of the 300 or so participants have gone onto distinguished careers (including the current Solicitor-General). Glasgow is the only University enjoying such privileged access to the Court: no other law school in the 47 member States has the opportunity that we enjoy. All of this was made possible because of Stan's support. Since our first visit in 1993, he has continued to organise the event (pandemics notwithstanding) and he will do so again in March 2022 in the Project's 30th year.</p> <p>This, though, will be his final year as 'President' as he is retiring in April. It is appropriate that his appreciable service be recognised (if we can do so, by some ceremony on the day in Strasbourg at the end of the Court hearing).</p> <p>He has not only arranged for the visits to take place: he has 'grown' the event into something entirely unique, for over time he has encouraged Judges to participate in the oral hearings. Our student presentations now attract the enthusiastic support of key personnel in the court (not least in recent years two Presidents, three Judges elected in respect of the UK, and the Court's Jurisconsult and Deputy Jurisconsult). All of this also has promoted Glasgow within the Council of Europe. The project is seen as 'best practice' in human rights education. It has also led to (again, privileged) access for our students to 'short-term visits' giving work experience in the Court and in other Council of Europe agencies. This, too, has occurred with Stan's support.</p>

(Indeed, the Court has now approached the Law School with the proposal for an agreement to guarantee such placements in future years: this will be one of only three such arrangements.)

In short, Stan has kept the Glasgow flag flying in the European Court of Human Rights. It is fitting that we recognise his distinguished career as a senior member of the Registry staff, but above all also mark his contribution as a Glasgow graduate in helping deliver excellence in learning and teaching to later generations of students.

Proposed by *[block capitals]*

Prof Jim Murdoch

Signed: 

...

Date: 16 November 2021

Seconded by *[block capitals]*

Prof Jane Mair, Head of School

Signed: 

Date: 24 November 2021

The purpose of the award of an Honorary Fellowship by the University Court is as set out below:

- 1. the award of an Honorary Fellowship of the University would be intended to honour a person who had rendered appreciable service to the University, probably over a number of years, but not excluding a person whose contribution had been particularly significant although over a short period of time, and*
- 2. a person upon whom an Honorary Fellowship had been conferred shall be designated an Honorary Fellow of the University, but the conferment of the Honorary Fellowship shall not confer any other right, privilege or status.*

The conditions of eligibility are:

- 1. the award of an Honorary Fellowship shall not be conferred upon a person holding office in the University save exceptionally, in recognition of long service or outstanding contribution, and*
- 2. no application from or at the behest of any person desirous of receiving an Honorary Fellowship of the University shall be entertained.*

Note

The Honorary Degrees Committee at its meeting on 6 April 1998 resolved that, as an Honorary Doctor's Degree was the highest honour that the University could

bestow, it was not appropriate for a person who was already an Honorary Graduate of the University to be given the additional and lesser designation of "Honorary Fellow".

Approved by the University Court 12.11.97

**Convener of Court
Summary of Business – 25 November 2021 – 16 February 2022**

Date	Meeting	Location
16 December 2021	Phone call with Anton Muscatelli	Phone call
11 January 2022	CUC Online Event: The future for HE Leadership, Recruitment and Transition	Virtual Meeting
13 January 2022	CUC Executive Committee Meeting	Virtual Meeting
24 January 2022	Call with Andrea.Ledward, DEFRA, re COP Dinner.	Virtual Meeting
25 January 2022	Pre-Court Officer's Meeting	Virtual Meeting
26 January 2022	Finance Committee	Virtual Meeting
16 February 2022	Pre-Court Agenda Meeting	Hybrid Meeting
	Court Briefing – College of Social Sciences	Hybrid Meeting
	Court	Hybrid Meeting
	Queen's Anniversary Prizes Dinner	London

University of Glasgow

Court: 16 February 2022

Student Experience Committee: Report of the meeting held on 15 November 2021

Dr David Duncan and Ms Ella McCabe, Co-Conveners

At its meeting on 15 November 2021, the Student Experience Committee received updates on the elements of its action plan relating to sustainability and employability. The Committee also heard the Head of Careers and Global Opportunity describe the soft launch of a new student job shop; the SRC Education Officer underline the importance of networks in maintaining good wellbeing; and the PGR Strategy Manager provided an annual report on the PGR student experience, in which the Committed noted plans for a PGR experience project.

The Committee has decided to develop a Student Experience strategy, which will build on some of the ideas contained within its current action plan. Its current thinking is that the strategy will be structured around three main themes: support/wellbeing, opportunity and inclusion. These themes being underpinned by the partnership between the University and student bodies, the provision made by Estates and a commitment to sustainability. A small working group will take these thoughts forward and report back to the January meeting of the Committee.

The Committee also considered the final report on the experience of commuting/home students, which had been prepared by an intern in consultation with a small advisory group of relevant stakeholders. It noted that commuting/home students can feel isolated from the residential student community and do not always feel as well supported as others. The review concluded with a series of recommendations for action. Whilst not wanting to delay their implementation, the Committee agreed that these should be considered alongside the needs of other groups of students, including international students, and align with the emerging strategy for the Glasgow student experience.

Court Context Card 16 February 2022 - Report from Estates Committee

Speaker	Mr Ronnie Mercer	
Speaker role	Estates Committee Convener	
Paper Description	Report from Estates Committee (11 January 2022)	
<i>Topic last discussed at Court</i>	Last report to Court was 24 November 2021	
<i>Topic discussed at Committee</i>	Various	
<i>Court members present</i>	Mr R Mercer (Convener), Ms L Hanna, Dr B Wood, Mr L Brady, Professor K McCue, Mr C Kennedy	
<i>Cost of proposed plan</i>	Various	
<i>Major benefit of proposed plan</i>		
<i>Revenue from proposed plan</i>		
<i>Urgency</i>	Various	
<i>Timing</i>	Short, Medium and Long Term	
<i>Red-Amber-Green Rating</i>	Not Applicable	
<i>Paper Type</i>	Information	
<i>Paper Summary</i>	Minutes and updated remit of the Estates Committee (Annex 1)	
<i>Topics to be discussed</i>		
<i>Action from Court</i>	To approval the updated remit	
<i>Recommendation to Court</i>	To approve the updated remit of Estates Committee	
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 on Zoom Tuesday 11 January 2022

Present: Mr R Mercer (Convenor), The Principal, Dr D Duncan, Mr I Campbell, Mr G Caldwell, Mr C Kennedy, Ms E McCabe, Mr A Seabourne, Mr D Smith, Dr B Wood

In Attendance: Mr P Haggarty, Mr D Hall, Ms N Cameron, Mr S Miller, Mrs K Y Biggins (Clerk), Miss R Wright (Shadow Clerk)

EC/2021/20 Apologies

The Convenor noted apologies were received from Professor McCue, Ms Hanna, Barry Morton and welcomed all.

EC/2021/21 Declaration of Interests

The Convenor noted Mr D Smith intimated a potential conflict of interest in relation to the Commercial partner procurement and would withdraw from any conversations as necessary.

EC/2021/23 Minute of the meeting held on 26 October 2021

The Committee approved the minute.

EC/2021/24(a) Action Tracker

Action 8 Implementation of recommendations identified in Major Projects Contracts Review.

Recommendations have been considered with CMS advice and clarification taken where appropriate. An action tracker has been developed with key decision dates identified which will be further reviewed pending a decision on any significant new build. Ongoing.

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

Action 11 Feedback on Estates Strategy to be shared to Executive Director of Estates. Closed.

Action 12 Recommendation relating to 3% additional quantified risk to be provided to Director of Finance and Committee. Ongoing.

Action 13 Facilities Services Review draft balance score card to be brought to January 2022 meeting for review. Customer engagement session planned for January 2022 to confirm metrics. Thereafter measures of success/balanced score card will be presented to Estates Committee. Ongoing.

Action 14 Feedback for lessons learned following FOI release relating to Fire Report press coverage to be shared.

Review held and now agreed that any FOI to Estates will have assignable and final approver even if multiple submissions sought. Ongoing.

Action 15 Tour of ARC building to be arranged for Committee Members.

This has taken place on 23 November 2021. Additional date to be arranged for interested parties if required.

EC/2021/25 Executive Director of Estates Report

The Executive Director of Estates presented the period report and noted Covid Management remains a major focus following the Omnicom variant. Research is continuing, with face-to-face teaching commenced 10 January. Office Staff are continuing to work from home. Work is ongoing to create an emergency plan in case of high absences and we are content business continuity can be provided to a 20% staff absence rate.

Scenario D is now fully approved. There are six short-listed parties bidding for the Commercial Partner opportunity, and we are now progressing to Stage 2. ARC has not yet been handed over and a specialist commissioning contractor is attending this week in relation to fume cupboards. Occupation can however still commence on a phased approach. Concerns remain re the Clarice Pears programme and we have been advised of a 14 week delay and additional 3 weeks contingency. ASBS is on schedule. Infrastructure is broadly on schedule. Procurement of the design team for the new Multi-Use building will soon commence via the lead advisor Framework.

Recruitment has been mainly successful in Facilities Services following the restructure with very few appointments that remain open. However, Mechanical and Electrical technicians are still proving a challenge to recruit and discussions around salary package are ongoing with HR colleagues. We are also out to tender to

seek a single maintenance partner for our Facilities(although specialist areas may be an exception); implementation likely from January 2023. Reactive maintenance works backlog has reduced to 1,600 from 2,200 in November ; our target is 1,000.

Following a question from the Committee in relation to landscaping surrounding the ASBS plot , it was advised that the Southern Gateway Infrastructure works were being reviewed by our commercial team with a view to delivering through the ASBS contract. Currie and Brown assessment had shown Multiplex cost assessment to be greater than our expectation.

Following a question from the Committee in relation to ASBS and how much further beyond May 2023 can we extend; it was confirmed by the Project Director (Campus Extension) we have incorporated the IT schedule into the programme which could allow a 6 week overlap; we are monitoring the programme very closely.

The Executive Director of Finance noted that there had been progress in relation to the contract management audit and the Executive Director of Estates intimated he would attend the Audit Committee meeting to update on the progress.

In response to a question from the Committee as to whether Multiplex are providing opportunities to recover time lost on Clarice Pears, the Project Director (Campus Expansion) advised that we are utilising Graham Robertson of Plan Delivery Ltd to support in identifying opportunities. The Executive Director of Estates advised that time had been spent with Multiplex senior staff in November and it was made clear that we find the continuing delays to be unacceptable.

The Convenor noted it would be useful for a post occupancy review on how JMSLH is being utilised.

Following a question from the Committee relating to cleaning staff recruitment and the advert platform, the Executive Director of Estates advised we are covering vacancies via Blue Arrow and encouraging existing staff to increase existing hours and he will address the advert platform issue.

EC/2021/26 Safety & Compliance Report

The Executive Director of Estates presented the report. Covid19 remains under review with continuing focus on ventilation; issues in GUU and Hive were addressed. We are reviewing the use of air cleaners, but these have limited use and have no effect in rooms over 10m squared. No lost time injuries to date within the staff population were noted, with 2 incidents recorded from Contractors. Following the fire in Wolfson Link we required to review gas shut off valves and we have undertaken improvements to 14 gas shut off valves with one remaining outstanding. Use of Bunsen burners within the labs has reduced. A Fire management internal audit is to be initiated during Spring/Summer. Following a question from the Committee in relation to leadership inspections and whether these are recorded, and issues followed up, it was confirmed that this is in fact the case. The Committee noted that it was reported that the Kelvin Building has one access/egress that is padlocked at night, it was confirmed that local management arrangements are in place to mitigate this and that a working group exists to address such issues.

EC/2021/27 Investment Projects Update

The Director of Construction and Capital Programme presented the report and noted that there are no major areas of concern. RAG status noted 4 red projects from a total of 120. Time delay on Church Street relates to design team appointments and this is now underway with contractor tender returns now anticipated by end of January. The Textiles delay is caused by building control and access to the working area and has now been addressed. Quality issue with JBB was in relation to a lack of a gas isolation valve. ARC completion is our focus and the Multi Use Facility mini tender. Multiple projects are running simultaneously and ongoing challenges around resources are being managed. No specific red flags to be reviewed in relation to finance. Period movement - £1.1m relates to rephasing of Infrastructure and ASBS. £0.9m unfavourable variance relating to catering provision. 'Don't Walk By' campaign will be refreshed. Following a question from the Committee relating to Kelvin Hall's red status it was confirmed discussions with Glasgow Life are ongoing in relation to access arrangements and we are confident we will obtain resolution.

EC/2021/28 Estates Risk Register

The Executive Director of Estates presented the report and noted that Covid 19 risk has increased. Material supply and lack of space remains our focus. Sustainability and carbon footprint will be discussed under agenda item 9.

EC/2021/29 Current Market Conditions and Inflation Forecast

The Director of Construction and Capital Programme presented the paper.

The paper outlined construction market issues including inflation, labour and supply issues, which remain volatile and is driven by a number of factors. Hedging and bulk ordering by other sector clients has taken place and there have been significant price spikes around key materials. Significant issues exist around labour availability. No contractors have yet brought any conversation to us in relation to seeking an inflationary increase to rates.

EC/2021/30 Draft Carbon Management Plan

The Sustainability Manager presented the paper advising of the University's current thinking for the coming 10-year period.

The Executive Director of Estates noted this plan requires to be debated within the University and still leaves us short of target even if we implemented all of the recommendations. The Secretary of Court noted that the Sustainability Working Group has already considered this plan and although we require further refinement it is broadly in agreement with the draft Plan.

