



COURT

A meeting of **Court** will be held on **Wednesday 15 April 2020** at **2pm** via Zoom

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AGENDA

Item	Title	Lead	Paper No.	Action
1.	Welcome, Apologies, Introductions/Announcements, Declarations of Interest	Convener	Oral	
2.	Minutes of meeting held on Wednesday 12 February 2020	Convener	2.	For approval
3.	Matters arising not otherwise on the Agenda	Convener	Oral	
	Reports 4 to 8 below show some items as starred*. Starred items are the main items for discussion and/or approval.			
4.	* Covid-19/Coronavirus Update and Planning Papers withheld FOI Exempt/Commercially confidential	Principal/ David Duncan/ Robert Fraser		For discussion
5.	Report from the Principal <i>* Covid-19 – Coronavirus and the University Strategic Plan</i> <i>* Higher Education Developments</i> <i>* SFC Grants 2020-21</i> <i>* Outcome Agreement</i>	Principal	5. and annex	For information/discussion
6.	Report from the University Secretary <i>* Covid-19 - Coronavirus outbreak</i> <i>* Sustainability/Climate Change</i> <i>* Brexit and University Preparation</i>	David Duncan	6. and annexes	Items for approval/otherwise for discussion/information
7.	Student Matters, including: SEC Report; SRC President update	Scott Kirby	7. / Oral	For information/discussion
8.	Reports of Court Committees			
8.1	Finance Committee Papers withheld FOI Exempt/Commercially confidential	Graeme Bissett		For information/discussion
8.2	Estates Committee	Ronnie Mercer	8.2	For information/discussion

8.3	Information Policy & Strategy Committee Papers withheld FOI Exempt/Commercially confidential	Ken Sutherland	8.3	For information/discussion
8.4	Audit & Risk Committee Papers withheld FOI Exempt/Commercially confidential	Heather Cousins		For information/discussion
8.5	Health, Safety and Wellbeing Committee <i>*Annual report to Court</i>	David Duncan	8.5 and annex	For information/discussion
9.	Senate Business	Jill Morrison	Oral	For information
10.	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	
11.	Date of Next Meeting Tuesday 23 June 2020 at 1400 – details TBC			

WEB COPY

Court

Minute of Meeting held on Wednesday 12 February 2020 in the Senate Room Main Building

Present:

Cllr Susan Aitken Glasgow City Council Assessor, Mr Aamer Anwar Rector (to item 31.2 inclusive), Ms Teresa Baños SRC Assessor on Court, Mr Graeme Bissett Co-opted Member, Ms Heather Cousins Co-opted Member, Dr Craig Daly Trade Union Nominee, Professor Carl Goodyear Elected Academic Staff Member, Mr Christopher Kennedy Elected Professional Services Representative, Dr Simon Kennedy Elected Academic Staff Member, Mr Scott Kirby SRC President, Professor Kirsteen McCue Elected Academic Staff Member, Dr Morag Macdonald Simpson General Council Assessor, Ms Margaret Anne McParland Trade Union Nominee, Mr Ronnie Mercer Co-opted Member, Dr June Milligan Co-opted Member, Mr David Milloy Co-opted Member, Professor Sir Anton Muscatelli Principal, Ms Elspeth Orcharton Co-opted Member, Ms Elizabeth Passey Co-opted Member (Convener of Court), Mr Gavin Stewart Co-opted Member, Ms Lesley Sutherland General Council Assessor, Dr Bethan Wood Elected Academic Staff Member

Attending:

Dr David Duncan (Chief Operating Officer [COO] & University Secretary), Mr Robert Fraser (Director of Finance), Ms Deborah Maddern (Administrative Officer), Professor Jill Morrison (Vice-Principal & Clerk of Senate), Ms Ann Allen (Director of Estates & Commercial Services) (to item 27 inclusive), Professor Frank Coton (VP Academic & Educational Innovation) (for item 29), Susan Ashworth (Executive Director of Information Services) (for item 29), Mark Johnston (Director of IT Services) (for item 29)

Apologies:

Members: Mr David Finlayson Co-opted Member, Professor Nick Hill Elected Academic Staff Member, Dr Ken Sutherland Co-opted Member

Attendees: Professor Neal Juster (Senior Vice-Principal and Deputy Vice-Chancellor)

CRT/2019/24 Announcements

Court recorded its sadness at the death in November 2019 of Breffni O'Connor, a past President of the SRC and past member of Court.

The Rector, Aamer Anwar, was attending his final meeting of Court. Court thanked him for all his contributions to Court business and wished him well.

There were the following declarations of interest in relation to business to be conducted at the meeting: Professor Sir Anton Muscatelli as a Trustee of USS, as an ongoing declaration, given the updates on the scheme; and Elizabeth Passey in relation to arrangements for her annual appraisal.

It was recorded that Deputy Vice-Chancellor and Senior Vice-Principal Professor Neal Juster had briefed Court at the pre-lunch session, covering the capital plan review, including details covered at a recent workshop involving member of the Finance and Estates Committees.

Court was reminded that papers and business were confidential.

CRT/2019/25. Minutes of the meetings held on Wednesday 11 December 2019

The minutes were approved.

In the context of the last meeting having included approval of an OCGG recommendation that further work be undertaken to develop the preferred option of setting up a wholly-owned subsidiary company to manage the Small Animal Hospital, Dr Duncan clarified that his reference to the arrangements not becoming a model for other parts of the University related to academic activity: it was the case that the University Shop operated in this way already, and a similar subsidiary would provide catering in the James McCune Smith building when it opened.

CRT/2019/26. Matters Arising

There were no matters arising.

CRT/2019/27. Capital Plan Review

Court had received a briefing from Professor Neal Juster, Senior Vice-Principal and Deputy Vice-Chancellor, ahead of the meeting.

Court now received a paper on progress that had been made with respect to the review of, and changes to, the capital plan, noting also that a joint workshop had been held between members of the Estate and Finance Committees on 28 January. The meeting had discussed the impact of assumptions made on future income, staff costs, capital expenditure, maintenance and refurbishment of the existing estate, and investments in IT on projected cashflow. This had led to discussion on the desirability and quantum of future borrowing. The paper outlined the main themes of the workshop and the next steps in determining the level of capital expenditure necessary and affordable in achieving the University's ambition.

Details of progress on committed projects were included in the paper; these included a summary of the expected outturn of the major projects currently approved by Court. Court noted details of projects that it was considered should be progressed ("Should do" projects); projects that were considered desirable but currently unaffordable ("Could do" projects); areas where the Estates Committee had recommended that the projects should be formally halted; and projects that it was considered should progress only if external funding was secured to cover the costs.

The paper also included a proposed approach to maintenance and minor projects, with the former categorised as either statutory compliance; reactive maintenance; life-cycle maintenance; or planned preventive maintenance. Details were provided of actions currently being taken against each, together with the future approach and proposed spend. With regard to the IT Plan, the paper included a cashflow forecast associated with the IT investment plan. That plan would be subject to further testing as costs were refined. The plan was divided into five categories: Infrastructure as a Service Programme (IAASP); Network Infrastructure Investment Programme (NIIP); Enterprise Integration; minor projects; and outer-years projects.

Details were provided in relation to the consolidated cash-flow and borrowing restrictions, and with regard to risks associated with the capital plan.

With regard to the next steps in the development of the capital plan, over the next 6-9

months, greater clarity would be gained as to the expected profile of spend on maintenance and minor projects; in addition, with respect to the IT strategy and expenditure, firmer plans and better costing would be developed in the coming three months for the IAASP and NIIP. With respect to developing the overall cash forecast and flexibility, further borrowing would be looked into for funding of 'should do' projects; plans would continue to be developed with certain Schools, to deliver international student number growth; and opportunities would be explored to increase operating cash through the current budget cycle, including cost savings and further growth.

Ronnie Mercer, chair of the Estates Committee, noted that the plan was not fully finalised but the paper provided a clear and meaningful direction of travel, such that members who were not also members of the Finance and/or Estates Committees could readily understand and be engaged with the process. There was clarity about how the University was moving forward and about what the definitions of the various categories of projects were. No further major capital projects would be presented to Court for approval in 2020, but significant work would be undertaken now to further develop all the inter-related areas of the plan, including the possibility of additional borrowing. The Arts and Engineering projects had been removed from the plan.

Graeme Bissett, chair of the Finance Committee, referred to the summary of the recent Estates Committee and Finance Committee workshop, details of which were in the Finance Committee report. He reminded Court that c£400m of expenditure had been committed via Court to date, under the capital plans approved in December 2016 and June 2018, but that there had been changes of a significant nature since then, in particular an increase in the cost of the major projects, and more work being required on minor projects, which on an aggregated basis were also costly. Together with IT requirements and maintenance needs, including lifecycle repairs and smaller scale expenditure, there was an increase to estimates previously provided. This reduced the capacity for CapEx projects that had previously been listed; in this context, the Arts and Engineering projects would not be proceeding, and other projects had been deferred. In terms of financing, the operating cashflows were stronger than they had been at the time of the last approval of the capital plan c18 months ago. Going forward, however, it was necessary to look at the minimum cash positions, which showed that if all committed and Should-do projects were to be delivered, and on the basis of the mid-case operational cashflow assumptions, then an additional £50-60m would be required in the mid-2020s. Beyond that, the cashflows were positive, as they had been c18 months ago when they had been assessed. At its recent meeting, the Finance Committee had considered the possibility of more borrowing, with the matter being work in progress and not the subject of a decision at this stage; however, the additional potential capital expenditure outlined did point to a potential need for additional borrowing. All new projects and any decisions around borrowing would come to Court.

In discussion, June Milligan noted that it had been acknowledged at the pre-Court briefing that there had been a shift in expectations around the capital plan that had been approved by Court previously, and given that the plan had moved on it would be helpful to receive further information on proposed future plans in due course.