Following a question from the Committee relating to whether we undertake scope 3 analysis of our supply chain carbon emissions, the Sustainability Manager advised we do not formally undertake this but there is a tool available via APUC. Mr D Smith offered to spend time with the Sustainability Manager to support this and we should consider the implications of "green washing".

The Executive Director of Finance noted it would be useful when reporting in future to outline what we can achieve easily and what would be more difficult. It was confirmed new build impacts are incorporated along with staff and student increases. The Director of Construction and Capital Programme advised we are part of Climate Ready Clyde who are considering options with a range of public sector clients and there have previously been discussions with Scottish Water relating to heat harnessing from the Dumbarton Road pumping station. The Sustainability Manager noted we have used the most conservative forecast from the National Grid in relation to Grid decarbonisation. The Principal advised that he is briefing the Scottish Government in relation to Nuclear Power strategy. Further he stated we should be considering building specifications which may cost more money but offer gains to be achieved around space norms and bookable office space. The Executive Director of Estates agreed that sustainable buildings cost more but these are a small percentage of our portfolio and we need to consider the larger issue of retrofit of existing buildings.. The Sustainability Manager noted that the figures assume staff work from home 2 days per week with blended learning and we should challenge to better this, a cultural change piece is required especially within the Academic community.

EC/2021/31 Capital Committee Reports for Approval

The Executive Director of Estates referenced the summary of investment approved under delegation and noted that these are the most recent applications to Investment Committee. Following a query from the Committee in relation to gates – it was advised that this relates to Project management gates of review.

EC/2021/32 Any other Business

There were no matters raised.

EC2021/33 Schedule of Meetings for 2021/22

The schedule of dates was noted:

Tuesday 15 March

Wednesday 18 May

Estates Committee Terms of Reference

1. Introduction

Appointed by Court, the **Estates Committee** (EC) is to oversee and ensure governance of all property and infrastructure matters for the University thereby providing a duty of care to students, staff and stakeholders. The committee will endorse all relevant property strategies including the University Estate Strategy, Estates Business Plan and Estates Annual Operating Plan. The committee will also ensure that the Estates Directorate have sufficient resources to deliver strategies and other relevant activities as requested by University Court.

2. Committee remit

The mandate for the EC is as follows:

- Review the Estate Directorates' Health & Safety policies, procedures, and practices.
- Review and approve the University Estate Strategy on an annual basis.
- Review and approve the Estates Business Plan every 5 years; review the Annual Operating Plan
- Review and receive regular reports on the condition of the estate including required investment and maintenance budgets.
- Approve the 5 year and annual Estates Investment Plan.
- Review Investment Plan performance updates.
- Review Estates Risk Register
- Review and approve Maintenance and Energy Management strategies, including the supporting procurement arrangements. Review regular reports on action plans in support of these strategies
- Approve relevant leases, acquisitions or disposals as set out in the University Delegation of Authority.
- Endorse Major Capital Projects for approval at Court

3. Scheme of Delegation

The following details the delegated authority for the EC and shows how it is placed in the overall University Scheme of Delegation with escalation to Finance Committee, Investment Committee or Court:

Area of Responsibility	Limit	Decision Making Delegated Authority	Escalation To
Approve Estates Strategy (pre-Court)	N/A	Estates Committee	Court
Approve Estates related policies	N/A	Executive Director of Estates	Court
Approve Estates capital or acquisitions/ sales	>£500k or change requests >5% of budget	Investment Committee	Estates Committee
Approve Estates capital or acquisitions/ sales	<£500k	Executive Director of Estates	Investment Committee
Approve Estates expenditure	>£500k	Investment Committee	Court
Approve Estates related contracts	>£500k	Executive Director of Finance	Investment Committee
Approve Estates related contracts	<£500k	Executive Director of Estates	Investment Committee
Approve Estates Masterplan	N/A	Executive Director of Estates	Court

Estates Committee Terms of Reference

4. Committee Membership

Estates Committee shall include several independent professionals from differing backgrounds in property development, property management, facilities management, construction, energy management and/or property procurement.

This is a non-executive chaired committee with the following membership:

- 4 Lay Members (one as Chair)
- 2 Elected Academic Staff Members
- 1 Elected Professional Services (Support) Staff Member
- Principal
- Senior Vice-Principal and Deputy Vice-Chancellor
- Chief Operating Officer and University Secretary
- Executive Director of Finance
- Executive Director of Estates
- Students' Representative Council President

In attendance:

- Estates staff as required

5. Substitutions and Quorum

Substitutions may be made with prior notice given to the clerk. There must be a minimum of 4 from the core group (excluding clerk) in attendance for decisions or approvals. In the event of a consensus not being reached, the Chair will have the casting decision.

6. Committee Member Responsibilities

Each Committee member has a responsibility to:

- Ensure all strategies, policies and investments are in line with legislation and University Strategies & Policies
- Actively contribute to mitigation of Estates and Health Safety and Wellbeing (HSW) risks taken from the SMG Strategic Risk Register
- Take ownership for specific actions and risks in the Estates Committee Action and Risk Logs. All actions and risks must have a Committee member as overall owner
- Identify, assess and mitigate risk at an Estates portfolio investment level
- Review and approve the University Estate Strategy on an annual basis.
- Review and approve the Estates Business Plan every 5 years; review the Annual Operating Plan, rolling 3-year budget and 10-year outlook.
- Openly and constructively challenge where strategies or investments do not meet key criteria for regulatory, business continuity and strategic investments
- Agree that all business cases, plans and strategies are achievable
- Ensure activity and behaviours embody the University's values ([click here for details](#))

7. Conflict of Interest

The EC will follow the UofG procedure for the management of any conflicts. The procedure defines declaration of conflicts as a standard agenda item at the start of the meeting, the maintenance of a register of conflicts, and a process for managing all conflicts which are declared.

Estates Committee Terms of Reference

8. Format and cadence

The meeting schedule will be every month with an extended full day workshop in March as part of the annual budgeting cycle.

INPUTS

- UofG strategy and plan
- Estates Strategy and Roadmap
- Management information provided by Planning Insights & Analytics
- Current FY and 3-year Estates Investment Budgets and 10-year Outlook
- Portfolio Investment breakdown split by financial year
- Investment Health Summary
- Investment Business Cases/Proposals/Change Requests to be presented
- Summary of changes made to action log

OUTPUTS

- Decision Log
- Action Log
- Minutes (shared with Finance/Investment/IPSC)

Court Context Card - REPORT FROM Health Safety & Wellbeing Committee 8th of December 2021

Speaker	Dr David Duncan
Speaker role	Chief Operating Officer and University Secretary
Paper Description	For information only
<i>Topic last discussed at Court</i>	Last report to Court was 24th of November 2021
<i>Topic discussed at Committee</i>	N/A
<i>Court members present</i>	Dr David Duncan
<i>Cost of proposed plan</i>	N/A
<i>Major benefit of proposed plan</i>	N/A
<i>Revenue from proposed plan</i>	N/A
<i>Urgency</i>	N/A
<i>Timing</i>	N/A
<i>Red-Amber-Green Rating</i>	N/A
<i>Paper Type</i>	For information only
<i>Paper Summary</i>	Agenda Draft Minute Action Log
<i>Topics to be discussed</i>	N/A
<i>Action from Court</i>	N/A
<i>Recommendation to Court</i>	N/A
Relevant Strategic Plan workstream	N/A
Most relevant Primary KPI it will help the university to achieve	N/A
Most relevant Secondary KPI it will help the university to achieve	N/A
Risk register - university level	
Demographics	All staff, students and visitors
<i>% of University</i>	
Operating stats	
<i>% of</i>	
Campus	All locations
External bodies	
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	
Suggested next steps	
Any other observations	

University of Glasgow

Health Safety and Wellbeing Committee

Minute of Meeting held on Wednesday 8 December 2021 at 10:00 AM via Zoom

Present: Mr Ian Campbell, Dr David Duncan, Mrs Elise Gallagher, Mr Peter Haggarty, Mr William Howie, Mr Christopher Kennedy, Ms Paula McKerrow, Mr David McLean, Mr Cyril Pacot, Ms Gillian Shaw, Ms Aileen Stewart, Mr Dave Thom, Mr Graham Tobasnick, Ms Selina Woolcott, Mr David Harty, Ms Eva Simmons, Ms Temisan Atsegoh, Mr Gary Stephen

In Attendance: Ms Debbie Beales, Mr Euan Smith

Apologies: Mr James Gray, Ms Michelle Jamieson, Mr John Neil, Mr Paul Fairie

HSWC/2021/11 Minutes of the Meeting held on Wednesday 22 September 2021

The Minute of the meeting held on Wednesday the 22nd of September 2021 was approved.

HSWC/2021/12 Matters arising

HSWC/2021/12.1 Contractor activity (verbal update DH)

Mr Harty informed the Committee that the University continues to hold quarterly meetings with contractors to address any safety issues. Workshops are also taking place, the most recent on managing change safely, from which Mr Harty will share the presentation with the Committee. The 'Don't Walk By' programme is to be relaunched in January, encouraging staff/students to report any safety issues that they encounter on campus.

HSWC/2021/12.2 Centralisation of PAT (Paper 1)

The Committee noted the Paper that was circulated. Mr Harty informed the Committee that, starting in January, Facilities will begin a PAT pilot in the Adam Smith Building, the JMS Building, and the St Andrews Building. This pilot will test the feasibility of centralising PAT throughout the University. Additional equipment has been purchased and training provided to Facilities Assistants.

HSWC/2021/12.3 Terms of reference (Paper 2)

The Committee approved the Paper that was circulated and agreed that, with the addition of reference to student accommodation in bullet point 5, this document is ready to publish.

HSWC/2021/12.4 Wellbeing strategy (Paper 3)

The Committee noted the Paper that was circulated. The Committee viewed a PowerPoint presentation which included interactive sections for them to provide feedback on the rebranding of the University Wellbeing Strategy. Mrs Gallagher informed the Committee that the proposals will be taken to various management groups over the coming weeks, and she will provide an update at the next HSWC meeting in March. The Committee thanked Mrs Gallagher for the presentation and opportunity to comment and provide feedback.

HSWC/2021/13 OH Report (Paper 4)

The Committee noted the Paper that was circulated. Ms Stewart informed the Committee that the previous quarter had been the busiest period the service has ever had. An increase in management referrals, review appointments and work involving new students meant that the reduced workforce within OHU was stretched to capacity. The Committee recognised the exceptional work that the existing team have produced and thanked them for their hard work and dedication.

HSWC/2021/14 SEPS Report (Paper 5)

The Committee noted the Paper that was circulated. Mr McLean informed the Committee that there were no unusual anomalies to report. Accident reporting is moving to Avanti next year meaning that data will be more readily available. Fire Safety Officers completed 30 fire risk assessments, up 14 on the same quarter in the previous year. 3940 students and 1953 staff have now downloaded the SafeZone App. SEPS are providing mainly online training, with fire safety training taking place face-to-face, albeit in reduced numbers for social distancing purposes. The Committee discussed safety issues within the Adam Smith Building. There have been reports of falling cladding and safety issues with windows. As a result, safety fencing has been erected and Estates will begin a programme of rectification in April/May with the intention of resolving any issues as quickly as possible.

HSWC/2021/15 Audit update (Paper 6)

The Committee noted the Paper that was circulated. Mr McLean informed the Committee that SEPS have resumed safety audits. These were suspended in March 2020 due to Covid. An audit at Humanities had been completed, with a report outlining any required actions being generated. Additional audits have been arranged for 5 other Schools/Institutes, with more to follow. Mr McLean will continue to provide an audit update report at each HSWC meeting to show the progress and outcomes of each audit.

HSWC/2021/16 EAP Report (Paper 7)

The Committee noted the Paper that was circulated. Mrs Gallagher informed the Committee that there were no unusual anomalies to report. PAM Assist, who provide the EAP for the University, are currently experiencing glitches for some users and Mrs Gallagher asked that any issues be reported to her for investigation and resolution. The University is due to re-tender the EAP contract in January, and Mrs Gallagher will keep the Committee updated on its progress and outcome.

HSWC/2021/17 Sickness absence stats (Paper 8)

The Committee noted the Paper that was circulated for information only.

HSWC/2021/18 Changes to TU membership within HSWC (verbal update CK)

Mr Kennedy informed the Committee that the number of TU safety reps on the HSWC is low and that he has met with all Trade Unions to remedy this. UNISON is happy with their representation on the Committee, UCU are looking to recruit one more rep and UNITE will hold re-elections in January. All changes in membership will be circulated to the Committee via the Clerk.

HSWC/2021/19 Any Other Business

- Covid - Dr Duncan informed the Committee that, while the University recognises the potential threat posed by the new Omicron variant, no new actions have been proposed at this time. Staff continue to be encouraged to work from home where possible and to take lateral flow tests prior to any face-to-face meetings. Existing events will still take place, with additional restrictions if required. The University will continue to follow Government guidelines and communications will be sent out as appropriate. The Committee discussed the lack of compliance in students wearing face masks in the main library. This is a known issue and management and staff at the library are working on how best to engage library users on the wearing of masks.
- Lone Study Procedure - Ms Woolcott informed the Committee that this document has now been merged with the Lone Working Policy. The new draft guidance includes reference to SafeZone and contains a short guide to out of hours working. Ms Woolcott agreed to email the final version to the Committee with a view to receiving any comments before the Christmas break.
- Area Fire Officers - Mr Howie informed the Committee that, due to a gap in the restructure of Facilities Service, it is not clear who the AFO is for each area. The Committee agreed that this should be resolved as soon as possible.

HSWC/2021/20 Date of Next Meeting

The next meeting of the HSWC will take place on Wednesday the 9th of March 2022 via Zoom.

Created by: Ms Debbie Beales



1. Introduction

The **Health, Safety and Wellbeing Committee** (HSWC) is appointed by Court. The Committee is mandated by Section 2(7) of the Health & Safety at Work (etc.) Act 1974 and recognised by the Secretary of State under Statutory Instrument 1977 No. 500 Health and Safety - The Safety Representatives and Safety Committees Regulations 1977. It has the role of keeping under review the measures taken to ensure the effective management of the health and safety of employees, and also that of students, visitors, contractors and other persons who could be affected by the various work activities of the University of Glasgow or could, through their own work activity, adversely affect the health and safety of themselves and/or others.

One of its key objectives is the promotion of co-operation between management and employees in the development, implementation, monitoring and review of measures designed to minimise those risks at work which may impact on the health, safety and wellbeing of employees and other persons.

2. Committee remit

The mandate for the HSWC is as follows:

- Fulfil the legal requirements of The Safety Representatives and Safety Committees Regulations 1977
- Monitor
 - New health and safety law and regulations
 - Changes to the workplace, workforce, technology and working practices
 - The working practices and safety standards of University-appointed contractors
- Approve University Health and safety policy and procedures
- Approve the Health and Safety Action Plan
- Review the Annual Health, Safety & Wellbeing Report
- Monitor health and safety performance against legislation and University Strategies & Policies
- Review :
 - Occupational injury and ill health statistics and trends
 - Health and safety training courses and attendee data
 - Work-related sickness absence data
 - Safety audit reports
 - Reports into serious incidents at work
 - Reports arising from inspections and/ or enforcement action by relevant Enforcing Authorities
 - Reports submitted by employee trades unions and partnership bodies.
 - Minutes and reports submitted by local health and safety committees within the colleges and non-academic services
 - Occupational Health activity reports
 - Reports from other relevant health, safety or wellbeing or as appropriate
 - The impact of health and safety communication and publications on health and safety performance
- Make recommendations on improvement of health and safety performance and minimisation of occupational injury and ill-health as appropriate



Note:

The remit will include all activities carried out by University of Glasgow staff and students regardless of location as well as work conducted by persons from other establishments who are invited to work on our premises. This remit extends to work-related travel, including call out travel, but excluding travel between home and the employee's usual place of work during their normal contracted work hours.

3. Scheme of Delegation

The following details the delegated authority for HSWC and shows how it is placed in the overall University Scheme of Delegation with escalation to Court, advising other committees as required:

Area of Responsibility	Limit	Delegated Decision-Making Authority	Escalation To
Approve Health, Safety and Wellbeing related policies	N/A	Director of Health, Safety & Wellbeing	Court
Business cases that impact health, safety or wellbeing policies	N/A	Director of Health, Safety & Wellbeing	Court

4. Committee Membership

Membership:

- Chief Operating Officer and University Secretary (Chair)
- 4 x management representatives from the 4 Colleges
- 8 x Trades Union appointed Safety Representatives
- 2 x Students Representative Council (SRC) representatives
- Executive Director of Estates
- Executive Director of People & Organisation Development
- Director of Health, Safety & Wellbeing

In attendance:

- Other University officers and advisors as required
- PA to Director of Health, Safety & Wellbeing (clerk)
-

5. Substitutions and Quorum

Substitutions may be made with prior notice given to the clerk. There must be a minimum of 8 (excluding clerk) providing at least 3 management and 3 partnership representatives in attendance for decisions or approvals. In the event of a consensus not being reached, the convenor will escalate to Court.



6. Committee Member Responsibilities

Court has final accountability for health and safety. Each committee member has a responsibility to:

- Fulfil the legal requirements of The Safety Representatives and Safety Committees Regulations 1977
- Aspire to best practice in the management of health and safety in the workplace
- Approve University Health, Safety and Wellbeing policies, procedures and Action Plan
- Openly and constructively challenge where the university does not meet its key criteria for health and safety regulations
- Provide health and safety insight, scrutiny and challenge to the associated strategies, policies and business cases presented
- Assess health, safety risk at an operational, programme and project level
- Take ownership for specific actions and risks in the HSWC Action and Risk Logs. All actions and risks must have a committee member as overall owner
- Ensure activity and behaviours embody the University's values ([click here for details](#))

7. Conflict of Interest

The HSWC will follow the UofG procedure for the management of any conflicts. The procedure defines declaration of conflicts as a standard agenda item at the start of the meeting, the maintenance of a register of conflicts, and a process for managing all conflicts which are declared.

8. Format and cadence

Meetings will be held quarterly and timetabled to enable minutes to be circulated to the next meeting of the University of Glasgow Court. Extraordinary meetings can be called by agreement through the Executive Members.

INPUTS

- Health and safety performance reports
- Local health and safety meeting minutes and reports, as appropriate
- Changes to health and safety regulations, working practices and standards
- Business cases that impact health, safety or wellbeing changes to the workplace, workforce, technology or working practices
- Health & safety risk register (annually)
- Cross university health and safety risk report (6 monthly)

OUTPUTS

- Updated health, safety and wellbeing policies
- Annual Health, Safety & Wellbeing Report
- Action Log
- Minutes

Court Context Card - Remuneration Committee Report to Court 16 February 2022

Speaker	June Milligan
Speaker role	Remuneration Committee Convener
Paper Description	Remuneration Committee Report to Court
Topic last discussed at Court	May-21
Topic discussed at Committee	
Committee members present	Court members present at last meeting: June Milligan (Convener), Ronnie Mercer, Elizabeth Passey Other members present Kerry Christie, Rob Goward
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	Low
Timing	Immediate
Red-Amber-Green Rating	Green
Paper Type	For information
Paper Summary	Minutes of the meeting of Remuneration Committee 19 November 2021 at which was discussed the Principal's report relating to SMG performance and reward; the Convener of Court's report on Principal's performance and reward; Grade 10 professorial and professional staff performance and reward; Voluntary Severance and Salary Augmentation Approvals since the last meeting; Contractual/appointment changes (SMG); expenses report.
Topics to be discussed	
Action from Court	For information/discussion
Recommendation to Court	
Relevant Strategic Plan workstream	
Most relevant Primary KPI it will help the university to achieve	
Most relevant Secondary KPI it will help the university to achieve	
Risk register - university level	
Demographics	
% of University	
Operating stats	
% of	
Campus	
External bodies	CUC
Conflict areas	
Other universities that have done something similar	HE sector as a whole
Other universities that will do something similar	
Relevant Legislation	Scottish Code of Good HE Governance
Equality Impact Assessment	
Suggested next steps	
Any other observations	

University of Glasgow
Remuneration Committee

Minutes of the Remuneration Committee held on 19 November 2021 at 1430 via Zoom

Present: Dr June Milligan (Convener), Kerry Christie, Dr Craig Daly, Rob Goward, Ella McCabe, Ronnie Mercer, Elizabeth Passey*

Attending: Christine Barr*, Dr David Duncan*, Professor Sir Anton Muscatelli*, Amber Higgins & Laura McCrimmon (Clerks)

*(*Individuals exited the meeting during deliberations pertaining to their own remuneration).*

1. Welcome and Introductions

The Convenor welcomed everyone to the meeting. Introductions were made to Ella McCabe – SRC President who joined the Remuneration Committee for the first time, it was noted that Christine Barr had met with Ella McCabe ahead of the meeting by way of preparatory briefing.

2. Notes from the meeting held on 27 May 2021

The notes from the meeting held on 27 May 2021 were approved as an accurate record.

3. Matters Arising

3.1 Salary Augmentation Policy (Item 7)

Following a query raised in relation to the Salary Augmentation Policy Christine Barr outlined the reasoning for the policy and confirmed that the changes agreed at the last meeting were now reflected in the policy. A copy of the policy was shared with Ella McCabe during the meeting.

4. Remuneration Committee Annual Report

It was noted that the Principal, Christine Barr and David Duncan would leave the meeting during deliberations pertaining to their own remuneration.

The Director of P&OD spoke to the annual report, the format of which is determined by CUC guidance and the Scottish Code of Good HE Governance.

Current Strategic Context and Institutional Performance

Christine Barr summarised details of: the Committee's terms of reference, remit and membership, which included new member Ella McCabe (SRC President as student member of the Committee); current strategic challenges in the HE context including the risks associated with student and staff recruitment post-Brexit and following the introduction of a new immigration system; institutional performance in the University's financial sustainability and budgetary position; KPIs and league table performance; and data relating to employment expenditure and pay progression at the University.

The report highlighted the collective impacts of the global pandemic having continued to dominate University business since the last meeting of the Committee on 27 May 2021. These impacts have been felt with respect to teaching, research and innovation for much of the past year. The sector had weathered many of these challenges through the sheer hard work and commitment of colleagues, and diligent leadership in the deployment of multiple mitigation measures. Further, the University had maintained its strong institutional and financial performance consistent with its strategic ambitions over the last 18 months.

The Committee noted that the sector remained mindful of the significant socio-economic and geo-political risks to which the University was exposed. These included, but are not limited to:-

- historic overseas student recruitment trends and over-reliance on income from Asian markets in particular and the need to diversify our international fee base;
- the relative fragility of the UK research funding landscape and the need to strengthen and develop the research base
- rapidly increasing threat from cyber security breaches and the need to protect the research base in particular;
- collective challenges & complexities faced by HEIs in Scotland in light of the SFC review and at UK level more generally, given the Spending Review extension of the £22bn commitment to R&D spend over a longer timeframe;
- the potential that post-Covid Scottish Government may return to a period of relative freeze (or flat cash) in terms of teaching grant from SFC;
- the potential reduction in capital spending by Scottish Government on HE to meet funding requirements and urgent need for estate optimisation;
- continued pressure from deficits in University sponsored pension schemes resulting in increasing employer costs.

Institutionally, it has been a tremendously successful year for the University having launched the new World Changers Together Strategy for the 2020-25 strategic planning cycle, maintained its strong financial performance and been recognised as Times Higher Education University of the Year for 2020, and Times and Sunday Times Scottish University of the Year 2022, while enhancing our position in both domestic and international league tables.

The ongoing financial performance of University remained strong position, delivering a significant surplus in AY 2020-21 with the management accounts reporting an operating surplus of £121m against a base budget of £30m, a favourable variance of £91m. This was attributable to many factors, largely of a one-off in nature. These included: tuition fee income exceeding budgetary expectations; significant income and contribution generated by the operation of the Lighthouse Laboratory and lower than budgeted expenditure across the year.

The Committee noted that the student intake had seen income growth with a 7% year-on-year growth since 2016. Similarly, income from overseas students had grown by 18% year-on-year over the same period with demand remaining strong this year.

The University had performed well across the domestic league tables having risen one place to 11th in the Guardian University Guide, jumping 2 and 3 places to 12th and 16th respectively in the Times/Sunday Times Good University Guide and the Complete University Guide. For International League Tables the University had improved its position in the rankings for the 5th consecutive year, enhancing the University's place in the top 100 global universities in the QS and THE rankings having risen 6 places to 73rd and jumped 7 places to 86th respectively.

The Committee noted the impact of the USS benefit reform and successive disputes over pay and conditions with strike action due to take place from the 1-3 December 2021. It was noted that the University would work to minimise the impact on teaching activity, which has the potential to negatively impact students. The Committee acknowledged the huge effort colleagues had put into the blended learning approach and noted that the University had not yet fully returned to a business as usual state.

The Committee noted that staff expenditure as a proportion of total expenditure at an institutional level had remained fairly static at 58% (previously 58.4%) with the headcount having increased by 8.9% (4.5% by fte) over this period, partly attributable to the Lighthouse Laboratory. This trend was reported as slightly higher than the sector.

David Duncan and Christine Barr left the meeting.

Remuneration Principles

The Committee noted that the University's annual PDR process was reinstated this year with the Principal and other senior figureheads having conducted 'light touch' performance reviews with all members of SLT. Discussions largely focussed on development and feedback in addition to evaluation of individual and collective performance objectives against KPIs for AY2020-21.

Senior Performance and Reward – SMG (Principal's Report)

With respect to SMG, the Principal outlined SMG performance against the strategic objectives set last year. The Principal reported that the University had continued to have strong performance despite the impact of the global pandemic, and this was as a result of the combined contribution of SMG and colleagues across the University as a whole. As a team, SMG has engaged in a series of development programmes to enhance effectiveness and ensure SMG embodied the cultural values and principles of the University. It was however noted that there was still work to be done in terms of racism and gender-based violence across the institution and although the first steps had been taken in acknowledging the issues, the next steps would be key to ensuring that the issues were tackled.

The Committee raised concern over the potential SMG gender pay imbalance, while mindful of historically low pay for females and the importance of appropriate remuneration levels on appointment. The Committee agreed that the Principal should conduct a review and adjust salaries as appropriate during future salary reviews / appointments.

The Committee took the opportunity to review a number of proposed salary reviews as outlined in the Remuneration Committee report.

The Committee agreed that it supported the Principal's proposals as outlined below:

- Professor Frank Coton to become the Senior Vice Principal and Deputy Vice Chancellor (Academic)
- Dr David Duncan to become the COO/University Secretary and Deputy Vice Chancellor (Operations);
- Rachel Sandison to become Vice Principal (External Relations) and Deputy Vice Chancellor (External Relations);
- Salary uplifts as outlined in the papers.

The Principal left the meeting.

Senior Performance and Reward – Principal

The Convener of Court, Elizabeth Passey, informed the Committee that she and the Convener of the Remuneration Committee had conducted a review of the Principal's Performance in the form of a 360° review, a PDR and psychometric testing. The review was informed by an assessment of the Principal's performance against agreed objectives and by feedback invited from all members of Court. Ms Passey noted that the sector had been through the most challenging time in 30 years. The Principal had led SMG and the University through this in an admiral way. JM noted that the feedback received reinforced the effectiveness of The Principal and his willingness to listen to feedback and seek guidance on how he can be more effective.