The Principal noted that the analysis of potential new projects within the dynamic plan would take another nine months, therefore there would be no major CapExes coming to Court until late 2020 or early 2021, and the overall affordability also needed to be looked at. As such, in around nine months' time there would be a further update, with a careful analysis of figures included, in particular around the 'Should do' projects.

A question was asked about whether the costings included projects envisaged under the Smart Campus initiative. It was noted that further work on IT infrastructure was required before elements of the Smart Campus initiative could be taken further. Ann Allen noted that

an outline business case was in train, with advisers being engaged to provide costings and individual projects.

With regard to maintenance and minor projects, a team was investigating the various areas, with the risks to be better identified to provide more clarity.

It was requested that the maintenance section of the plan be moved so as to sit just below the 'Should do' section.

Court's thanks to Neal Juster and Ann Allen were recorded.

CRT/2019/28. Report from the Principal

CRT/2019/28.1 Higher Education Developments

Brexit

Given the UK's departure from the EU, the sector was focusing on the post-Brexit immigration regime and the negotiations on research and student mobility.

On 26 January the government had announced that there would be an unlimited number of "Global Talent" visas aimed at attracting top researchers. This would replace the existing Tier 1 "exceptional talent" visa route currently used by a small proportion of researchers. UK Research and Innovation (UKRI) would be able to endorse visa applicants joining the Royal Society, the British Academy and the Royal Academy of Engineering, among others, with no cap on the number of people who could come to the UK via the visa route, and no salary threshold. The revised route would also have a "fast-track" scheme, managed by UKRI; this would enable UK-based research projects that have received "recognised prestigious grants and awards" to recruit more quickly.

The Scottish Government had launched its migration strategy on 27 January, calling for a tailored migration policy within a UK framework. The HE sector in Scotland had supported this proposal.

The sector continued to lobby for the implementation of the UK Government's promise on post-study work visas for students. The Vice-Chancellors' group (UUK) had recently responded to the Migration Advisory Committee (MAC) consultation on the future immigration system, saying that the government's proposed Australian points-based system could be achieved through reforms to the UK's existing skilled worker visa route. If an Australian-style system were to be introduced, UUK had recommended that having a job offer should be prioritised, to allow employers to recruit individuals and skills regardless of background. UUK had also recommended that the overall salary threshold for the Tier 2 visa should be lowered from £30k to £21k, or the appropriate rate for the relevant profession, since the £30k salary threshold was not a good indicator of an employee's skill level or contribution to an institution. Court would be kept updated.

Post-18 Funding Review in England

The Conservative manifesto had promised careful consideration of the Augar recommendations on fees, but no specific proposals had been made on fee reductions. The report had recommended a reduction in the amount that universities could charge, from £9,250 to £7,500 a year. While the headline fee reduction seemed unlikely to be adopted in its entirety, it was expected that some elements of Augar might be adopted, including increases in funding for FE, and potentially the introduction of some number controls for 'low quality/low value added' courses in English Universities.

The President of UUK had recently warned of knock-on effects on R&D from the Augar Review recommendations, stating that cuts to the funding that English universities received for teaching could discourage students from pursuing academic careers and lead to a shortage of researchers. There was a tension between the potential for reduced research and the Government's stated intention to invest in R&D, which would require an increase in the number of scientists.

Muscatelli Report

Feedback on the recommendations contained in the report was current being obtained from stakeholders. A detailed response from Scottish Government was awaited.

CRT/2019/28.2 Scottish Budget 2020-21

The Scottish Budget 2020-21 had been scheduled to take place on 12 December 2019. Because of the UK General Election and the cancellation of the UK Government budget at the end of 2019, the Scottish Budget 2020-21 had been delayed. It had been published on 6 February, before the UK budget on 11 March. In cash terms there had been an increase of £18.9m (1.84%) for Teaching, although in real terms this was a standstill position; and there had been an increase in the capital allocation. Early dialogue had started between the sector and the Scottish Government with regard to clarification about the Research budget, which had been wholly reclassified as capital, though it was not anticipated that there would be restrictions on the way it could be spent.

CRT/2019/28.3 USS

The JEP's second report had been published on 13 December, its main purpose having been to establish key principles to underpin the future joint approach of UUK and UCU to the valuation of the USS fund. The report had made linked recommendations about the governance of the scheme, the valuation methodology and a possible way forward. Steps included: establishing a new, jointly-agreed purpose statement and shared valuation principles; creating joint bodies within USS, including a valuation forum and a high-level joint union/employer steering committee to agree future direction of the scheme; agreeing a valuation methodology around the agreed purpose of the scheme and a re-articulation of the Trustee's, employers' and employees' risk appetites; and investigating different approaches to contributions to address the high level of scheme opt outs among younger and lower paid staff. The panel had published a 'road map' for the parties to work jointly towards implementing the recommendations.

The tripartite group had met in mid-January, with the members (UCU, UUK and USS) committing to a collective dialogue. The meeting had agreed to reach a better collective understanding and discuss the recommendations.

CRT/2019/28.4 Senior Management Group appointment

At the last meeting it had been reported that consultations had begun regarding the position of VP/Head of College of Medical, Veterinary and Life Sciences, with Professor Dame Anna Dominiczak's current period of appointment coming to an end on 31 July 2020. There would be a transition period while a search process was undertaken to appoint a successor, with Professor Dominiczak remaining in post during that period.

CRT 2019/28.5 Key Activities

Court noted a summary of the main activities in which the Principal had been involved since the last meeting of Court, covering internal and external activities beyond daily operational

management and strategy meetings. The activities were under the broad headings of: Academic Development and Strategy; Internationalisation activities; Lobbying/Policy Influencing and Promoting the University; and Internal activities and Communications and Alumni events.

In discussion, the work of the John Smith Centre for Public Service was highlighted, the Principal agreeing to circulate a summary of its recent activities.

CRT 2019/28.6 Coronavirus outbreak

Court heard that the outbreak was the largest emergent risk for the University's business overall. The Secretary's report would also cover the matter. Daily meetings were taking place, with update communications to the University community, based on public health authority guidance. This included information on social media and information specifically for the Chinese student community. The University was in touch with staff and students in China.

Longer term contingencies were being looked at also, including pre-session courses, summer schools, student recruitment, admissions and other recurrent activities that might be affected by the outbreak. The risk register would be updated, and the Audit & Risk Committee updated at its March meeting.

In discussion, with regard to support for Chinese students with relatives in China who might be affected, it was confirmed that the University and SRC were in close contact with the community of Chinese students and would be able to ascertain if there were particular anxieties. With regard to the impact of a possible pandemic, this would be looked at in the context of longer-term planning for the University, although at present it was difficult to plan ahead with any degree of certainty, given the lack of data and the variables involved. It was confirmed that advice was available for staff or students travelling to China. With regard to transnational education arrangements with partners in China, contingencies were in place for educational provision and testing, including activities being undertaken remotely.

CRT/2019/29. IT Strategy Update/Information Services Strategic Plan

Professor Frank Coton VP Academic & Educational Innovation (chair of IPSC), Susan Ashworth (Executive Director of Information Services), Mark Johnston (Director of IT Services) attended the meeting to brief Court.

The accompanying paper provided the current draft of the University Technology strategy and detailed the major components of the associated investment plan. The briefing outlined the key elements of the strategy and explained the motivators behind the main programmes and investments covered by the strategy. The briefing also outlined the steps being taken to develop the organisational capacity and capability to deliver the strategy.

The context of the strategy development included a legacy of underinvestment in IT at a time of significant growth; operational structures that were not currently fit for purpose (including some provision being 'non-intuitive'); the University entering a new strategic cycle (with the plan being developed in parallel with IT plans), extending its physical infrastructure and engaging in transformation; and the declaration of a climate emergency. Court noted a summary of the IT 'Vision', which envisaged that technology would intuitively and seamlessly enable excellence in all that the University undertook. A summary of the principles behind the Smart Campus initiative was provided; this was one of the major programmes and projects that also included: the Infrastructure as a Service Programme (investing in fit-for-purpose, future-proofed and sustainable data-centre infrastructure, including Cloud platforms); the Network Infrastructure Investment Programme (investing in a network infrastructure, including pervasive wi-fi, which would enable seamless connectivity, support mobility, new ways of working and new ways of learning and teaching); Unified

Communications (implementing a unified communications platform to replace the existing telephony system, which would support flexible and agile working, collaboration and promote efficient space use); and the Enterprise Integration Platform project (implementing an IT architecture which connected the University's systems, driving improvements to data quality, increasing availability and enabling re-use of data; with hybrid systems at the core). Court noted the associated people strategy to deliver the projects; a central aspect of this was to have the right people in the right roles, which would include development of staff and upskilling as well as reshaping through VS where this was necessary.

The strategy was at an advanced stage of development and would be finalised alongside the new University Strategic plan in the coming months. Analysis was ongoing about what would give the best value for money.

Documents providing fuller overviews of the Infrastructure as a Service Programme, Network Infrastructure Investment Programme and Enterprise Integration Platform had been made available to Court for reference.

In discussion, it was acknowledged that the timelines were ambitious, but that there was confidence that they were achievable. External analysis of the University's systems was being undertaken in the short term, following which there would be clarity about moving forward. It was intended to begin work in the summer of 2020, as 2021 was a critical year in terms of infrastructure needs.

A question was asked about third party (particularly Cloud) provision of some services and whether this was a risk. Court noted in this context that the Cloud was being utilized to provide both capacity (e.g. where systems were failing) and flexibility in the face of emerging capabilities.

A comment was noted suggesting that the University should move completely to the Cloud, rather than having data centres; and expressing a concern that it might be overly complex to try and build on older systems. A question was asked about the budgets for the planned innovations including the Smart Campus, and about recent PC cluster purchases and how these fitted into the strategy; and about the linkage between the physical estate, the IT strategy, including lecture recording.