The Committee accepted the Convenor of Court's report with regards to the Principal's performance. Whilst there was no specific contractual entitlement for the current remuneration period, the committee were supportive of the Principal receiving a pay uplift in line with the nationally agreed settlement.

The Principal, David Duncan and Christine Barr returned to the meeting.

Senior Performance and Reward – Grade 10 Professorial and Professional Staff

Remuneration principles applying to Grade 10 Professorial and Professional Staff, and a summary of the proposed P&DR approach to these categories of staff in 2020/21, were noted and agreed. Grade 10 remuneration levels continue to be benchmarked against UCEA salary survey data on an annual basis to ensure the University maintains its competitive position in terms of policy and practice, and its pay positioning against the market median.

The Committee noted that Grade 10 colleagues received a 1.5% uplift effective from 1 August 2021, with the exception of clinicians, who received a 3% pay uplift with effect from 1 April 2021, consistent with NHS arrangements. In addition, the Committee was supportive of the budgetary envelope set aside for the purposes of exceptional reward & recognition (applicable to those in scope who have not been in receipt of an in-year increase) in accordance with University policies for this purpose. Further, the Committee was satisfied that these responsibilities were delegated to the relevant figureheads at a unit level, subject to min./max. £1500/£2500 unless otherwise specified.

Payments to Members of the Governing Body

The total fees paid to the Convenor of Court for the period of February 2021 to August 2021 was noted.

5. Recent Voluntary Severance Approvals

The Committee noted that since the last meeting of the Committee on 27 May 2021, 143 severance packages had been approved within the standard terms of the University's Voluntary Severance Scheme. The split by College/US included;

Arts - 2

MVLS - 3

Science & Engineering - 7

Social Sciences - 4

University Services - 127 (inclusive of 111 aligned with Facility Services & Commercial Services Reviews).

The total cost of the package was £2,368,992 with an average payback period of 7.46 months. This includes a total sum of £327,391 applicable to Commercial Services averaging 6.2 months and £1,268,011 applicable to the Facilities Services Review averaging 7.8 months for voluntary release schemes, both of which have now concluded.

6. Salary Augmentation Policy

The Salary Augmentation Policy has been updated to reflect the Committee's decision to retain the University's salary augmentation in lieu of pension contribution scheme as agreed by the Committee at its last meeting on 27 May 2021. This introduced a cap of 15% of salary for any new applicant with effect from 1 August 2021. The Committee noted that the rate of augmentation will reduce to 12.3% (currently 16.4%) of salary in line with changes to USS/NIC schemes effective from 1 April 2022. Recipients in scope will be notified accordingly in due course.

The Committee noted that since the last meeting in May 2021, a single request for salary augmentation had been approved, with a total of 25 members of staff currently participating in the scheme.

7. Contractual Changes

The Committee noted a number of SMG contractual changes including one resignation, one appointment, one appointment change and three appointments with forthcoming reviews later this year.

8. Expenses Report

A summary of expenses incurred by SMG members over the period from 1 February 2021 to 31 July 2021 was noted.

10. Any Other Business

A query was raised in relation to the contractual arrangements for colleagues affected by both the Facilities Services and Commercial Services reviews. The Director of People & OD confirmed that the University has supported colleagues through a range of options including voluntary severance, redeployment, and re-engagement.

Further to discussion at Nominations Committee the Convenor of Court expressed the view that the University may wish to give future consideration to remunerating lay members of court, noting this could also enhance the talent attraction pool when recruiting new members.

11. Date and time of next meeting

The next meeting will be held on 26 May 2022.

University of Glasgow

University Court – Wednesday 16 February 2022

Communications to Court from the meeting of Senate held on 9 December 2021

Ms Helen Butcher, Head of Senate Office

(All matters are for noting)

1. Death of Emeritus Professor Rex Whitehead, former Clerk of Senate

The Principal informed members of Senate that a former Clerk of Senate, Professor Rex Whitehead, had died on 26 November 2021.

After graduating with an MSc and PhD from the University of Melbourne, Professor Whitehead joined the University of Glasgow in 1967 as a Research Fellow, becoming Lecturer in 1969 and Reader in 1978. In 1986 he was appointed titular professor of Theoretical Physics.

Professor Whitehead was a member of the University Court from 1992 to 1996. He was then Dean of the Faculty of Science from 1993 to 1996, and Clerk of Senate from 1996 to 2001.

2. University Strategy - Presentation from the Senior Vice-Principal and Deputy Vice-Chancellor (Academic)

Professor Frank Coton, Senior Vice-Principal and Deputy Vice-Chancellor (Academic), informed Senate that the University Strategy 2025 had been approved by Court in November 2020, and that the key performance indicators for the University Strategy had been approved in November 2021.

Outlining the University's position in 2020, Professor Coton noted that the University had seen: continued improvement in global and national rankings; continued growth in postgraduate student numbers, TNE and research output; the construction of two hub buildings; stronger partnerships with the city; and continued improvement in the University's financial position. Nevertheless, challenges remained in relation to league table metrics such as assessment and feedback, student retention, the University's global reputation relative to its citation metrics, and income from industry. The University was also inhibited by its digital infrastructure, the condition of its existing estate, a lack of knowledge exchange/innovation activity, and inefficient processes and systems. In order to address these challenges, the following themes had been identified for the 2025 University Strategy:

- **Building a Sustainable Future**
Recognising our shared challenges
 - Working towards the realisation of the United Nations Sustainable Development Goals
 - Combating climate change
 - Leading through sustainable operations
- **Creating a fairer society**
Addressing inequality, inclusivity and social justice
 - Meeting the needs of our local and global communities with our research and outreach

- Serving as an inclusive, innovation-led economic anchor for Glasgow and Scotland
- **Reimagining student learning**
Embracing a digitally-enhanced future
 - Creating a first class online experience to augment our traditional offer to students
 - Cultivating digital skills and a challenge-oriented mindset for an uncertain world
- **Diversifying the student body**
Expanding our audience in a competitive sector
 - Expanding our range of alternative provision
 - Broadening our TNE partnerships
 - Diversifying our curriculum to reflect our international and inclusive student body

Summarising the purpose, mission and vision of the 2025 University Strategy, Professor Coton provided the following details:

- **Purpose** - Transforming lives through ideas and action
- **Mission** - To bring a community of world changers together
- **Vision** - The world-changing university

Professor Coton also informed Senate that six pillars had been identified for the 2025 Strategy. These were:

- **World-class research** - Pushing back the boundaries of knowledge
- **Outstanding teaching** - Creating an exceptional student experience
- **Lasting impact** - Transforming our ideas into actions
- **Global perspective** - Connecting with the world and making a difference
- **Life-changing experiences** - Developing the next generation of global thinkers
- **Inspiring people** - Creating a dynamic, multinational community

In relation to cross-cutting themes in the University Strategy, Professor Coton provided the following information:

- **Community: People centred, globally engaged**
 - Leading with our values and putting people first
 - Engaging with our civic mission via our local and global communities
 - Strengthening our partnerships to amplify our local and global impact
- **Connectivity: Collaboratively minded, digitally enhanced**
 - Creating space to connect through new collaborative and social space on campus
 - Investing in our digital realm to enhance the staff and student experience
 - Adopting collaborative technologies for frictionless and flexible work and study

- **Challenges: Solution focused, impact oriented**
 - Embracing challenge-led research to address the needs of global society
 - Reimagining our curriculum to prepare students for a challenging and changing world
 - Building a sustainable future through our research, education and actions

Professor Coton informed Senate that the following values had been identified for the 2025 Strategy:

- **Ambition and excellence**
 - Excellence in everything we do
 - Defending academic freedom globally
 - Recognising and celebrating success
 - An unrelenting focus on development
- **Curiosity and discovery**
 - Innovating and solving problems together
 - Leading by influence and example
 - Lifelong learning and personal development
 - Learning from our mistakes
- **Integrity and truth**
 - Upholding honesty, integrity and fairness
 - Sharing our work widely and generously
 - Doing the right thing, not the easy thing
 - Taking responsibility
- **An inclusive community**
 - One Glasgow team founded on care and respect for one another
 - Advocating for diversity
 - Championing education as an engine for social progress
 - Practising and advancing sustainability

Professor Coton highlighted the following key performance indicators that had been identified for the University Strategy:

- To increase the international student population to 11,000 students
- To make it into the world's top 100 Universities for global reputation in the Times Higher Education reputation ranking
- To demonstrate continuous improvement in the quality of its research publications relative to other Russell Group universities
- To make it into the upper quartile of the Russell Group for doctoral degrees awarded per Research and Teaching staff FTE as reported by the Higher Education Statistics Agency (HESA)
- To be fifth in the Russell Group for research income as reported by HESA
- To have a progression rate of over 90% of full time students successfully transitioning from year one to year two of their degree programme
- To have a student satisfaction rate in the top 20 of all UK Higher Education institutions
- To have an entry tariff that was in the top five of the Russell Group

- To reach the annual budgeted position for operating cash before investment
- To have 50% of senior positions in the University filled by women by 2030
- To show continuous improvement in the percentage of University staff from Black and Minority Ethnic (BAME) backgrounds
- To have 16% of the University's Scottish domiciled student population from the 20% most deprived postcodes in Scotland
- To show continuous improvement in colleague engagement
- To have continuous growth in the percentage of collaborative space on campus
- To have at least five funding bodies that ranked Glasgow in the upper quartile of the Russell Group for the award value of the top 10% of grants won over a three year period
- To reach the Russell Group median for the percentage of collaborative and contract research as a proportion of total research income
- To be in the top 20 UK Higher Education institutions for the percentage of graduated students in a professional destination
- For at least 50% of undergraduate students to have an international experience during their degree programme

In addition to the key performance indicators, Professor Coton informed Senate that a number of experimental indicators would also be developed and tested over the next two years. These included: investment in spin-out companies; student engagement; international partnerships; IT; and estates.

Professor Coton provided Senate with a summary of how the University Strategy would be delivered and its key elements, including how horizon scanning and competitor analysis would feed into the core thematic and enabling strategies, and how these strategies would inform the annual planning cycle operational plans for Colleges and University Services via the Strategy Delivery Unit.

Although the University Strategy set out what kind of university Glasgow aspired to be and what was needed to achieve that vision, Professor Coton informed Senate that it did not tell us what the University's academic shape should be or what size the University should be. Therefore, as the University grew, it would need to make decisions about its future academic shape to ensure that growth was planned and that it maximised the University's future potential. This would be the main focus over the next 18 months.

Members of Senate raised concerns about the high dropout rates of students from the 20% most deprived areas listed in the Scottish Index of Multiple Deprivation (SIMD20) and asked if the University currently tracked the retention rates for these students. Professor Coton recognised that there was a completion gap between SIMD20 students and other students at Glasgow, and noted that the University had a commitment to improving the progression rates of students from the most deprived areas. Professor Coton also noted that the Scottish Funding Council (SFC) was now focusing on SIMD20 data as one of its indicators and that the University was currently strengthening its data tracking capabilities for different student cohorts. However, Professor Coton informed Senate that the entry tariff required by students to enrol on degree programmes at Glasgow had the biggest impact on progression rates, not their SIMD20 status. Highlighting the University Strategy's commitment to external engagement, members of Senate also raised concerns that external engagement was not sufficiently recognised in the University's promotions criteria. Professor Coton agreed with this point and informed Senate that the University was currently reviewing its academic promotions criteria with a view to recognising more fully the external engagement activities

carried out by staff.

3. University Sustainability Strategy - Presentation by Chief Operating Officer and University Secretary, and Professor Jaime Toney

Dr David Duncan, Chief Operating Officer and Deputy Vice-Chancellor (Operations), provided Senate with a summary of the University's Sustainability Strategy and the progress that the University had made in reducing its carbon footprint since 2015-16. In particular, Dr Duncan noted that the University had reduced its annual carbon footprint from 69,591 tons in 2015-16, to 60,358 tons in 2018-19. This was largely attributed to increased efficiencies from the introduction of the University's Combined Heat and Power (CHP) system, and the decarbonisation of the National Grid. Regarding the University's target for 2020-21, Dr Duncan noted that the University had committed to reducing its carbon footprint to 55,500 tons, which represented a 20% decrease on the University's 2015-16 baseline carbon footprint. The University was expected to meet this target, but only as a result of the COVID-19 Pandemic which had significantly reduced commuting and business travel since March 2020. Dr Duncan also provided Senate with a breakdown of the University's annual carbon emissions from sources such as gas and oil consumption, electricity consumption, business travel, staff and student commuting, waste production, refrigerant emissions, water consumption, and fleet vehicles.

Regarding the University's targets for reducing its carbon emissions, Dr Duncan informed Senate that the University had identified a series of actions which, taken together, would reduce its carbon footprint to approximately 32,000 tons by 2035, assuming a 3% growth in staff and student numbers a year. These actions included:

- Sourcing all of the University's electricity from green sources (reducing carbon emissions by 17,000 tons)
- Reducing flight-related business travel for staff by 50% (reducing carbon emissions by 6,500 tons)
- Reducing car-related student and staff commuting by 50% (reducing carbon emissions by 3000 tons)
- Reducing commuting emissions due to new ways of working (reducing carbon emissions by 2000 tons)
- Improving energy efficiency on campus (reducing carbon emissions by 4000 tons)
- Adopting alternative sources of fuel (reducing carbon emissions by 6000 tons)

In addition to these actions, the University would use offsetting to help reduce its carbon footprint during the 2020s and achieve carbon neutrality by 2030. The University would use 'gold standard' offsetting, involving carbon credits that were real and verifiable. The University had joined the Environmental Association for Universities and Colleges (EAUC), and was taking part in its carbon offsetting and capture scheme with a view to exploring the scope for collaboration across the Higher Education sector to provide a bespoke approach to offsetting that could be linked to academic activity. The University's carbon offsetting would also contribute to reforestation and peat restoration projects in Scotland, and bespoke offsetting would be used for international flights. In addition to this, the University would continue to foster green spaces and biodiversity across its campuses, and would make particular use of Cochno Farm with a view to raising awareness of sustainability issues. The University campus would also be used as a 'living lab', creating a test bed for research and education.

Professor Jaime Toney informed Senate that the University's Centre for Sustainable Solutions was launched in April 2020. The Centre was established to enable individuals,

communities and organisations to act towards a sustainable future and to develop solutions to climate change through education, research and partnership. In so doing, the Centre would bring people together across sectors and disciplines to create new insights into climate change and sustainability, and to mainstream climate and sustainability education.

Regarding education, Professor Toney informed Senate that a student-led evening course, 'Interdisciplinary Introduction to Climate and Sustainability', had been set up. A number of upskilling/microcredential courses had also been established on topics such as 'Climate change and carbon literacy', 'Systems thinking for sustainable decision-making', and 'Bridging the commitment gap to net zero'. Furthermore, a 'Sustainable Laboratory' programme had been created to reduce energy consumption and promote sustainable laboratory practices on campus. This included a Moodle course which was available to staff and students, and target setting to ensure that the University was 100% compliant with Linking Environment and Farming (LEAF) standards. An incentivising fund had also been established. In addition to this, a Sustainability in Learning and Teaching Community of Practice had been launched in May 2021 to encourage multi-disciplinary collaborations in learning and teaching to assist in the development of activities and practices in relation to sustainability.

In relation to the research landscape, Professor Toney informed Senate that UK Research and Innovation (UKRI) had recently held a roundtable on environmental sustainability, and the University was planning to hold a Sustainability Strategy away day on 12 January 2022 with a focus on environmental sustainability leadership. Furthermore, the University had recently received an allocation of funding from the Natural Environment Research Council (NERC) to facilitate and enhance interdisciplinary research on environmental solutions. As part of this scheme, staff were invited to submit funding applications aligned to NERC's 'Changing the environment' programme on topics such as public health and climate change, energy futures, systems approaches to environmental solutions, and sustainable computing.

Regarding the University's sustainability partnerships, Professor Toney informed Senate that Policy Scotland and the University's Centre for Sustainable Solutions had created a partnership with Glasgow City Council to run a series of Green Recovery Dialogues to foster open conversations between experts in academia and senior leaders within the community. The purpose of these dialogues was to ensure that Glasgow's recovery from COVID-19 was sensitive to environmental and social concerns, and to explore practical solutions. The University had also received a £10m Strategic Programme Grant from NERC for a large project entitled "Delivering a Climate Resilient City through City-University Partnership: Glasgow as a Living Lab Accelerating Novel Transformation (GALLANT)". This project would involve input from 36 co-investigators, 14 new post-doctoral research associates, and 10 PhD students from across the University. The project would also be carried out in collaboration with 28 different public and private sector partners.

Members of Senate enquired about what actions the University was planning to take to reduce or mitigate against emissions resulting from student travel, particularly from international students coming to study at Glasgow. Members of Senate also expressed concerns that one of the objectives highlighted in the University Strategy was to increase international student numbers, and that this would have a significant impact on the University's carbon footprint. Dr Duncan acknowledged that increasing international student numbers would have an impact on the University's carbon footprint and informed Senate that the University had a moral responsibility to examine scope 3 emissions resulting from student travel. Dr Duncan noted that this was a sector-wide issue and that the University was actively engaging with other universities to discuss how the sector should respond collectively. The University was also exploring how it could further strengthen its carbon offsetting commitments by only using 'gold standard' offsetting that was local and verifiable.

Members of Senate asked if the University had set short-term targets for reducing the

University's carbon emissions. Dr Duncan informed Senate that the University had set interim targets but was not planning to set annual emissions targets. The Principal asked Dr Duncan if there were plans to reduce the University's energy consumption by limiting the amount of floor space used across the University's campuses. Dr Duncan informed Senate that, as part of the Sustainability Strategy, the University would improve utilisation rates and space efficiency of both centrally and locally managed spaces, and that all newly designed and refurbished spaces would adhere to agreed space specifications. The University would also improve utilisation rates of teaching laboratories and design new research facilities with energy efficiency in mind. In addition to this, the University would foster collaborative working practices by refurbishing office spaces that facilitated agile working.

4. Principal's Q and A

Two questions had been submitted for the Principal's Q and A item:

4.1 What additional mitigations would the University be putting in place in response to the emergence on the new Omicron COVID-19 variant, and what contingencies would be made for semester 2 teaching if there was a rapid increase in the prevalence of the variant?

The Principal informed Senate that a communication had been sent to all staff about the emerging Omicron variant, and that staff had been advised to work from home, wherever possible. The University had not made any changes to planned academic activities on campus, and teaching and research operations were set to continue as scheduled, as these activities were seen as necessary. This was congruent with the Scottish Government's approach of balancing the 'four harms' of Covid, including the issues of learning loss and mental health. However, staff and students were being advised to test regularly using lateral flow testing kits prior to travelling to the University. The Principal also informed Senate that the University was in constant dialogue with the Scottish Government on its approach, and our plans had been shared with government officials. The University's Senior Management Group was consulting with the University's own experts to ensure that the University was responding appropriately and applying the lessons that had been learned from earlier in the COVID-19 Pandemic. The Principal further noted that no firm decisions had been made in relation to semester 2 teaching and that staff and students would be kept informed of any major changes to the University's teaching arrangements in response to changing guidance from the Scottish Government.

4.2 Update on Estates: Presentation by Mr Ian Campbell, Executive Director of Estates

In response to a question submitted by a member of Senate about the current maintenance situation across the University and the targets for maintenance and repair delivery, Mr Ian Campbell, Executive Director of Estates, gave Senate a presentation on the issue. By way of background, Mr Campbell informed Senate that there were two kinds of maintenance that the University had to respond to - long-term maintenance resulting from years of under-investment, and reactive maintenance.

Regarding the current condition of the University estate, Mr Campbell informed Senate that expenditure had previously been focused on new buildings rather than the existing estate, and that between 2015 and 2020 there had been a maintenance spend of approximately £12m per annum. Previously, most work undertaken on the University estate had been reactive after a failure had occurred, and there had been inadequate data to predict failure or prioritise tasks.

Mr Campbell informed Senate that the following actions had been identified for 2020-21:

- Update of fabric reports using in-house knowledge
- Comprehensive survey of mechanical and electrical assets

- Programme of intrusive surveys to improve understanding of fabric issues
- Improved system records of surveys

Mr Campbell noted that the University had a fabric backlog of approximately £100m, which was expected to rise as surveys were completed. There was also a mechanical and electrical backlog of approximately £153m.

Regarding maintenance investment, Mr Campbell informed Senate that £22m would be spent during 2021-22 on the following:

- Fabric improvements for University Gardens, the James Watt North Building, Hillhead Street/Great George Street, the Library Annex, and the St Andrews Building
- £1.2m would be spent on fire prevention and fire alarm replacements
- Seven major boiler and chiller replacements, and two lift replacements
- Intrusive building fabric surveys and drone surveys to observe roof/gutter issues and heat loss
- Lighting for the Hunterian Art Gallery, the Molema Building, and the James Watt South Building
- £400k would be spent on toilets for 1A The Square and the Graham Kerr Building

Mr Campbell also reported that, as a result of the recent facilities services review, the University would invest an additional £700k on improving resources, including five additional building surveying staff, and 20 new maintenance technicians. In addition to this, the University would retender its building maintenance contracts to ensure that they were incentivised, fully bundled, and output based with fixed/maximum prices. These contracts would also be managed at a strategic level.

Regarding reactive maintenance, Mr Campbell informed Senate that the number of jobs being requested had increased significantly in August and September 2021 as a result of more spaces becoming occupied. The number of jobs had also been impacted by significant rainfall at the start August 2021, which led to water ingress in 118 spaces across the University campus and 30 instances of serious flooding, resulting in the closure of Lilybank House and some buildings on Oakfield Avenue. However, Mr Campbell acknowledged that this had been made worse by an inconsistent prioritisation of jobs.

While the demand for maintenance jobs had increased, Mr Campbell noted that there had been a significant shortage of technical staff to complete the jobs, and that labour inflation was currently running at 12%. This meant that the University had only secured three out of the 20 maintenance technician positions that it had advertised for. The University was also struggling to secure and retain contractors, and productivity had been severely impacted by shortages of materials. However, despite these challenges, the University had successfully completed the following actions to date:

- Increased focus on the management of maintenance issues
- Increased the involvement of contractor managing directors
- Improved reporting of maintenance issues
- Increased spending on Servest, the University's facilities management contractor
- Increased focus on lead technicians
- Re-prioritised maintenance jobs
- Co-located helpdesks

- Improved communication with Schools and Colleges

In relation to the status of maintenance jobs across the University campus, Mr Campbell informed Senate that there were 2,371 maintenance jobs currently in progress, with 697 quoted pieces of work awaiting pricing or approval from staff. 1,275 of these maintenance jobs were more than two months old, with 2,103 new jobs being submitted in September 2021, 2,122 new jobs being submitted in October 2021, and 1,829 new jobs submitted in November. Regarding completed jobs, Mr Campbell reported that 2,100 jobs had been closed in September 2021, 1,925 jobs had been closed in October 2021, and 1,919 jobs had been closed in November 2021. The current backlog was falling by between 150 and 200 jobs per month, and it was expected that between 1,750 and 1,900 jobs would still be in progress in three months' time.

Regarding the medium-term outlook, Mr Campbell informed Senate that there were early indications that the labour market was improving, which would help the University to fill its vacancies. It was also expected that building surveys would add further precision to the University's maintenance programme, and that the University would have a new maintenance contractor in place by the third quarter of 2022. In addition to this, the pace of the University's maintenance programme would increase from 2022-23.

In order to assist with the University's maintenance programme, Mr Campbell advised members of Senate to only use identified contractors and to avoid contacting contractors directly. He also requested that staff be considerate to the Estates team and to continue reporting maintenance needs.

Members of Senate enquired about ventilation levels, the monitoring of carbon dioxide levels, and the installation of HEPA air purifying filters in teaching spaces across campus to prevent transmission of COVID-19 and other viruses. Mr Campbell informed Senate that, following the issuing of guidance from the Scottish Government relating to ventilation, the Estates team had carried out a detailed survey of teaching spaces across campus, taking into consideration published guidance from the Health and Safety Executive (HSE) and the Chartered Institution of Building Services Engineers (CIBSE). The University had also established a process for regular carbon dioxide monitoring across the estate, and a graphical representation of this was reported fortnightly at COVID-19 planning meetings. In addition to this, the University was required by the Scottish Government to produce a report every two months on the current ventilation situation across the estate. Regarding air purification units, Mr Campbell noted that the University ventilation systems already had filtration built into them which was monitored and changed regularly by the Estates team. There was no requirement from the Scottish Government to introduce further filtration units because air cleaning devices did not introduce additional fresh air into a space. There were also concerns that introducing additional air moving units into a building could affect the operation and efficiency of installed building ventilation systems, and air flow through the building. However, Mr Campbell encouraged members of Senate to contact the Help Desk if they had any concerns about ventilation in teaching buildings.

5. Clerk of Senate's Business

5.1 Exam Sustainability Project

The Clerk of Senate informed Senate that the University faced a number of challenges in relation to the delivery of future examinations. These challenges included:

1. Increased student numbers
2. Increased numbers of course combinations that students were taking
3. Increased numbers of end-of-course examinations

4. An increase in the proportion of students declaring a disability that required examination adjustments
5. Accommodating a combination of on-campus and online exams

Regarding point five, the Clerk of Senate noted that there was a possibility that some students might be expected to sit a mix of on-campus and online exams, so the University needed to ensure that there was enough time for students to travel to campus and back home between an online and an on-campus exam, and that additional support needs could be provided for. It had also been established that it would only be possible for students to take two online or two on-campus exams in one day, but not one of each.

In order to make the scheduling of exams possible, the Clerk of Senate noted that significant changes would be required. Therefore, the University's Senior Management Group (SMG) had agreed to set up a short-life working group called the Exam Sustainability Project. This group would have the task of establishing what options the University had and what changes might be required to processes and systems to permit future examination diets to take place securely. Matters to be considered would include:

1. The capability of the timetabling system
2. The variety of types of assessment that students encountered
3. Adequate and appropriate space on campus (or in additional hired accommodation) for students to sit both online and paper-based exams (removing the need to travel between student accommodation and the campus between exams)
4. The duration and configuration of the examination diet (for example, would it be feasible to extend the diet and/or treat on-campus exams as one diet, and online as a second diet)
5. The number of student exam instances (student course choice, design of assessments, number of students, number of assessments)
6. The student experience in terms of prior experience of on-campus exams, the additional stress associated with having to travel between on-campus and online exams during a single day, and the different arrangements and adjustments associated with exams which might differ between an online and an on-campus exam

Every effort would be made to try to accommodate subjects' preferred methods for exam delivery, but some choices might not be possible to accommodate. Senate, and learning and teaching-related committees would be kept informed of the progress of this work.