It was noted that the full implementation plan was not yet finalised and that, for example, with regard to lecture recording, further interaction was needed with the capital plan and the Learning & Teaching strategy. With regard to the purchase of PC clusters, these were markers only for the relatively short term, with for example the JMSL&TH being fully laptop-enabled rather than equipped with fixed PCs. With regard to the Cloud, it was considered that this gave both flexibility and scale, but it was not intended to move all University activity to it, so as not to be wholly committed to the Cloud and the associated costs: a 'mixed economy' was planned. The hybrid option in the strategy would allow this to occur.

With regard to the interaction of the capital plan and the IT strategy, the earlier briefing on the capital plan had indicated the importance of embedding IT costs in the capital plan. The significant IT costs outlined in the IT strategy would not all occur at a single time, though some would occur in the summer of 2020, but if the capital plan was approved then the associated IT costs would be included; and any major capital projects coming through to Court in 2021 would include IT costs. Were future developments to result in a change in IT requirements, then the pattern of expenditure on IT might also change.

In the context of ensuring that the IT strategy and associated financial planning was as robust as possible, it was agreed that the IPSC would be augmented to include two more appropriately qualified external members, and that it would report directly to Court in future. It was noted that it would be important to ensure that the existing governance structures for capital projects, including scrutiny by the Estates and Finance Committees, continued to apply and that they were not delayed by the new reporting structure. The timing of meetings including IPSC, EC and FC needed to be carefully considered. In this context it was noted

that the Finance Committee's role could not cover challenge on the cost-effectiveness of an IT project *per se*, since that Committee did not have the relevant expertise.

The addition of other external members to IPSC was welcomed by Professor Coton and Ms Ashworth.

It was agreed that the remit of IPSC would be reviewed to ensure it was appropriate going forward; Professor Coton would begin this process ahead of Court approving the finalised remit. It was further agreed that external candidates would be sought ahead of nominations being made to Court via the Nominations Committee, by email if required.

CRT/2019/30. Report from the University Secretary

CRT 2019.30.1 Brexit and University Preparation

Court had received regular updates over the past 3 years, with the situation being under regular review at the University in the lead-up to the end of January 2020 and beyond. The University had provided support to EU staff and students via a dedicated University website and meetings to assist with the associated bureaucracy of Brexit.

During the transition period the UK would remain a full member of Erasmus+ and Horizon 2020. The University would do everything it could to encourage continued exchanges of staff and students through the programmes and collaborations that these two initiatives provided. There would be lobbying of the UK Government to negotiate continued participation, or failing that to explore creating national replacement schemes.

CRT 2019.30.2 Coronavirus outbreak

The matter had also been referred to earlier in the meeting.

The University community was being updated regularly and there was a dedicated email address for queries.

The University was in close contact with the public health authorities in Scotland and was monitoring the situation in China and elsewhere. A working group was meeting first thing each morning.

A contact email had been provided for anyone at the University who was concerned about the situation. A Facebook live broadcast had been held on 28 January with colleagues and students, including those from the University's Chinese community. There was a website with Q&As.

The possible implications for student recruitment for 2020/21 were being considered; this was a cross-sector concern.

CRT 2019.30.3 Sustainability/Climate Change

At the last meeting, Court had received a paper, "*A Dear, Green Place*": *Towards a Climate Change Strategy and Action Plan for the University*, with its key aspects highlighted, namely for the University to be carbon neutral by 2035, that there would be wide engagement across all stakeholders, and an emphasis on how the University was contributing to the global challenges around sustainability and climate change. Court's comments and support for the direction of travel had been sought. Dr Duncan's thanks were recorded to those who had provided comments.

The consultation had now been launched and it was hoped to engage as many people as possible, with events being arranged to discuss the topics and to raise awareness; consideration was also being given to appropriate interim targets for 2025 and 2030, and to reflecting on the role of offsetting in the strategy prior to 2035.

Regular meetings and actions (both internally at the University and more widely) were now occurring ahead of the COP26 event in Glasgow in November 2020, with Vice Principal Rachel Sandison leading on this for the University.

CRT 2019.30.4 Personal Safety

At the last meeting, Court members had been advised about the arrest of a man for a series of sexual assaults in Glasgow. The case had raised concerns about personal safety, especially of women. Since then, the Rector and the SRC President had met with representatives of Police Scotland and Police Scotland had agreed to sign an information-sharing protocol with the University.

CRT 2019.30.5 Gender Based Violence

In late 2019, universities and colleges in the west of Scotland had moved to tackle gender-based violence under the banner of Fearless Glasgow. The partnership had the backing of Police Scotland and the Scottish Government, as well as other specialist support agencies including Clyde Rape Crisis. It would help raise awareness of sexual violence. Fearless Glasgow would develop campaigns, share ideas, and improve access to help and information across all campuses, with the help of specialist groups.

Prompted by the SRC, the University was now planning a further campaign to raise awareness about appropriate behaviour and encourage reporting of sexual violence and sexual harassment.

It was agreed that staff induction should also incorporate details, so as to further raise awareness.

CRT 2019.30.6 Disability Access

At the last meeting, the Rector had referred to concerns from a potential student who was a wheelchair user, and from her family, about disability access in University buildings.

The Estates Committee had been asked to follow the matter up. Members of Court noted the update provided, which included details of progress being made.

The Director of Student and Academic Services had communicated with the mother of the prospective student and was currently expecting further input on the latter's needs.

In discussion, a question was asked about co-ordination between services in terms of accessibility between, and not just within, buildings, for example involving the Room Bookings service in discussions. It was confirmed that there was good communication between the SMG's Disability Champion, the Disability Service and timetabling/room bookings, although it was noted this was in the context of intense pressure for space and complicated timetabling. The new JMSL&TH would help with these issues.

CRT 2019.30.7 Industrial Action

Following the days of strike action in November and December last year, there was currently

a period of 'working to contract' (e.g. declining voluntary tasks) to 29 April 2020.

UCU had called the industrial action about the 2019 pay settlement for staff and concerns over casualisation, equality and workloads; the union was also concerned about increases in the contribution employees made towards their pensions. The 2019 pay settlement in August 2019 had been an uplift of 1.8% but UCU had called for at least 6%; and the union had argued that staff should not have to pay a 0.8% increase in pension contributions.

Some progress had been made in national negotiations on the non-pay issues and also on the future of the pension scheme, but progress around pay and pension contributions had not been made. The University had received notification that the UCU's HE Committee would not put the revised proposals on non-pay issues to its members and had called for a further 14 days of strike action, beginning on 20 February over four weeks to 13 March.

New talks were scheduled to begin shortly with regard to the 2020/21 pay settlement.

CRT 2019.30.8 Disinvestment petition

At the last meeting, Court had heard that the University had been approached by a coalition of student groups calling on the University to disinvest in companies involved in the arms trade/defence sector. Court had supported the establishment of a working group to consider this issue and to report back to Court via Finance Committee. The group was meeting and would continue to liaise with relevant groups ahead of reporting back later in the spring.

In discussion, the Rector asked about how long the process would take, since for him this was a moral issue. It had taken over 100 years for the University to address its role in the slave trade, and the Rector was looking for faster action in relation to the current matter. He considered there was a reputational issue for the University, including its association with COP26. Dr Duncan advised that the group had met, and had also met with students to ascertain their questions for the fund managers; further work was ongoing with fund managers to look at options. An interim report was scheduled for the April Court meeting, with a further report in June.

CRT 2019.30.9 Organisational Change Governance Group – Small Animal Hospital

At the October meeting, Court had heard that the OCGG had met to discuss proposals relating to the Small Animal Hospital, arising from changes in the market for veterinary referrals and the need to retain learning opportunities for vet students. In December, Court had approved development of the preferred option of setting up a wholly-owned subsidiary company to manage the Small Animal Hospital. The work was ongoing, with the unions involved in consultation.

CRT 2019.30.10 Annual Court Self-Assessment and Convener appraisal

As had been usual in previous years, a questionnaire for Court self-assessment/feedback on performance would be circulated. The Court Governance Working Group would consider the outcomes of this to ensure Court was addressing its responsibilities in terms of good governance. There would be a report to Court at a future meeting.

The Convener left the room for the next item. Court agreed that the Chancellor's Assessor, Ronnie Mercer, would undertake the appraisal of the Convener's performance.

CRT 2019.30.11 Committee appointments

Finance Committee

Court approved a Nominations Committee recommendation that Mr Benny Higgins be appointed to the Finance Committee, as an additional co-opted/external member, aimed at further strengthening the skills and experience set on the Committee. The appointment would be from 1 March 2020 for 4 years in the first instance.

Remuneration Committee

Court approved a Nominations Committee recommendation for the reappointment of Mr Rob Goward, a co-opted (non-Court) member of the Remuneration Committee, for a further four years to March 2024.

CRT 2019.30.12 Senior Appointment – Director of Estates

Mr Ian Campbell had been appointed to replace Ann Allen as Director of Estates with effect from the end of April 2020.

CRT 2019.30.13 Summary of Convener's Business

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

CRT 2019.30.14 Heads of School Appointments

College of Science & Engineering

Professor Simon Gay had been appointed as Head of the School of Computing Science for 4 years from 1 August 2020.

Professor David Ireland had been appointed as Head of the School of Physics & Astronomy for 4 years from 1 August 2020.