5.2 Annual Report from Senate Assessors for Student Conduct

Professor Simon Kennedy, Senior Senate Assessor for Student Conduct, informed Senate that, during the 2020-21 academic session, the student conduct case load had increased significantly which had put the Senate Office and Senate Assessors for Student Conduct under severe strain. The average wait time for a case to be resolved during 2020-21 had been 71 days, with some cases taking up to six months to resolve. Professor Kennedy informed Senate that the main reason for the increased number of academic misconduct cases was the move from in-person to online examinations. This was illustrated by the fact that the Senate Assessors had dealt with 388 cases of examination misconduct during the 2020-21 academic session, compared with 137 cases in the previous academic session. The increased case load had resulted in delays to students receiving their outcomes. This, in turn, had resulted in some students taking resit examinations that they may not have needed to take, or proceeding to their next year of study or dissertation with a pending conduct outcome that could ultimately halt their progression. Therefore, the Senate Assessors were

concerned at the prospect of online examinations becoming the standard mode of examination delivery beyond the December 2021 examination diet.

Professor Kennedy also informed Senate that online examinations had been detrimental to academic standards and had placed significant pressure on the Schools, Research Institutes and Subjects submitting student conduct referrals. Professor Kennedy expressed concerns that a significant number of students were plagiarising or colluding in online examinations, which meant that they were not demonstrating any understanding of the course content. Some students were also using question and answer websites to assist them with their online examinations, or copying from lecture notes and other sources without realising that that was not permitted. This was taking place despite Schools, Research Institutes and Subjects issuing students with clear instructions about the rules for online examinations. In addition to this, the Senate Assessors had seen a larger number of repeat offenders than usual, and the Senate Assessors suspected that the number of conduct cases referred to the Senate Office was only a fraction of the total number of offences taking place.

In view of these concerns, Professor Kennedy urged Senate to recognise that the current system for dealing with academic misconduct was not equipped to cope with the additional volume of cases caused by online examinations. Therefore, if the University intended online examinations to become the standard mode of examination delivery in the future, significant investment would be required to support the University's academic misconduct processes to reduce delays for students and safeguard academic standards. Alternatively, the Senate Assessors were of the view that Subjects with the highest volumes of referrals should be permitted to return to on-campus examinations as soon as possible.

Members of Senate from the Students' Representative Council (SRC) raised concerns about the impact that removing double time for online examinations had had on students, and that the instructions for online examinations were sometimes unclear, which had led to confusion amongst some students. Concerns were also raised that some students had struggled to find accommodation that was suitable to undertake online examinations in, and that most students wanted to return to on-campus examinations. In addition to this, SRC members highlighted that the Senate Office and the SRC Advice Centre required additional resources to support students referred for academic misconduct offences and to process their cases quickly.

In response to these points, Professor Kennedy acknowledged that instructions for some online examinations had been slightly ambiguous and that this had been identified by the Senate Assessors during some conduct interviews. Professor Kennedy also acknowledged the difficulties and stress that students had experienced following the transition from in-person to online examinations, and noted that the Senate Assessors were sensitive to these issues when interviewing students. Dr Jack Aitken, Director of Academic Services, informed Senate that additional resources would be allocated to the Senate Office to support the Student Conduct team and to relieve some of the caseload pressure. Regarding the mode of delivery for future examinations, the Clerk of Senate informed Senate that the Exam Sustainability Project was currently reviewing this issue and would report back to Senate shortly.

6. Convener's Business

6.1 Independent review of the University's approach to addressing gender-based violence

The Principal informed Senate that Morag Ross QC had been appointed by the University to undertake a thorough investigation and review of the University's current staff and student procedures and support arrangements in relation to gender-based violence. Ms Ross would have access to all evidence and would be able to speak with anyone she wished to as part of her investigation, including trade unions and student representatives. She would also be

supported by a junior advocate and administrative staff from the University. The University was committed to implementing any recommendations arising from the review, including any that related to the University's wider institutional culture. The review would begin formally in December 2021 and was expected to take a number of months to complete.

6.2 United Nations Climate Change Conference (COP26) legacy

The Principal informed Senate that COP26 had been a hugely successful platform for showcasing the research that colleagues were undertaking in relation to the UN's Sustainable Development Goals (SDGs). Over the course of COP26, the University had hosted over 200 events and had engaged with new partners - connections that would be followed up as part of the University's legacy activities. The University was continuing to develop its communications plans with the Centre for Sustainable Solutions, and a submission had been made to the Times Higher Education Impact Rankings highlighting the important work that was being done in relation to the UN's SDGs. This had led to the University being selected to host the inaugural Times Higher Education Congress next year. Ms Rachel Sandison, Vice-Principal (External Relations) and Deputy Vice-Chancellor (External Engagement), would provide a more detailed update for Senate about the legacy of COP26 at a future meeting.

The Principal thanked members of Senate for all of their hard work throughout 2021 and wished everyone an enjoyable Christmas break.

7. Appointment of Clerk of Senate

The Principal informed Senate that the Finding Committee for the appointment of the next Clerk of Senate had met on 16 November 2021 to consider the job description for the role. The job description had been updated to reflect changes in the University since the appointment of Professor Jill Morrison. Following approval of the job description by Senate, nominations for the appointment would immediately be sought, with a submission deadline of 5 January 2021. The Finding Committee would then review nominations and, in line with its remit, consider whether to invite others to stand for appointment. Interviews would then be held for the position.

Senate was requested to approve the job description for the Clerk of Senate. Senate agreed to approve the job description.

8. University Court: Communications from the meeting held on 29 September 2021

Senate received and noted a report from the University Court meeting held on 29 September 2021. Items included:

- COVID-19 update and planning
- Innovation Strategy
- Report from the Principal
- Report from the University Secretary
- Student matters, including: SEC Report; SRC President update

University of Glasgow

University Court – Wednesday 16 February 2022

Communications to Court from the meeting of Senate held on 1 February 2022

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 Paul Bishop

Professor Paul Bishop died on 25 January 2022 at the age of 72. Professor Bishop joined the University as Professor of Physical Geography in 1998 - a position that he held for 17 years until his retirement at the end of 2015. Professor Bishop was an internationally recognised geomorphologist, publishing over 100 edited books, papers and other articles during his career. Aside from his academic achievements, Professor Bishop played an active role within the University community, serving as a Senate Assessor for Student conduct for six years, before serving two consecutive terms as the University's Senior Senate Assessor for Student Conduct. Following his retirement, Professor Bishop became a Senior Research Fellow in the School of Geographical and Earth Sciences and continued with his research activities until late last year. In recognition of his academic achievements, Professor Bishop was elected as a fellow of the Royal Society of Edinburgh in 2004, a fellow of the Geological Society of America in 2011, and a fellow of the British Society for Geomorphology in 2013. Professor Bishop was also awarded a DSc by Macquarie University in 2009 and an Honorary Fellowship by Glasgow University in 2016.

Professor Donald Bowes

Professor Donald (Don) Bowes died on 3 November 2021 at the age of 95. Professor Bowes joined the University as a Senior Lecturer in 1956, and was Professor of Geology between 1975 and his retirement in 1991. Professor Bowes was a leading expert in the field of Precambrian geology and igneous and metamorphic petrology, publishing over 300 articles during his 60-year career. Professor Bowes also played an instrumental role in a longstanding geological research collaboration between Glasgow University and Charles University in Prague, which led to Charles University awarding him the Gold Medal of the Faculty of Science in 1998, and the Emanuel Borickuy Medal for 'fundamental contributions to the development of mineralogy and petrology' in 2003. In addition to these awards, Professor Bowes was elected as a Fellow of the Royal Society of Edinburgh in 1976, and later became the Society's Vice President.

Professor Lalage Bown

Professor Lalage Bown died on 17 December 2021 at the age of 94. Professor Bown joined the University in 1981 as a titular professor and Director of the Department of Adult and Continuing Education - a position that she retained until her retirement in 1992. Prior to her time at Glasgow, Professor Bown had spent 30 years in Africa establishing a network of adult education institutions and organisations throughout the continent, which had a lasting impact

on adult and female literacy levels. She also set up the first systematic training for adult educators in Africa, and was the founding secretary of the African Adult Education Association. In recognition of her achievements in the field of adult studies, Professor Bown was awarded an OBE in 1977, and received an honorary doctorate from the Open University for services to the education of the underprivileged in 1975. She was also the first woman to receive the William Pearson Tolley medal from Syracuse University, New York, for outstanding contributions to lifelong and continuing education. Following her retirement, Professor Bown was made a Fellow of the Educational Institute of Scotland and also of the Royal Society of Edinburgh in 1991, and was inducted into the International Adult and Continuing Education Hall of Fame in 2009. In addition to this, Glasgow University awarded Professor Bown a DLitt in 2002.

Professor Edward Cowan

Professor Edward (Ted) Cowan died on 2 January 2022 at the age of 77. Professor Cowan joined the University as Professor of Scottish History and Literature in 1994, and was Director of the University's Crichton Campus in Dumfries between 2004 and 2009. Professor Cowan was a leading scholar in the field of Scottish studies for over 50 years and was a pioneer in the study of 'people's history'. Throughout his career, Professor Cowan published, co-wrote or edited 18 books, and nearly 100 articles and book chapters. He was also committed to public engagement and spoke to local societies and community groups in every county in Scotland, and to Scottish societies across the world. In recognition of his academic contributions, Professor Cowan was elected as a Fellow of the Royal Society of Edinburgh in 2005.

Professor Douglas Gifford

Professor Douglas Gifford died on 28 June 2020 at the age of 79. Professor Gifford was a graduate of the University who held the position of Professor of Scottish Literature from 1995 until his retirement as Emeritus Professor in 2005. Professor Gifford had a distinguished career as a literary critic, editor and historian who made a significant contribution to Scotland's literary culture through his books and journal articles. Professor Gifford also carried out numerous public engagement activities, and he was a frequent contributor to newspapers and literary and cultural programmes on television and radio. In addition to this, he served on the Saltire Society Book Awards Panel between 1982 and 2011, was the Faculty of Advocates Honorary Librarian for Walter Scott's Library at Abbotsford between 1993 and 2015, and was a Fellow of the Royal Society of Edinburgh.

Professor Angus Kennedy

Professor Angus Kennedy died on 29 October 2021 at the age of 81. Professor Kennedy was a graduate of the University, becoming a member of staff in 1965 and later the Stevenson Professor of French and Head of the Department of French, before retiring in 2000. Professor Kennedy was a universally respected scholar in the field of mediaeval French, and he published several landmark texts, translations, and commentaries on the work of the late-mediaeval poet and author, Christine de Pizan. Aside from his academic work, Professor Kennedy played an active role within the University community as a member of numerous University committees, and as a Senate Assessor on Court. In recognition of his significant academic contributions, the French government awarded Professor Kennedy the Chevalier des Arts et des Lettres with its highest educational distinction, Commandeur des Palmes académiques.

Professor David Saxon

Professor David Saxon died last week at the age of 76. Professor Saxon joined the University as Kelvin Professor of Natural Philosophy in 1990, and was Head of the

Department of Physics and Astronomy between 1996 and 2001, before becoming Dean of the Faculty of Physical Sciences in 2002. Professor Saxon was a world-renowned physicist who served on numerous committees and councils during his career. He was a council member for two Research Councils and served on international committees at DESY and CERN. He also chaired international working groups for the European Committee for Future Accelerators, and served on the International Union of Pure and Applied Physics Commission on Particle Physics. In Scotland, Professor Saxon acted as the Research Awards Convener of the Royal Society of Edinburgh, and chaired the Institute of Physics in Scotland, as well as chairing the Governing Committee of the Scottish Universities Summer Schools in Physics. In recognition of his significant contributions to physics, Professor Saxon was made a fellow of the Royal Society of Edinburgh in 1993 and was awarded an OBE for services to science in 2005.

Senate also noted the passing of a former Assistant Clerk of Senate:

Mr Lawrence Reynolds

Mr Lawrence Reynolds died on 13 January 2022. Mr Reynolds initially joined the University as Secretary to the University Library, before becoming Assistant Clerk of Senate in 1982 - a position that he held for 18 years until his retirement in 2000. During his time as Assistant Clerk of Senate, Mr Reynolds supported 125 meetings of Senate, and was a valued colleague with a vast knowledge of Glasgow's traditions and history.

2. Library Annual Report 2020-2021

Ms Susan Ashworth, Executive Director of Information Services, informed Senate that the 2020-21 academic session had been a challenging year for the Library, which had to adapt and tailor services at short notice in response to changing guidance from the Scottish Government. This required a complex balancing of service needs, whilst maintaining a safe environment for study. Communication with the University community had been essential throughout the year to ensure that students and staff could access buildings, resources and support.

Reduced occupancy and restricted access to collections were two of the major challenges during higher protection levels between December 2020 and March 2021. New services offered to support the University during this time included: Click and Collect and Scan and Send services for printed material; enhanced access to electronic resources; and the development of the University of Glasgow Life App which provided real-time updates on occupancy levels in busy study spaces. The main Library building reached full capacity most days during this period and there were often queues of students waiting to access study spaces.

Library teams were able to plan and review facilities, services and study spaces in July and August 2021 in line with the Scottish Government's move beyond Level 0 measures. This enabled Library services to move away from a controlled occupancy management system. Library staff received outstanding support from Estates colleagues, particularly the Health and Safety Team, in managing the transition between differing levels of protective measures to ensure that access and safety was maintained. The Library was also able to reopen some of its other facilities, including the Prayer and Reflection rooms and the Library's Family Study Lounge. In Archives and Special Collections, the team built on the success of the Virtual Collections Classroom, which was developed over the course of the last academic session to offer a full range of in-person, virtual and hybrid teaching sessions with the collections.

Ms Ashworth also informed Senate that access to resources remained a critical part of the Library's work throughout the 2020-21 academic year. During the year there had been

challenging negotiations with publishers, which had led to a large amount of modelling and scenario planning in order to maximise the Higher Education sector's stance with publishers, and to be prepared should negotiations fail.

Ms Ashworth and the Principal thanked Library colleagues for all of their hard work keeping the Library open and safe throughout the 2020-21 academic session.

3. Western site development update - Presentation by Mr Ian Campbell, Executive Director of Estates, and Mr Peter Haggerty, Director of Construction and Facilities Management

Mr Ian Campbell, Executive Director of Estates, and Mr Peter Haggerty, Director of Construction and Facilities Management, provided Senate with a summary of University's Western Development Programme. Mr Campbell informed Senate that development of the Western site was progressing well and that there were 137 projects within the Estates portfolio. Regarding the status of these projects, Mr Campbell noted that 76 were in the feasibility/scoping phase, and 61 projects were in the planning and design/in delivery phase (with six being delivered by the major projects team, 41 being delivered by the core projects team, and 14 projects being delivered by the facilities team).

Regarding major projects, Mr Haggerty informed Senate that the James McCune Smith Learning and Teaching Hub had opened in April 2021. The building was 16,640 square metres in size, and was built at a cost of £90.6m. The building could accommodate more than 2,500 students, and included a lecture theatre with capacity for 500 students. The building also contained interactive teaching spaces and a number of seminar/group study spaces. The University had also recently taken possession of the Advanced Research Centre (ARC). This building was 16,000 square metres in size and was built at a cost of £166.55m. The building had capacity for over 1,800 people, and contained 3,580 square metres of lab space, research offices, open plan shared offices, a PGR training suite, 50 desks with docking stations, a seminar room with capacity for 140 delegates, 50 bookable seminar and meeting rooms, an XR/VR suite with accommodation for 30 people, and an enterprise zone with space for up to 30 student start-up companies.

Mr Haggerty informed Senate that the next building to be opened would be the Clarice Pears Building, which would house the University's Institute of Health and Wellbeing. The building was scheduled to open in the second quarter of 2022 and was expected to cost around £51m. The building would contain 8,034 square metres of floor space and would bring together staff from 10 different sites into a single multidisciplinary centre. The building would allow the Institute to increase its PGT and PGR capacity, and to host seminars, workshops and knowledge exchange events. Following this, the Postgraduate Teaching Hub and new Adam Smith Business School Building was due to open for students in September 2023. This building would have 11,600 square metres of space and was expected to cost around £86m to construct. The building would be the first facility on campus designed for postgraduate students, and would provide spaces for study, collaboration, and networking.

Regarding landscaping, Mr Haggerty informed Senate that the University was investing £70m in new infrastructure and the creation of new public space on the site of the former Western Infirmary. This work would include high quality landscaping in the spaces between buildings, including the development of a 'rain garden' which would allow rainwater to be stored on campus before being released slowly into the River Kelvin. Trees and plants would also be planted to reinforce the character of the University Campus and contribute to biodiversity. Mr Haggerty further noted that the Western site development had created a significant number of jobs, apprenticeships and traineeships, and that 37% of the University's investment had been in small and mid-sized enterprises (SMEs). For example, Street and Arrow, a social enterprise that helped young offenders back into the workforce, had been employed to provide on-site catering.

Regarding future buildings, Mr Haggerty informed Senate that the University was currently seeking bids for a joint-venture partner to develop the Church Street area. This would include a large multi-use building that would be situated opposite the ARC.

Members of Senate enquired about the University's plans for landscaping and promoting biodiversity on campus. Mr Haggerty informed Senate that a garden would be created as part of the Western site development. The roofs of some of the new buildings would also be planted with wild flowers. Members of Senate asked for some additional information regarding the role of external partners for the Church Street development. Mr Haggerty informed Senate that the University planned to leverage external funding for non-core buildings while still retaining ownership of the land on which these buildings were constructed. Mr Haggerty anticipated that that some student accommodation and a hotel would form part of the Church Street development, although it was unlikely that any design details would be available until at least 2023. Professor Frank Coton, Senior Vice-Principal and Deputy Vice-Chancellor (Academic), informed Senate that a project board had been set up to consider how the new multi-use building could be used. Professor Coton noted that there were plans to use part of the building for teaching labs and flexible teaching spaces. The University also recognised that some of its existing buildings were reaching the end of their life and that the James Watt School of Engineering would require a new building in the future.

Members of Senate asked if there were plans to create space for spin-off companies in the Church Street development. Mr Campbell informed Senate that the middle portion of the Church Street development would be occupied by spin-off companies, and that the Church Street Innovation Zone would be established within the next three to four years.

4. COP26 legacy - Presentation by Ms Rachel Sandison, Deputy Vice-Chancellor, External Engagement, and Vice-Principal, External Relations

Ms Rachel Sandison, Deputy Vice-Chancellor, External Engagement, and Vice-Principal, External Relations, provided Senate with a summary of the University's legacy from the COP26 UN Climate Change Conference. Ms Sandison informed Senate that the University had spent significant amounts of time investing in its digital estate during COP26, with the creation of a digital hub. This digital hub contained information about climate change research currently being carried out by researchers at the University, COP26 events hosted by the University, the University's response to the climate emergency, and details about work and events associated with the University's Centre for Sustainable Solutions. The University had focused on its social storytelling during COP26 and had received over 120,000 video views on social media. The University had also engaged with its alumni during COP26, with a special edition of Avenue magazine and a survey requesting the views of alumni on climate change and sustainability.

Regarding reach and engagement, Ms Sandison informed Senate that the University had had the largest share of voice during COP26 (38%) compared with its peers in the Higher Education Sector, with 6785 mentions. Sentiment analysis of social media posts also indicated that the University had been viewed positively during COP26. In addition to this, the University had received significant attention from local, global and national media organisations such as The Herald, The Scotsman, The Guardian, the BBC, The Washington Post, Bloomberg, and ABC News. Furthermore, civic partnerships had been made with Glasgow City of Science and Innovation, Glasgow Chamber of Commerce, and the Scottish Event Campus, and events had been held with organisations and companies such as Climate Challenge Cup, Bloomberg, and Mastercard.

In relation to the next steps, Ms Sandison informed Senate that the University would:

- Amplify the legacy of COP26 with communities, focusing on the University's efforts, expertise and thought leadership. The University would also differentiate itself from its Higher Education competitors by emphasising its status as a values-based University that made 'Bold Decisions'.
- Continue to develop its communications plans with the Centre for Sustainable Solutions, with a vision "to enable individuals, communities and organisations to act toward a sustainable future through education, research and partnership".
- Work with the COP26 Universities Network.
- Develop a sustainability-themed Glasgow Research Beacon.
- Pursue deeper partnerships with connections made during COP26 such as the marketing consultancy company Korn Ferry.
- Take part in the '100 days since COP26' event in February 2022 in the Glasgow City Chambers.
- Hold a World Changing Glasgow Conversation online event on the legacy of COP26.

Regarding the University's Centre for Sustainable Solutions, Ms Sandison noted the following developments:

- The Centre had partnered with Policy Scotland and Glasgow City Council to run a series of 'Green Recovery Dialogues', which had enabled a successful bid for a £10.2m Strategic Programme Grant from the Natural Environment Research Council (NERC) for a large project entitled "Delivering a Climate Resilient City through City-University Partnership: Glasgow as a Living Lab Accelerating Novel Transformation (GALLANT)".
- The Centre had co-created a 'city portrait' partnership with Glasgow City Council, C40 Cities Climate Leadership Group, and Doughnut Economics Action Lab to develop viable targets and indicators for carbon emissions.
- Over 500 learners had engaged with upskilling courses run by the Centre on topics such as 'Climate Literacy and Systems Thinking'. The Centre had also developed a new bridging programme on the 'Commitment Gap to Net Zero'.
- The Centre had partnered with FutureLearn in an effort to mainstream climate-related education.
- The Centre had created a new sustainable lab advisor post that would be shared with University Estates.

Ms Sandison also informed Senate that a submission had been made to the Times Higher Education Impact Rankings highlighting the important work that was being done by the University in relation to the UN's Sustainable Development Goals (SDGs). This had led to the University being selected to host the inaugural Times Higher Education Congress next year. As part of its submission, the University had emphasised its leading role during COP26, and the actions that it was taking to achieve carbon neutrality and become more sustainable. The University had also highlighted its positive civic impact and the actions that it had taken to improve social mobility in Glasgow.

Members of Senate enquired about how staff could become involved in the University's future COP27 activities. Ms Sandison informed Senate that the University's COP26 subgroup would reconvene soon. Once the group had reconvened, colleagues would be sent communications about involvement in COP27 activities.

5. Appointment of Clerk of Senate

The Principal informed Senate that the Finding Committee had reviewed the applications for the Clerk of Senate Position and had recently interviewed candidates. Following the interviews, the Finding Committee had nominated Professor Martin Hendry from the School of Physics and Astronomy to replace Professor Jill Morrison as Clerk of Senate and Vice-Principal for a period of four years from August 2022. The Principal asked Senate if they were content to approve the appointment.

Senate approved the appointment of Professor Martin Hendry to the position of Clerk of Senate for a period of four years from August 2022.

6. Research Policy and Strategy Committee

6.1 Presentation on the Advanced Research Centre by Professor Andrew Tobin, Director of the Advanced Research Centre

Professor Andrew Tobin, Director of the Advanced Research Centre, informed Senate that the University's Advanced Research Centre (ARC) had just opened and that it would serve as a testing ground for new ways of working. Regarding the priorities of the ARC, Professor Tobin informed Senate that the focus would be on collaboration, creativity and careers. Professor Tobin also informed Senate that the purpose of the ARC was to accelerate and spread collaboration, teamwork and innovation. The ARC's mission statement was to:

- Bring together researchers and ideas from across different disciplines and sectors (academic/industrial/public and civic) to enable transformational programs that unlocked previously out-of-reach research with societal and global impact.
- Serve as a vehicle through which research opportunities could be identified and catalysed across the University.
- Actively transform the culture of research at the University through a free thinking, ambitious, fear-free ecosystem that was centred on collaboration and co-operation.
- Support the delivery of civic and public engagement aimed at breaking down barriers, delivering inclusion and shaping the relationship between the University, civic partners, and the general public.
- Promote a research environment that enabled career development and progression with sight of enabling opportunities both within and outwith academic research.

Regarding the main themes of the ARC, Professor Tobin informed Senate that it would be the home for academics working on global challenges across five broad themes: Creative Economies and Cultural Transformation; Digital Chemistry; Global Sustainable Development; Quantum and Nano Technologies; and Technologies Touching Life. Professor Tobin also informed Senate that workspaces required an ecosystem of spaces designed to adapt and evolve over time, which optimised space while fostering higher levels of employee engagement. These types of space included: project space; space for social interaction; shared and private office space; meeting space; and flexible space. With this in mind, the ARC contained an exhibition space, seminar space, and enterprise space.

Professor Tobin noted that the key challenge for the ARC was to fulfil its purpose and deliver distinctive and dynamic 'value added' initiatives. This would require a distinctive process of support to allow colleagues to develop ideas and new ways of working in a structured, time-limited way.

In order to facilitate collaboration between colleagues, a 'SPARC' team had been established. This team would help to develop ideas by identifying research networks,

facilitating meetings and workshops between different networks, and shaping and promoting follow-up activities. Within University Colleges the SPARC team would help to incubate ideas through dialogue with researchers, and would source relevant expertise as and when required. The SPARC team would also help to develop proposals, focusing on their purpose, actions, commitments, outcomes and impact.

Members of Senate enquired about how the SPARC team could ensure that it was picking up on research activities that were happening across the University. Professor Tobin informed Senate that the SPARC team had good lines of communication with the Deans of Research in each College and the Heads of College. The SPARC team were also working closely with the PGR community to bring individuals with similar research interests together. Members of Senate also enquired about any planned activities to officially launch the ARC. Professor Tobin informed Senate that there would be a ribbon cutting event for the ARC building, and that details of this event would be announced shortly.

7. Convener's Business

7.1 Scottish Funding Council Higher Education budget settlement for 2022-23

The Principal provided Senate with a summary of the Scottish Funding Council (SFC) budget settlement for Higher Education for 2022-23, which had been announced by the Scottish Government in December 2021.

8. Clerk of Senate's Business

8.1 Honorary Degrees

The Clerk of Senate informed Senate that the following people had accepted invitations issued by the Principal, on behalf of Senate, to receive an Honorary Degree in December 2022:

DOCTOR OF LETTERS (DLitt)

Dr Elisabeth KENDALL
Senior Research Fellow in Arabic and Islamic Studies
Pembroke College, University of Oxford

Professor Anand MENON
Professor of European Politics and Foreign Affairs
Kings College London

DOCTOR OF THE UNIVERSITY (DUniv)

Dr Ligia Teixeira
Chief Executive, Centre for Homelessness Impact

9. University Court: Communications from the meeting held on 24 November 2021

Senate received and noted a report from the University Court meeting held on 24 November 2021. Items included:

- Finance Committee
- University Strategic Plan - KPIs
- Report from the Principal
- Report from the University Secretary

- Student matters, including: SEC Report; SRC President update
- Annual Report for the Scottish Funding Council - Institution Review of Quality Academic Year 2021-21
- Senate Matters

UNIVERSITY OF GLASGOW

Complaints Handling Annual Report: Academic Session 2020-21

This report covers complaints raised with the University between 1 August 2020 and 31 July 2021. 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 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 to an emphasis on 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 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 2020 -21 and COVID-19

From 2019-20 there has been an increase in concerns raised with the Complaints Resolution Office (see below for further details). Like so many other areas of activity, complaint handling has continued to be impacted significantly by the Coronavirus pandemic. 2020-21 continued to be challenging for students which has resulted in complaints related to the impact of the pandemic. Similarly, to last year, we have continued to receive complaints about the delivery of teaching, which often included requests to consider financial

compensation or fee waivers due to online delivery. There has also been a notable increase in the number of complaints about communication (50%), particularly relating to not being able reach staff, lack of response or delayed response to emails.