CRT/2019/31. Student and Rector's Matters, including: Rector's Report; Students' Representative Council Annual Report and SRC President update; SEC Report

CRT/2019/31.1 Rector's Report

CRT/2019/31.1.1 Security

The Rector reported that following the cases of sexual assault that had occurred in the west end before Christmas, the matter having been discussed at the December meeting of Court, he had met with the Assistant Chief Constable at Police Scotland. The Rector had been content with the operational reasons, connected to the case being 'live', that had been given about why more information had not been shared with the community at the time. The Rector did however still have some concerns. He noted that there had been a new protocol agreed between the University (including Security), the Student bodies and the Police. The Police were to undertake a security review/audit, which the Rector had urged them to start shortly; the Rector encouraged the University to engage with this and to share information with the student bodies. The Rector understood that there would be cost issues, but felt that student and staff safety was paramount.

In discussion, it was noted that under the new protocol, and subject to any 'live case' restrictions, the Police would share information and have a closer relationship with the

University, were there any similar cases in future. It was also noted that there was a balance to be struck, and that the relationship was based on sharing information on risks that were ascertained as real.

The University Secretary advised that the University would follow up with the Police with regard to the security audit.

CRT/2019/31.1.2 Janitorial Staff Pay

The Rector advised that he had met with staff over the past three years and had met janitorial staff earlier in the day. He considered that these staff had a strong impact on students, since they were often the first people that students encountered; yet these staff had been waiting years for a decision about regrading. The Rector added that the janitorial staff he had met had also made allegations of bullying and harassment.

In response, the University Secretary guaranteed that the janitorial grading matter would be addressed by the end of March. With regard to the reference to bullying and harassment claims, the University's policy was one of zero tolerance; the University Secretary asked the Rector to urge anyone with a claim to speak to the E&DU, the Director of HR or himself.

CRT/2019/31.1.3 Rector's Farewell

The Rector recalled that he had come to the University in 1986, and could never have predicted he would become Rector, which had been a great honour. He recalled hearing Jimmy Reid give his own address as Rector. He felt that he had not been able to achieve everything that he had wanted to, but that it had been a tremendous experience and an honour. The Rector highlighted accommodation issues, spiralling debt and mental health as major ongoing areas of concern for students. He referred to the £1bn investment in the University but recorded a note of caution that buildings could not be a substitute for people: staff and students were the heart and soul of the University; the University could not allow education to be treated as a business nor students as a cash cow; the key should be education and equipping people for life.

The Rector selected one highlight of his time in the role, which was the University's treatment of Katie Allan's parents, when he had felt great pride in the University.

The Rector recorded his thanks to the Principal, University Secretary, Court, the SRC and the Convener of Court.

The Convener of Court thanked the Rector, noting that Court had valued the issues he had brought to meetings and that students and staff around the University had benefitted from his work.

The SRC President thanked the Rector for his services to students over the past three years. He asked that the SRC be included in any further discussions that the Rector might have with Police Scotland.

The University Secretary thanked the Rector for all his work, noting that while relationships with the University had not always been easy, the Rector's commitment to students and staff had been total. Dr Duncan commended the Rector's recent Jimmy Reid lecture.

CRT/2019/31.2 Students' Representative Council Annual Report and SRC President Update

Court received a presentation from Scott Kirby, SRC President, providing an overview of the SRC's work over the previous year, an update on initiatives, activities and priorities in the current academic year, including academic engagement and representation, student support, volunteering and clubs & societies, SRC/University joint initiatives and current and future challenges.

Mr Kirby summarised highlights from the 2018/19 year, which included:

- influencing University decision-making, the ELIR report having been extremely positive about the strong and productive relationship between GUSRC and the University;
- student volunteering, with a particular focus on civic engagement, assisting students to bridge the gap between the University and some of the communities it served, with increased financial support from the University having enabled the SRC to provide many more students with the opportunity to find and pursue new interests whilst developing themselves as individuals;
- the establishment of the Student Experience Committee, jointly chaired by the SRC President and University Chief Operating Officer and reporting to Court;
- work in the area of mental health, including Peer Support training, where a further £22,000 award from the National Lottery had enabled the SRC to roll out the third iteration of our successful Mind Your Mate programme during 2018/2019;
- representation, with 800 class representatives trained and where an independent survey had reported very high percentages of positive feedback about action agreed or taken as a result of representatives' input and about development of communication skills as a result of the role;
- the Rent Guarantor scheme, where following an approach from GUSRC, the University had agreed to establish a Rent Guarantor scheme for International Students and members of vulnerable groups;
- the 'It Stops Now!' initiative, in which the SRC had played a key role, together with Rape Crisis Scotland;
- The International Weekend which had been attended by c1000 people.
- promotion of the University through the SRC's 'historical tours' of the University, which continued to grow in popularity.

Looking forward, the SRC would be working with the University to develop a new University strategic plan, and liaising with the WCGT team in its work. Support for initiatives around Gender Based Violence would continue. The representative system for PGRs would continue to be developed, as would training and development opportunities for students, in particular connected to Graduate Attributes. The SRC would continue to campaign with the University to retain the Erasmus+ opportunities. There would be work done on sustainability, free travel and in relation to private accommodation issues. There were challenges associated with the campus expansion and the increased numbers of students, particularly PGT, that would be kept under close watch. The international student experience was not always positive in the context of the University's rapid expansion and, as a service provider, the SRC was very alert to this, in particular around more effective integration of international students. A table of figures of HEI student numbers and levels of funding provided for student services was presented to Court.

In discussion, it was noted that there were four student bodies at the University but that each provided a distinct offering; clubs and societies were also supported by the SRC; Glasgow excelled in the UK in this area, with the highest involvement. The SRC President considered that these provided a unique and beneficial experience for students, but that there was perceived underfunding of the student bodies, which impacted on their ability to deliver services due to funding constraints; given the projections for increases in student numbers over the next few years, this matter should be considered and more investment should be provided. With regard to what would be provided if additional resource were forthcoming, Court heard that funds would be spent on areas including refurbishment, leadership development, wellbeing, and helping clubs and societies.

With regard to the table of figures provided, it was requested that further work be done on the detail, so that all income be reflected and like-for-like comparisons be made across the

various HEIs and services listed, to provide as accurate as possible a reflection of provision. Comments were noted that the table as presented required some caution since the details included in it were not necessarily comparable; Mr Kirby acknowledged that the table was not like for like but was presented in order to provide context.

Court's thanks to Mr Kirby for the presentation, and to the SRC for its work, were recorded.

CRT/2019/31.3 Student Experience Committee Report

The Student Parents Policy had been developed during 2017-18 by the Student Support and Development Committee (SSDC) in consultation with the SRC and the Chief Advisers Sub-Committee, following a survey of student parents conducted by the SRC. The policy focused on the responsibilities of being a parent or guardian and the impact on study-related matters, with the aim of ensuring consistency of experience for student parents, where possible. It had been approved by SSDC's successor, the Student Experience Committee, in April 2018, and also reported to the Equality and Diversity Strategy Committee (EDSC) in June 2018. EDSC had welcomed the policy, although it had been noted that the IT and GDPR requirements surrounding the secure capture of a parental declaration within the University's MyCampus system needed to be implemented. Later, the Senate Office had agreed with the SRC that the policy should be published and operated as far as possible with the system development pending. The policy was now approved by Court.

Court noted the report of the Student Experience Committee (SEC) Away Day held in December 2019, which had considered the following topics in relation to the student experience: the new University Strategy; Climate Emergency and Sustainability; the contribution of the four student bodies; Sport and Exercise; and the SEC Action Plan.

CRT/2019/32. Reports of Court Committees

CRT/2019/32.1. Finance Committee

CRT/2019/32.1.1 Capital Plan review

The Committee had received an oral summary of the outcomes of a joint Finance and Estates Committee Workshop held in the morning of 28 January. The workshop had received presentations and papers relating to the capital plan update, including: details of the Gleeds review of the plan, which had provided an independent view of the basis on which costs had been established; the latest position on committed and 'Should do' major capital projects, including timeline and cost outlook, risks and contingency, and in the latter case the work required to finalise estimates; routine capital works including rationale and requirement, annual spend pattern and forward cost estimates, risks and contingency and work required to finalise estimates; and detail on the IT-related capital investment programme as well as the vision for use of technology across the institution. Possible future capital projects had also been covered in the workshop, including rationale and prioritisation considerations, cost estimates, and a summary of actions and considerations for cashflow.

A cashflow and affordability paper had been provided, outlining operational revenues and expense, and including cash flow assumptions, cash flow scenarios and projections, including sensitivities, and potential additional sources of finance. The affordability analysis had included an analysis of potential borrowing, including approaches to debt repayment and the extent of potential additional debt requirement.

It had been agreed that a comprehensive paper capturing all of the important expenditure and funding proposals would be provided to Court in for the present meeting. This had been received earlier in the meeting.

CRT/2019/32.1.3 Maintenance in Student Residences

The Committee had received and approved a paper requesting additional expenditure to deliver planned and additional maintenance works in student residences.

CRT/2019/32.1.5 CapEx Applications

The Committee had approved applications relating to: Berkeley Square Pavilion 3 Staff Relocations (External Relations) £1.2m; Berkeley Square Pavilion 4 Staff Relocations (SPSHU) £0.495m; CoSE Equipment associated to ERC Consolidator Grant Application £0.646m; CoSE Support NERC Science £0.967m; MVLS Purchase of Irradiation Platform £1m; and MVLS Purchase of MEG Scanner £1.5m.

The Committee had also approved a CapEx IT application between meetings in late November 2019, relating to Core Network Provision Phase 1; this had been approved by the CapEx Committee on 20 November (£1.071m) and circulated to the Finance Committee shortly thereafter.

CRT/2019/32.1.6 Financial reports

Court noted an overview of performance as at 31 December 2019.

The report was noted.

CRT/2019/32.2 Estates Committee

CRT/2019/32.2.1 Capital Plan

The Committee had received an update on the capital plan review. Challenges of new opportunities, cost increase and project development had been discussed. The balance of proposed expenditure between new-build, refurbishment of the existing estates, maintenance and investment in the digital infrastructure had been noted. Key next steps had included remodelling income and expenditure assumptions; a costed technology strategy and establishing a detailed maintenance budget balancing risks and costs. A cost management review by Gleeds had been presented and the recommendations discussed.

CRT/2019/32.2.2 Accessibility

A paper detailing work being done to address accessibility across the estate had been received. This had arisen following discussion at Court in December, the Committee noting that the University's focus on 'People, Place, Purpose' should include an estate which was accessible. This was in addition to legal requirements to ensure that where possible all buildings were accessible. As a result of this, it was important that accessibility and inclusion were key considerations on both the existing estate and the design of the new buildings. This requirement for an accessible estate was captured within the Estates Design Guide, in which it was stated that the University 'is committed to promoting and implementing equality of opportunity in the learning, teaching, research and working environments.' Through this, the University sought design solutions which reflected its aspiration for a fully inclusive campus. This included the mental health and wellbeing of campus users.

The Committee had acknowledged that all design teams were expected to adhere to the existing Design Guide document. It has also been noted that the University had an Accessibility Design Champion who ensured that all building design addressed accessibility. Work would be done with the Champion to find appropriate solutions. The Committee had agreed that further work should be done with Disability Services to ensure Accessibility

CRT/2019/32.2.4 CapEx applications

The Committee had approved CapEx applications relating to: Berkeley Square Pavilion 3 Staff Relocations (External Relations) £1.2m; Berkeley Square Pavilion 4 Staff Relocations (SPSHU) £0.495m; CoSE Support NERC Science £0.967m; CoSE Equipment associated to ERC Consolidator Grant Application £0.646m; MVLS Purchase of Irradiation Platform 1m; and MVLS Purchase of MEG Scanner £1.5m.

CRT/2019/32.3 HR Committee

The Committee had received an update from the Executive Director of Human Resources on the development of the People and Organisational Development Strategy, summarising identified challenges and opportunities and the anticipated priorities as part of the wider University strategy for 2020-2025. The Committee had noted: the latest position on industrial action and the ongoing dispute around pay and pensions, an update on the latest USS pension developments and an overview of progress around the University's Engagement Action Plan and in particular the recently held SMG visibility events. The Deputy Director of Human Resources had presented an update on the delivery of the HR Transformation Project as the mechanism through which the ambitions of the People and Organisational Development Strategy would be realised. The Committee had received details on Pay, Performance and Reward (including Performance and Development Review - PDR), noting the challenges surrounding the 2019 PDR exercise and plans to design an improved in-house system for the 2020 round. The Committee had received a copy of the minutes from the Equality and Diversity Strategy Committee's November meeting.

The Committee had also looked at matters relating to an audit report concerning SCENE; the Audit & Risk Committee would also be updated on this at its March meeting.

Minutes of the JCCN meeting held on in October 2019 were provided for Court's information.

The report was noted.

CRT/2019/32.4 Health, Safety & Wellbeing Committee

At its meeting in December, the Committee had received: updates on meetings with onsite contractors, and on possible centralisation of PAT testing. The Committee had received a briefing on risk management. The Committee had covered its usual range of business in reviewing standard reports on occupational health activities, audit updates and employee counselling. The Committee had approved the Asbestos Policy. Updates on Fire safety matters, personal safety and on Traffic Management had been noted and discussed.

The report was noted.

CRT/2019/33. Communications from Meetings of Senate held on 10 December 2019 and 6 February 2020

At its December 2019 meeting, Senate had received updates on: the 2020-25 University Strategy, the final draft of which would be presented to the University Court in June 2020; the progress of the World-Changing Glasgow Transformation (WCGT) projects; USS Pensions; and the recent industrial action. Senate had received a summary of the Muscatelli report, which had focused on how Scotland's universities could improve their engagement with industry and boost their contribution to economic growth. Senate had received details about

actions taken in relation to fire safety at student accommodation, following a fire at a student residence in England. Senate had received details on acceptances from nominees for honorary degrees.

At its February 2020 meeting, Senate had received: a summary of the University Library's Annual Report; the report was commended to Court, which would be provided with a copy. Senate had received an update on Brexit implications in terms of tuition fees, research and immigration matters that affected the University; information on actions being taken with regard to the coronavirus outbreak; and an update on industrial action. Senate had received details on further acceptances from nominees for honorary degrees.

The communications from Senate were noted.

CRT/2019/34. Any Other Business

There was no other business.

CRT/2019/35. Date of Next Meeting

The next meeting of Court will be held on Wednesday 15 April 2020 at 1pm in the Rutherford McCowan Building, Dumfries Campus. [amended to e-meeting]

Court Context Card 15 April 2020 - 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 February 2020	
<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	
<i>Paper Summary</i>	<p>Updates on areas listed in the paper as follows:</p> <ol style="list-style-type: none"> 1. Covid-19 – Coronavirus and the University Strategic Plan. The Senior Vice-Principal will present this and speak to how we are planning to develop our Strategic Plan in the coming months. Court's input on this item would be welcome. 2. Higher Education Developments <ul style="list-style-type: none"> Brexit REF 2021 and Research UCAS and 2020 Admissions 3. SFC Grants 2020-21 4. Outcome Agreement. A copy of the near-final agreement referred to has been provided on Sharepoint for Court members' reference. 5. USS 6. Appointment of Chancellor 7. QS World University Rankings by Subject for 2020 8. Campus Development 9. Key activities 10. 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>		
<i>Relevant Strategic Plan workstream</i>	Empowering People, Agility, Focus	
<i>Most relevant Primary KPI it will help the university to achieve</i>	NA	
<i>Most relevant Secondary KPI it will help the university to achieve</i>	NA	
<i>Risk register - university level</i>	<p>Item 1: Risk 1 Income Generation and Expenditure, Risk 8 Student Recruitment Market, Risk 12 Campus Development Programme, Risk 16 Coronavirus</p> <p>Item 2: Risk 8 Student Recruitment Market, Risk 10 Government policy impact on Research</p>	
<i>Risk register - college level</i>		
<i>Demographics</i>		
<i>% of University</i>	Items mainly relate to the University as a whole	
<i>Operating stats</i>		
<i>% of</i>		
<i>Campus</i>	All locations	
<i>External bodies</i>	UK Government; Scottish Government; UUK, Universities Scotland, Russell Group, SFC; UKRI; UCAS; USS	
<i>Conflict areas</i>		
<i>Other universities that have done something similar</i>		
<i>Other universities that will do something similar</i>		
<i>Relevant Legislation</i>		
<i>Equality Impact Assessment</i>		
<i>Suggested next steps</i>		
<i>Any other observations</i>		



Court - Wednesday 15 April 2020 Principal's Report

Items A: For Discussion

1. Covid-19 – Coronavirus and the University Strategic Plan

Above all else, the safety and wellbeing of our students, staff and University community has been at the forefront of our actions over the past month. Court's agenda for April has Covid-19, and the University's current and future planning around it, as the major item of business. As such, this item will focus on some wider HE matters which are affected by the outbreak, and how we plan to take forward the University's Strategic Plan 2020-25 in the light of the Covid-19 impact.

Under item 4 on the Court agenda, we have provided a full report of our short-run actions to mitigate the impact on our operations (mainly disruption to teaching and assessment and Covid-19 related research and NHS contributions), and medium-run workstreams to prepare the University for a period of prolonged disruption to our normal activities. Court members have also been kept up to date on local arrangements relating to all our areas of activity, through receipt of the University's internal communication bulletins.

As I said explicitly to Court at our February meeting, the Covid-19 crisis represents the biggest risk facing the University and the whole HE sector. The executive recognised this early, and following discussion at SMG we provided an early analysis of the Covid-19 risk as part of our strategic risk register at the March Audit and Risk Committee, and our early mitigation action in response.

Since entering the suppression phase of the Covid-19 crisis, there has been a growing realisation of the potential total financial impact on the HE sector by both UK and Scottish Governments. There has been regular dialogue at the level of Main Committee of Universities Scotland, the Russell Group Board, and with the UUK Executive. UUK/Universities Scotland and Russell Group have quantified the potential financial shock to the sector and communicated this to government. I have engaged personally in these conversations with both UK and Scottish ministers and will provide an up to date oral report to Court on this at the Court meeting.

Court will recall that our original plan prior to the crisis was to bring the Strategic Plan to the June Court for approval. Prior to lockdown we had completed work on some of the values underpinning the Plan, and some of the major themes in the strategy.

At our virtual Court meeting on 18 March I suggested that the executive would prefer to aim to bring the new Strategic Plan to Court in December 2020. This would allow us to work in the next few months on a modified plan, based on a better understanding of the likely shape of the HE sector post-crisis. Whether a 'new model' of HE emerges from the crisis critically depends on the

nature of any public funding support during and after the crisis, and the extent of disruption to non-publicly funded teaching in 2020-21 and beyond. As we highlighted at our virtual Court meeting in March, there will doubtlessly be important strategic choices for those larger institutions in the sector like the University of Glasgow, given the level of disruption in the sector. This will require agility and flexibility in our response to the financial crisis.

There are some broad scenarios which could emerge as a result of the crisis and the government response. The Senior Vice-Principal will present a paper and speak to how we are planning to develop our Strategic Plan in the coming months, how this dovetails with the medium-term workstreams set out in item 4 on the agenda, and the timetable for bringing the Plan to Court in December 2020. We would of course welcome any input by Court members at the April Court meeting on the focus of our work.

I would like to record specifically my enormous gratitude to everyone in the University community, in the context of the most difficult circumstances we have faced in our recent history. The response to the multiple challenges and complications arising from the Coronavirus outbreak has been magnificent and is a testament to the determination, talent and energy of all the people at our institution.

2. Higher Education Developments

Brexit

At the February meeting, I advised that the sector was focusing on the post-Brexit immigration regime, negotiations around research, and student mobility.