This has continued to add to the pressure on departments and services across the University, which has impacted on response times for complaints.

2.1 Summary Analysis of cases

Over the period, 172 complaints were considered at Stage 1, (29% increase on previous year). In 2020-21 we addressed 71 Stage 2 complaints, (22% increase). The Stage 2 cases represent 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 attempts at frontline resolution.

Overall, 37% of Stage 1 cases were addressed within 5 working days. Only 6% of Stage 2 cases were concluded in 20 working days. This reflects the challenges presented by this timeframe, particularly in cases that require input from multiple sources, in addition to an overall increased case load. There has also been increased activity at and greater involvement from the Complaints Resolution Office to support complaints handling and resolution at Stage 1. However only 11% of Stage 1 cases were also considered at Stage 2, compared to 24% the previous year).

Despite fewer cases being concluded within 20 working days, resolution is increasing reached within this time frame, however it can take longer to finalise the formal written response. The increased case load and Stage 1 activity has made the 20-day time frame more challenging to meet, however, on average, Stage 2 cases took 59 working days to conclude, which is an improvement on previous years (2019-20 - average 65).

Additionally, 21 complaints were raised but were withdrawn prior to consideration under the Complaints Handling Procedure, or in some cases, consent to take forward the complaint on their behalf was not received from the student.

A further 71 concerns were raised with the Complaints Resolution Office but could not be considered under the Complaints Handling Procedure, the majority of which were requests for service/information or referred to other procedures. This is an increase of 73% on the previous year.

2.2 2019-20 Stage 2: Issues and recommendations

As 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.

Admissions

Examples of issues raised include:

- Lack of response or delayed response times
- Errors or lack of clarity in communications
- Issues with CAS documentation - delays in issue or containing incorrect information.
- Queries/ challenges to fee status.

Examples of recommendations:

- Review of School and Admissions communications including:
 - To ensure clarity and accuracy of information
 - when students are facing registration and enrolment issues.
- Amended application procedures:
 - A school have amended their admissions interview procedure
 - Interviewers can access candidates' documentation prior to interview.

Fees/Grants/Bursaries

Examples of issues raised include:

- Covid-19: requests for the refund or reduction of tuition fees
- Tuition fees: delays or errors in refund processing
- Lack of responses and delays in students receiving timely responses
- Concerns about communication and impact this can have on students

Examples of recommendations:

- Review the Direct Debit set up process.
- Review of communications

Harassment/Bullying/Discrimination

Examples of issues raised include:

- Discrimination/Bullying/harassment: inappropriate behaviours by members of staff towards students, including the use of discriminatory and offensive language

Example of recommendations:

- Referral of staff member to HR procedure

Student Support/Wellbeing

Examples of issues raised include:

- Concerns about wellbeing support in University accommodation
- Dissatisfaction with level of support available
- Concerns about wellbeing support for students who are struggling because of remote learning
- Concerns about reasonable adjustments not being appropriately implemented by Schools

Examples of recommendations:

- Review of local arrangements of dissemination of information about reasonable adjustments required to ensure that these are implemented
- Additional support measures to be put in place

Teaching and Supervision

Examples of issues raised include:

- 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.
- Breakdown in relationship between student and dissertation supervisor
- Breakdown in relationship between PGR student and primary supervisor/supervisory team
- Insufficient support when experiencing challenges in placement setting

Examples of recommendations:

- Review of supervisor training including student support matters
- Review/clarity of guidance and information provided to students and supervisors about avenues of support both within the College and Institute and in the wider University, particularly where students have additional support needs.
- To ensure documentation of standard operating procedures is available in accordance with good laboratory practice.

2.3 Learning and process improvement

The pattern of complaints can highlight areas in which we need to make changes and improvements to our provision.

1. Clarity and timeliness of communication to students has featured significantly in complaints received during 2020-21.
2. The need to enhance sharing of information between teams, schools and service areas to ensure a joined-up approach, has also be identified through a number of complaints received this year.
3. We have and continue to work with a number of School, Colleges and teams to deliver training on frontline complaints handling.
4. Continue to work with colleagues in Human Resources to improve collaboration in cases where there is overlap between the CHP and HR policies and procedures.
5. We have been working with colleagues in Research and Innovation Services and Graduate Schools to address the support needs for PGR students when they experience difficulties.

2.4 Referrals to the SPSO

We have been notified of eight cases from 2020-21 complaints having been referred to the SPSO. Six of these were determined by the SPSO to have had an appropriate level of investigation by the University of Glasgow, one was raised prematurely, and one is pending. We have also received notification of a further case from 2019-20 being considered.

In all cases, the recommendations made by the SPSO have been implemented.

3. Conclusions

Stage 1 cases have primarily raised concerns about Admissions, Programme and Course Information, Fees/Grants/bursaries/finance and how the University has responded to the pandemic and communication.

At Stage 2 cases have tended to focus primarily on administrative procedures, teaching and supervision, including lack of on campus delivery, requests for reductions in tuition fees, and communication.

Despite the challenges faced, only 11% 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 and is a lower percentage than in previous years (2019-20 - 24%).

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 2020 – July 2021)

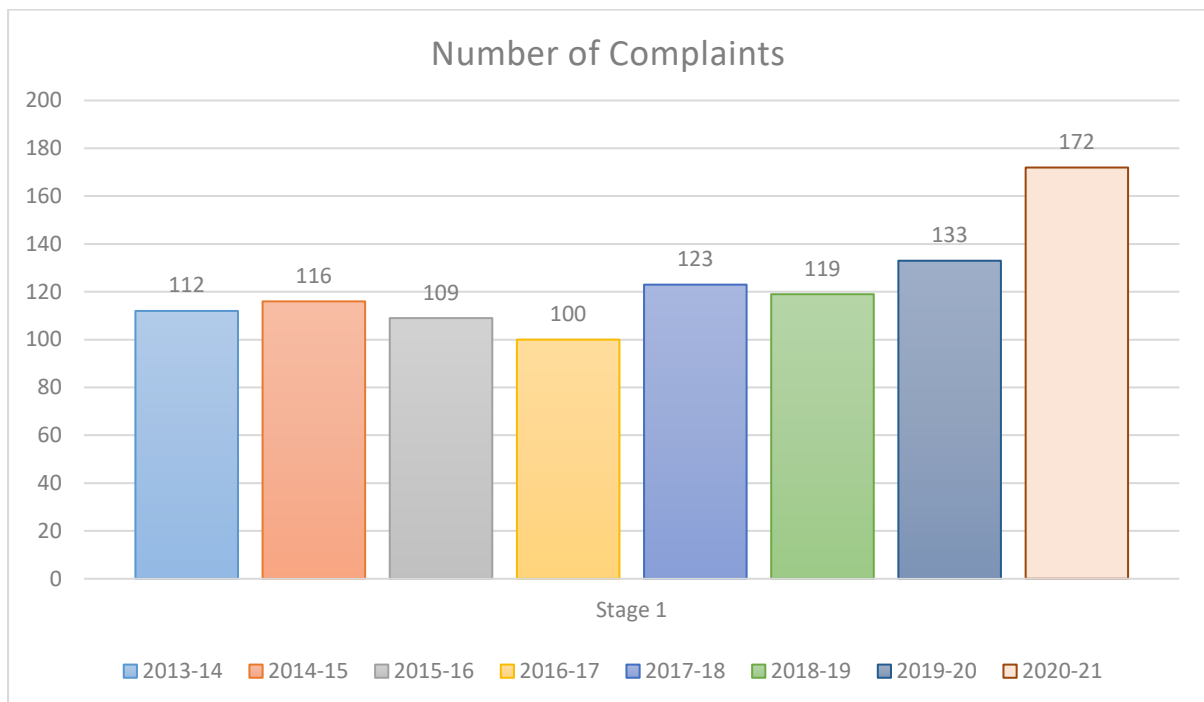


Table 1: Stage 1 Frontline resolutions

	Arts	MVLS	CoSE	CoSS	US	Cross Colleges & Services	Total
Complaints considered at Stage 1	14	15	8	28	106	1	172

Table 2: Stage 1 complaints and response times

	Arts	MVLS	CoSE	CoSS	US	Cross	Total
Within 5 days	6	4	2	4	46	1	63
Within 10 days	2	5	2	11	15		35
Longer than 10 days	5	4	4	10	28		51
No detail of resolution provided/timeframe not known	1	2		3	17		23

Table 3: Stage 2 Complaints

	Arts	MVLS	CoSE	CoSS	US	Colleges / Services	Total
Stage 2	7	6	3	25	20	11	71
Stage 1 first	3	3	2	6	3	2	19

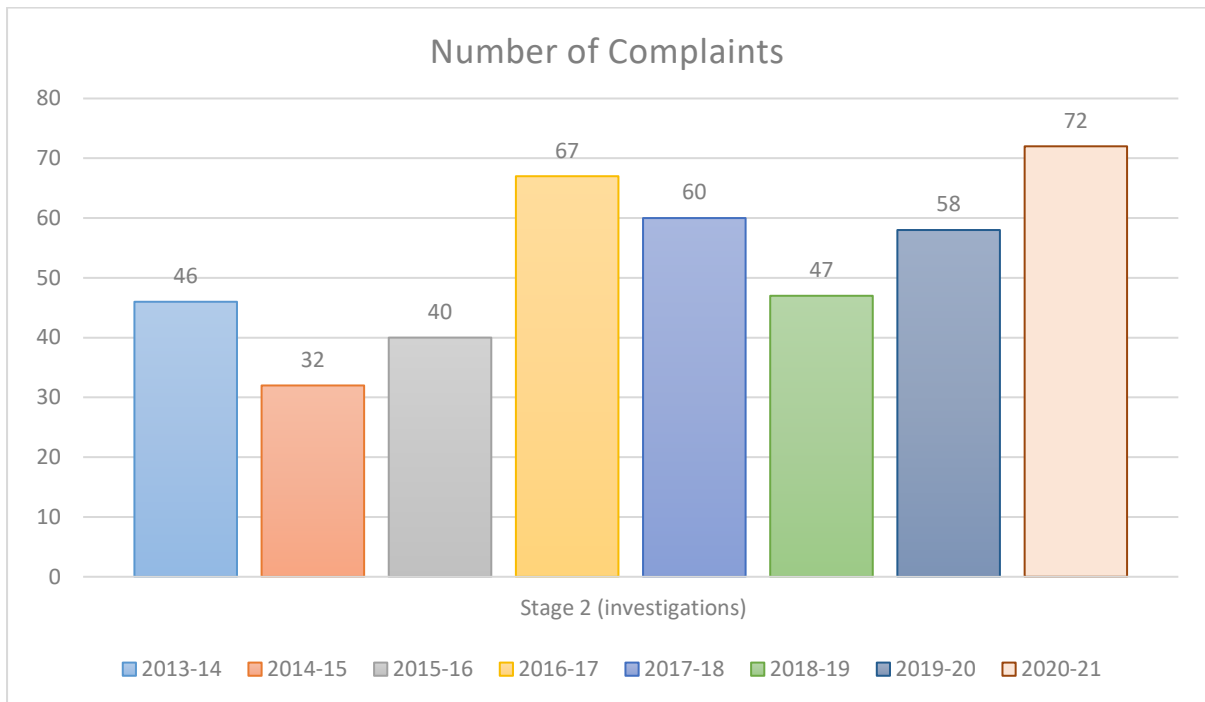


Table 4: Stage 2 Complaints by outcome

	Arts	MVLS	CoSE	CoSS	US	Colleges / Services	Total
Complaints Considered	6	7	3	26	20	10	71
Complaints Resolved	1		1	1	2	1	6
Complaints upheld	0	0	1	4	2	2	9
Complaints partially upheld	0	1	0	1	4	5	11
Complaints not upheld	4	6	1	15	9	2	37
No finding made		0	0	1	0	0	1
Not CHP	1			1	1		3
Complaint Withdrawn					2		2

Table 5: Stage 2 Complaints by response time

	Total
Completed within 20 working days	2
Completed beyond 20 working days	68
Pending beyond 20 working days	0
Closed or withdrawn	2

Table 6: Categories of complaint compared to last year

Complaint Category (complaints may cover multiple categories)	2019-20		2020-21	
	Stage 1	Stage 2	Stage 1	Stage 2
Academic Advising	1	2	4	7
Administrative Procedures	17	13	13	26
Admissions	8	6	42	7
Assessment - arrangements, feedback, changes, guidance	18	13	10	11
Communication	11	7	22	15
Complaints Handling	0	1	0	4
Finance - Fees/Grants/Bursaries/Finance	32	13	34	18
Harassment/Bullying/Discrimination	5	15	8	15
Non-Teaching Space and Facilities	3	1	4	4
Programme/Course Guidance and Information	0	2	3	3
Residential Accommodation	8	10	14	3
Student Support/Wellbeing	4	11	8	15
Teaching Space and Facilities	5	3	4	22
Teaching and Supervision	54	23	32	2
Other	20	16	39	13