The UK government's announcement about an unlimited number of "Global Talent" visas, aimed at attracting top researchers, appeared to be a positive step especially if UKRI managed it in a way such as to genuinely remove barriers. Development of the visa regime, and indeed international travel, is on hold; and the long-term global impact of Covid-19 is unclear. It is likely to be many months before we are able to assess what might happen in the longer term.

Before the Coronavirus pandemic took full hold, the shape and timing of UK participation in the European Union's R&D programmes was the subject of some discussion following the first round of talks on a UK-EU trade deal, with the position at times appearing unclear. The research community has been campaigning for full association, to give UK researchers access to large portions of the scheme when it starts in 2021, effectively maintaining the access the UK had to the scheme's predecessor, Horizon 2020. Currently, developed non-EU nations without an association deal have minimal participation/access to funds. The government said at the end of February that it was "ready to consider standard third-country participation in certain union programmes where it is in the UK's and the EU's interest that we do so"; some interpreted this as being in contrast to previous statements that association to Horizon Europe would be considered. The Department for BEIS advised the UK "will consider participating in [EU] programmes where they represent a real benefit to British people and industry and provide convincing value for money". However, other government sources indicated there is still a commitment to reaching a full association with

Horizon Europe. There are also schools of thought that consider it unlikely that R&D will be agreed rapidly or indeed separately from the main trade deal.

Meanwhile, the US is examining transatlantic collaboration on emerging technologies and basic science, with senior policymakers and planners looking at how the UK's departure from the EU could strengthen US-UK connections in HE and R&D.

Again the impact of Covid-19 on the above is unclear, especially the effective suspension of face-to-face EU-UK Brexit negotiations.

In mid-February, new post-Brexit immigration rules were set out by the government. Higher points will be awarded to potential migrants with science PhDs and larger salaries. Some concerns were raised over the emphasis on degree qualifications as a marker for skilled workers and the potential impact on recruitment of research assistants, in particular in the Social Sciences, and lab technician posts in STEM subjects. The government had however acted on earlier advice to lower the current salary threshold from £30,000, such that under the new points-based system, potential employees will need either to earn more than £25,600 or earn more than £23,040 and have a PhD. UUK welcomed the fact that HE staff were being recognised for their high skill level and contribution to the UK economy and society, and also welcomed the recognition that the salary threshold of £30k had been too high. However, UUK echoed concerns that it is still necessary to ensure that all staff would be able to work in the UK, including lab technicians and language assistants, given their vital role in supporting the success of institutions.

On Erasmus+, I had the opportunity to participate in a virtual discussion with UK Minister Michelle Donelan on 31 March (see my schedule below), together with other sector leaders, and I can update Court on this discussion.

REF 2021 and Research

Given the current Covid-19 restrictions, the REF is on hold until further notice. The decision was taken in recognition of institutions' needs to divert resource to critical areas, including those relating to health. The national REF team is now working on adapted details for the framework. The submission deadline of 27 November 2020 will no longer apply, although we have been assured that the census date will remain unchanged. A new submission deadline will be announced, no later than eight months ahead of the deadline. REF have advised that full allowance will be made for the impact of coronavirus across affected areas of submissions.

REF have also advised that when there is greater clarity about the length of the disruption to universities, the team will consult on the adapted details for the framework.

The Russell Group had already warned that research activity was being delayed or postponed; and that there was reduced capacity to support research grant processes because of support staff circumstances. Funders have already moved to try to address problems arising from the pandemic's disruption, with charities and government funders deferring funding panels and funding calls, and extending deadlines.

The Russell Group's chief executive has urged UK Research and Innovation to create an emergency fund to cover the salaries of relevant staff and other research costs. UKRI advised that they are working closely with government and other funders to understand what support measures are needed to protect R&D capacity in the long term. At the time of writing it is unclear how any funding support for salary costs would dovetail with the Coronavirus Job Retention Scheme (CJRS) announced by the government which will cover 80% of salary costs for employees (plus NI and minimum pension contributions) who are unable to work during the pandemic from 1 March for three months.

The implementation of UK government research pledges in the 11 March budget, before the crisis escalated, is now less clear. The Chancellor had indicated that R&D spending would be increased to £22 billion a year by 2024 – more than the initial pledges to reach £18bn per year in the same time frame – although the finer details were not set out, and there was criticism from some sources about the lack of clarity, including around the commitment to distribute research funding fairly across the UK as part of the promise to level opportunity and share prosperity. The proposed Shared Prosperity Fund, a potential replacement for EU structural funding after Brexit, was not referred to in detail in the budget. The budget documentation stated that “funding will be realigned to match domestic priorities, not the EU's, with a focus on investing in people. At a minimum, it will match current levels of funding for each nation from EU structural funds”.

We will need to wait and see if the UK budget funding is put on hold or whether the UK government will proceed with its aim of “changing the way in which we fund science in this country”. The budget announcements included: £800 million of investment in a ‘blue skies’ research agency based on US's Advanced Research Projects Agency; a £200m investment programme with the British Business Bank to support health and life sciences innovation; £400m for immediate funding for investment in research, infrastructure and equipment in universities and research institutes particularly in basic research and physical sciences; £300m for “experimental mathematical research to attract global talent over the next five years”; £10m for R&D spending to help decarbonise UK distilleries, including the whisky sector; and £900m for nuclear fusion, space and electric vehicles. Despite the current crisis, it has been argued that the rationale for the budget remains the same in the longer term, but with the situation being so fluid, it is difficult to predict what will happen with the funding. Further details on how the Shared Prosperity Fund (referred to above) could operate are expected in the Comprehensive Spending Review later in 2020.

At the end of February, the government's decision to split the job of science and universities minister added to concerns about the delivery of the R&D agenda.

Specific to the outbreak, a UK-wide consortium of clinicians and scientists has begun a genome-sequencing exercise to map how Covid-19 spreads. The work will also monitor changes in the virus to whether different strains are emerging; and help inform treatments in the future. The consortium is made up of the NHS, public health agencies, the Wellcome Sanger Institute and academic institutions, with the funding from the Wellcome Trust, UK Research and Innovation, and the Government Office for Science. Samples from patients who test positive are being sent to a network of sequencing centres across the country, including the University of Glasgow. The

Sanger Institute will work with the centres to analyse samples. We are very pleased to be able to contribute to the understanding of and fight against the disease.

UCAS and 2020 Admissions

On 25 March, UCAS announced that it is giving applicants more time to make a decision about university choices. This is with the aim of creating stability for both universities and prospective students in light of the pandemic. In a normal year, applicants would have until early May to make decisions on UCAS offers. At the time of writing, the deadline had been extended by two weeks. Universities and colleges are also being given extra time to assess applications and adjust their processes. The widespread cancellation of summer exams in the UK will give all concerned some time to share information on calculated grades. UCAS has indicated that the admissions cycle should run in a broadly similar way to previous years, with flexibility for applicants to make choices throughout the rest of the year and a clearing process over the summer.

Smith-Reid Report on Research; Post-18 Funding Review in England; Muscatelli report

The minutes of the February Court meeting indicate the then position on all of the above. In the current circumstances there are no substantive updates to report. I will update Court further at the April meeting, if there are significant developments to report on any of the above items.

3. SFC Grants 2020-21

In normal circumstances we would have expected the publication of SFC indicative funding allocations around the end of February. We were already aware that there would not be an indicative grant letter for 2020-21 but that SFC would move direct to final allocations, omitting this step. SFC were working to a condensed timeframe, due to the delayed announcement of the Scottish budget caused by the knock-on effect from the General Election taking place in December 2019.

The final grant letter has now also been delayed, due to the Covid-19 pandemic. It is unclear given current circumstances what the funding letter will contain as SFC are giving consideration to the future landscape and how they will move forward with funding allocations for the sector.

At the time of writing it is unclear whether there will be any further funding streams to assist the sector in Scotland as a result of Covid-19. As indicated above under item 1, I will update Court on any new developments in this area.

4. Outcome Agreement

Due to the Covid-19 pandemic, the SFC have suspended the Outcome Agreement process for 2020-21 in the draft stages. As part of this, they have requested that each University supply them with a draft of their 20-21 Outcome Agreement, to meet their requirements for institutional accountability. The SFC have been informed that all forward-looking content/targets should be considered obsolete and they have confirmed that they will not recover Outcome Agreement related funding due to Covid-19 related shortfalls.

While Outcome Agreements are normally submitted to the SFC following Court approval, we intend to send the SFC our near-final draft of the 2020-21 Outcome Agreement without final approval, as large sections of the document are functionally obsolete and would not represent a signed off agreement from the University. The near-final draft is available to members of Court on the sharepoint site, for reference.

Items B: For Information

5. USS

At the last meeting, I updated Court on the publication of the JEP's second report, which established key principles for the future joint approach of UUK and UCU to the valuation of the USS fund; and on the tripartite group meeting in January, at which members (UCU, UUK and USS) agreed to reach a better collective understanding and discuss the JEP recommendations. The latest meeting (in March) between the parties concluded with a statement that the group had discussed the work of the Valuation Methodology Discussion Forum (VMDF), noting also that the Trustee plans to issue a discussion document on the methodology shortly. It was stressed that the document and valuation process need to be collaborative, although it is the Trustee's responsibility to set the assumptions. The group has continued its discussions about agreeing a common definition of sustainability.

In the meantime, the Trustee is carrying out the 2020 valuation of the Scheme's funding to establish whether it believes the Scheme will be able to pay the pensions that members are expecting into the future. The valuation for 2020 will have as its basis a snapshot of the scheme on 31 March 2020, although the process itself will last many months, with a required completion date of 30 June 2021. Clearly in the current world economic climate, the valuation will be very seriously adversely affected because of the impact on markets. At the date of writing, it has not been decided if an alternative course of action will be taken. I will update Court if any additional information emerges.

6. Appointment of Chancellor

We are delighted that Dame Katherine Grainger, Britain's most decorated female Olympian, is to be the next Chancellor of the University. Dame Katherine will succeed Professor Sir Kenneth Calman, who is stepping down after fourteen years in the post. Dame Katherine will take on the role in June, as the first woman Chancellor of the University. She is currently Chancellor of Oxford Brookes University but will relinquish this post when she takes up her new position at Glasgow. The University owes an enormous debt of gratitude to the current Chancellor. We will be marking Sir Ken's retirement at an appropriate moment in the future.

7. QS World University Rankings by Subject for 2020

Details for the above have recently been released. Court may recall that the University rose two places in the overall QS World University Rankings last year, to 67th.

The rankings by subject are equally positive. There were improvements for the University in the areas of Arts and Humanities (62nd, up from 68th in 2019), Natural Sciences (up to 122nd from joint 128th), and Social Sciences (up to 106th from joint 113th); and rises also in a number of more specific subject areas. Life Sciences & Medicine remains in the top 50, having dropped two places to 49th.

8. Campus Development

Construction work on campus development projects is paused at the time of writing, following closure of Multiplex sites across the UK on 23 March. Senior management colleagues are in close contact with Multiplex. We are considering carefully the implications of the latest advice issued by the Scottish Government on 6 April and will update Court members at the meeting.

Court members may have seen the recent report about the ‘topping out’ of the £113m Research Hub. I am pleased to report this milestone, which is also the half-way point in the construction, for our second major capital project under the current capital programme.

In late February, Professor Andrew Tobin, the project co-sponsor for the Research Hub, was appointed as its founding Director, following an internal appointment process. Professor Tobin will retain his current responsibilities as Professor of Molecular Pharmacology in the College of Medical, Veterinary and Life Sciences and as leader of the Technology Touching Life theme in the Research Hub.

9. 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 also added a 5th theme of Covid-19 Planning and Communications.

Please note that all meetings on or after Wednesday 18 March were virtual/online meetings or teleconferences. Government advice to stay at home took effect from Monday 23 March.

I have also included a section listing events and meetings which were either cancelled or postponed due to the Covid-19 outbreak, to give a sense of some of the impact on my normal activities during this period.

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

Academic Development and Strategy

- 17 February: SMG strategy session on University values as part of the 2020-25 Strategic Plan
- 16 March: Meeting with Senior VP and VP Corporate Engagement & Innovation to discuss future engagement strategy with UKRI
- 16 March: Internal meeting to discuss academic culture and teaching
- 23 March: Meeting of Income Growth Working Group
- 7 April: Board of Review on Academic Promotions

Internationalisation Activities

- 18 February: Hosted senior delegation from National University of Singapore, led by their President, on a visit to UofG to discuss future collaborations
- 27 February: At the request of the Glasgow Chinese Students and Scholars Association, filmed a video message of support and solidarity with the people of Wuhan and China during the Covid-19 outbreak
- 27/28 February: Signed Memorandum of Understanding with African Research Universities Alliance (ARUA) and welcomed attendees to a one-day symposium on capacity strengthening in Africa, attended by representatives of ARUA member institutions as well as other Scottish universities and government bodies. Hosted a dinner for ARUA members and senior UofG colleagues.
- 27 March: Guild of European Research-Intensive Universities Board meeting

Lobbying/Policy Influencing and Promoting the University

- 15 February: Brief meeting with Sir Keir Starmer, during Labour leadership campaign
- 20 February: Reception at 10 Downing Street to mark the launch of the Global Talent Visa
- 20 February: Attended lecture at LSE by John Sexton, former President of New York University, with contribution from former Prime Minister Gordon Brown
- 21 February: Attended UUK Members' Meeting
- 21 February: Met with SFC Chief Executive and other Principals to discuss allocation of funding for 2020-21
- 25 February: Participated in a panel discussion at the Sustainable Glasgow Summit organised by Glasgow City Council
- 25 February: Attended meeting of Interface Strategic Board to discuss recommendations of the Muscatelli Report
- 27 February: Met with Chief Executive of Scottish Refugee Council
- 27 February: Met with Catherine Stihler, CEO of the Open Knowledge Foundation, to discuss engagement with COP26
- 28 February: Met with Ian Blackford MP, Leader of SNP group at Westminster and Patrick Grady, MP for Glasgow North (Gilmorehill constituency MP)

- 4 March: Attended meeting of the Scottish Science Advisory Council to discuss recommendations of the Muscatelli Report
- 5 March: Met with SFC Chief Executive
- 5/6 March: Attended meeting of the Scottish Government Council of Economic Advisers attended by ministers including the First Minister and the newly appointed Cabinet Secretary for Economy, Fair Work and Culture and Cabinet Secretary for Finance.
- 10 March: Hosted visit from Chief Executive of AHRC and UKRI International Champion, who delivered a lecture to staff and PGR students on the future of the Global Challenges Research Fund.
- 13 March and 17 March: Conference calls with SFC, Universities Scotland and Scottish Government minister for HE, FE and Science, to discuss the sector's concerns and priorities around Covid-19
- 18 March: Roundtable on public health data in Scotland, organised by Charlotte Street Partners
- 25 March: Took part in a panel discussion on the future of international HE and institutional strategy related to internationalisation as part of the (online) International Higher Education Forum, organised by UUK International.
- 31 March: Roundtable meeting with new UK Government Universities Minister and other Vice-Chancellors regarding Erasmus+ schemes and future alternatives
- 31 March: Universities Scotland Main Committee meeting
- 6 April: Meeting with Chief Executive of Russell Group and new UK Government Science Minister
- 6 April: Meeting with Chief Executive of UKRI and Chief Executive of Russell Group

USS

- 13 February, 24 February, 2 March, 19 March and 8 April: Meetings of the USS Valuation Methodology Discussion Forum
- 18 February, 25 February and 26 March: Meetings of USS Board
- 2 March: Meeting of USS Directors and UUK
- 17 March: USS Investment Committee meeting
- 25/26 March: USS Board away day (virtual)

Russell Group

- 13 February: Chaired Russell Group Board Meeting
- 12 March, 30 March, 8 April: Chaired additional Russell Group Board Meetings (virtual)

Internal activities and Communications and Alumni events

- 17 February: Attended meeting with the Joint Unions Liaison Committee to discuss arrangements for catering staff in the James McCune Smith Learning Hub
- 19 February: Chaired meeting of the internal Fundraising Advisory Board to review progress of fundraising campaign

- 26 February: Co-hosted fundraising dinner with University of Edinburgh and educational charity IntoUniversity to brief prospective supporters on major joint widening access initiative
- 27 February: Met student fundraisers working on University telephone campaign
- 3 March: Gave a speech to donors and other stakeholders at a ceremony to mark the topping out of the Research Hub
- 6 March: Gave a speech at celebration event for International Women's Day, to launch a new image of UofG women leaders assembled on the Lion and Unicorn staircase
- 7 March: Attended drinks reception as part of the student-organised Glasgow Economic Forum conference, and gave a speech

Covid-19 Planning and Communications

- 13 March: Attended internal meetings on Covid-19 – comms/operational group and SMG Risk Mitigation Group
- 16 March, 20 March and 6 April: Meetings of SMG Covid-19 Risk Mitigation Group
- From 18 March onwards: Daily meetings of Covid-19 comms/operational group
- 10 March: Filmed Facebook Live session with senior colleagues providing an update on Covid-19 response
- 12 March, 17 March, 27 March, 3April: Filmed video updates on Covid-19 for use in University communications/social media channels
- 18 March: Virtual meeting of Court
- 19 March and 8 April: Chaired meetings of Senior Leaders' Forum including Heads of School/Directors of Research Institute, Deans, and senior members of Professional Services to provide updates on University response to Covid-19
- 23 March: Phoncall with Finance colleagues and fund managers to discuss cash investment performance and mitigating actions
- In addition to the scheduled meetings listed above, there have been frequent conversations on a daily basis with SFC, Universities Scotland, UUK, Russell Group, and UK and Scottish Ministers.

Cancelled and Postponed Engagements

- THE Teaching Excellence Summit at Nankai University, Tianjin, China
- German U15 (equivalent of the Russell Group) and Konrad Adenauer Foundation international high-level symposium to discuss what universities need to remain globally competitive
- Meeting with Consul General of India
- Russell Group Parliamentary Reception
- First Minister's Standing Council on Europe plenary meeting
- Glasgow City Region Cabinet meeting
- Glasgow City Region Commission for Economic Growth
- Sustainable Glasgow Partnership Board meeting

- Skills Development Scotland roundtable meeting on Graduate Level Apprenticeships
- April meeting of Senate
- Conference dinner for BMC-BAMC 2020 (British Mathematical Colloquium/British Applied Mathematics Colloquium), the largest meeting of UK mathematics
- EIT Digital (European Institute of Innovation and Technology) dinner, attended by leading figures from the European and Scottish innovation ecosystem

10. Senior Management Group business

In addition to standing and regular items, including Covid-19 and REF 2021, the following issues were discussed:

SMG Meeting of 19 February

- Management Accounts
- Risk Register
- World-Changing Glasgow Transformation – Update
- Interim Process for Varying Equity Split
- Capital Plan – Non-Major Projects

SMG Meeting of 24 February

- Uniform – Professional Services Benchmarking
- SMG Risk Assessment Sub-Committee – GCRF/ODA-related research

SMG Meeting of 2 March

- Scottish and Irish Government Bilateral Review: Joint Glasgow-UCD response

SMG Meeting of 9 March

- Strategic Plan 2020-2025 Development: Strategy Overview and Draft Values

SMG Meeting of 16 March

- 2020/21 Budget and 4-Year Forecast
- Strategic Plan 2020-25: Values
- Flexible Working Policy
- SFC Outcome Agreement 2020/21 to 2022/23

SMG Meeting of 24 March

- Audit Reports: Staff Retention & Wellbeing, MyCampus Security Review, Health & Safety Review
- Timetabling 2020/21 Contingency Plan

SMG Meeting of 30 March

- Management Accounts
- HR Quarterly Data Analytics & Trend Analysis

Court Context Card 15 April 2020 - 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	
<i>Topic last discussed at Court</i>	Last report was to February 2020 Court	
<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>		
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:	
	<p>A1 Information on University action relating to the Coronavirus outbreak</p> <p>A2 An update on sustainability / climate change activity at the University</p> <p>A3 An update relating to Brexit and University preparations</p>	
Topics to be discussed	As above plus any B items Court members may wish to discuss	
Action from Court	<p>Specific decisions requested under:</p> <p>B3 Court is invited to give comments/advice on the interim report from the working group that is considering a petition to disinvest in the defence sector/arms trade</p> <p>B6 Court is invited to approve a refreshed remit for the IPSC</p> <p>B6 Court is invited to approve recommendations from Nominations Committee, relating to the IPSC, Estates Committee and Investment Advisory Committee</p>	
Recommendation to Court	As per individual items	
Relevant Strategic Plan workstream	Empowering People, Agility, Focus	
Most relevant Primary KPI it will help the university to achieve	NA	
Most relevant Secondary KPI it will help the university to achieve	NA	
Risk register - university level	Item 1: Risk 1 Income Generation and Expenditure, Risk 8 Student Recruitment Market, Risk 12 Campus Development Programme, Risk 16 Coronavirus	
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; COP26 organisers; Police Scotland	
Conflict areas		
Other universities that have done something similar		
Other universities that will do something similar		
Relevant Legislation	Climate Change (Scotland) Act 2009 ; HE governance legislation/Code of Good HE Governance; industrial relations legislation	
Equality Impact Assessment		
Suggested next steps		
Any other observations		



Court – Wednesday 15 April 2020

Report from the University Secretary

SECTION A - ITEMS FOR DISCUSSION / DECISION

A.1 Covid-19 - Coronavirus outbreak

The University community continues to be updated regularly via the website, email and social media. Court was recently provided with a summary of 20 key actions that have been taken or are underway.

One of our immediate challenges relates to student assessment. Detailed planning has been undertaken for late spring/summer 2020, to enable exams and assessments for Honours level and Masters courses to take place, principally in the form of 24-hour ‘take-home’ exams. Guidance and support are being provided both to those launching the exams and assessments and to the students taking them. Students are being reassured that safety netting will be put in place – marks can only go up, not down, when compared to work already assessed. PGR students are now being examined via virtual vivas.

We have aimed to ensure that all exams and assessments are compliant with the University’s Accessible and Inclusive Learning Policy, to accommodate the needs of all students, including those who would normally need additional adjustments through the Disability Service.

Details about University research connected to Covid are attached at **Annex**.

Short- medium- and longer-term action and planning across all areas of the University is ongoing. Court’s main item of business for the April meeting will focus on this, with Court to be brought up to date on our actions and invited to contribute to the institutional conversations that are underway.

A.2 Sustainability/Climate Change

In February, the consultation was launched on the paper, “*A Dear, Green Place*”: *Towards a Climate Change Strategy and Action Plan for the University*”, including via an online survey. The deadline for survey returns was 20 March, following which we are compiling the answers and comments received into a summary document, which will be shared with the University community. Over 1,300 responses were received, with most supporting the broad lines of action proposed in the paper.

We have run workshops designed to provide staff with a summary of the paper and the opportunity to feedback, ask questions, and discuss with colleagues. There is also a Sustainability Yammer Group for further contributions to the debate.

Consideration of appropriate interim targets for 2025 and 2030, ahead of the University’s aim of being carbon neutral by 2035, are ongoing. The Sustainability Working Group met on Wednesday 1 April to consider an initial report on the consultation. I will update members at the Court meeting on 15 April.

In the meantime, the COP26 event in Glasgow has been postponed. The decision was taken by representatives of the COP Bureau of the UNFCCC (United Nations Framework

Convention on Climate Change) with the UK and its Italian partners. Dates for a rescheduled conference in 2021 will be agreed in due course following further discussion between parties. Rachel Sandison will continue to lead the University's related activities and input to the global debate at this event.

A.3 Brexit and University Preparation

Court has received regular updates over the past three years, hearing about the support we have provided support to our EU staff and students. We will continue to lobby the UK Government for continued participation in EU programmes and explore creating national replacement schemes if required.

SECTION B – ITEMS FOR INFORMATION / ROUTINE ITEMS FOR APPROVAL

B.1 Industrial Action

UCU called industrial action about the 2019 cost of living increase and concerns over casualisation, equality and workloads; a separate ballot was held over increases in the contribution that employees make towards their pensions. Progress was made in national negotiations about non-pay issues and the future of the pension scheme, but the issues around pay remained unresolved. There were eight days of strike action in November-December 2019, and a further 14 days over four weeks from 20 February to 13 March 2020. Support for the strike diminished somewhat during the second period of action, though there was still considerable disruption to teaching, especially in the Colleges of Arts and Social Sciences. Despite further talks involving the Universities and Colleges Employers' Association (on pay and non-pay issues) and Universities UK (on pensions issues), neither dispute was resolved. Formal strike action has now ceased, but the dispute is formally still live; talks on the 2020 cost of living increase are scheduled to begin shortly.

B.2 Janitorial Staff Pay

At the last meeting, the Rector raised a concern about janitorial staff waiting years for a decision about regrading. I undertook to ensure this matter would be addressed by the end of March. I can confirm that offers were made to relevant members of staff before the end of March following the normal process of role assessment.

B.3 Disinvestment petition

The group intends to meet again in late April/May before making recommendations to Court in June, **and any comments or guidance from Court at this stage would be very welcome.**

B.4 Security Audit

At the last meeting, in relation to personal safety matters following a series of attacks in the West End, there was a reference to a related security audit being undertaken by the Police, and to this being followed up by the University. We are still in discussion with Police Scotland both about security on and around the campuses, and about the signing of a formal protocol; unfortunately, these discussions have been somewhat disrupted by Covid-19.

B.5 Convener appraisal and Annual Court Self-Assessment

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

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

B.6 *Committee remit and appointments*

Information Policy and Strategy Committee IPSC

At the February meeting of Court, it was agreed that the IPSC would report to Court. A refreshed remit has been drafted in this context.

Court's approval of the remit is sought.

It was also agreed that the membership be augmented by the addition of external members.

Nominations Committee recommends the following:-

The addition of one additional lay member of Court, and one external expert, to the IPSC; and the appointment of Gavin Stewart (co-opted member of Court) to the former position.

Court's approval of these recommendations is sought.

Details relating to the proposed appointment for the external expert (non-Court) member of the IPSC will be provided as soon as possible.

Estates Committee

Following Court discussion earlier in the year about all staff members being on a Committee, Nominations Committee recommends the addition of a staff member to the Estates Committee, with Chris Kennedy to be appointed to the Committee.

Court's approval of these recommendations is sought.

Investment Advisory Committee

Nominations Committee was asked to consider the reappointment of David Ross as chair of the Investment Advisory Committee for 2 years from 1 Aug 2020. While members of the Committee were happy to support this and grateful for the excellent service David continues to give the University in this role, we are conscious that David has already served eight years in the role; we therefore recommend to Court that we begin the search for a new Chair, and report back to Court at a future date when a suitable candidate has been identified. In the meantime, I am pleased to report that David has kindly agreed to continue in the role on an interim basis, subject to Court's approval.

Court's approval of this recommendation is sought.

B.7 *Court Strategy Day 2020*

The Strategy Day is scheduled for 17 September. The day will focus on recovery and planning following Covid-19, and is likely to include a review of the competitive environment; research and academic activity including how the University can continue to be involved in the fight against Covid; financial planning including coverage of student recruitment and admissions; the capital plan; and staffing. Finalisation of the University's new Strategic Plan is being postponed in light of the Covid crisis.

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

B.8 *Organisational Change*

As referred to in the paper, details of the membership and remit of the group will come to Court for review annually; this will occur at the first meeting of next session.

B.9 *Organisational Change Governance Group – Small Animal Hospital*

In December, Court approved development of the preferred option of setting up a wholly-owned subsidiary company to manage the Small Animal Hospital. Although the University's current priorities are around Covid-19, the process is continuing; we will report back to Court at a later date.

B.10 *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**.

B.11 *SRC Spring Elections*

The following candidates were successful in the Spring 2020 SRC elections and will take up sabbatical officer posts on 1st July 2020:

President: Liam Brady

VP Education: Gregory Kokkinidis

VP Student Support: Ella McCabe

VP Student Activities: Amy McKenzie Smith

B.12 *Rectorial Election 2020*

This was due to take place in March, but with the escalation in the outbreak of the Coronavirus and the distancing measures put in place around it, the event has been postponed until the autumn. There will be a vacancy on Court until a new Rector is elected.

B.13 *Directors of Research Institutes and Heads of School Appointments*

College of Arts

School of Modern Languages and Cultures

Professor Stephen Forcer, currently a Professor in the Modern Languages Department at the University of Birmingham, has been appointed as Head of the School of Modern Languages and Cultures for four years from 1 August 2020.

College of MVLS

Institute of Biodiversity, Animal Health & Comparative Medicine

Professor Dan Haydon has been re-appointed as the Director of the Institute of Biodiversity, Animal Health & Comparative Medicine for two years from 1 August 2020.

Institute of Infection, Immunity & Inflammation

Professor Iain McInnes has been re-appointed as the Director of the Institute of Infection, Immunity & Inflammation for two years from 1 August 2020.

School of Medicine, Dentistry & Nursing

Professor Matthew Walters has been re-appointed as the Head of the School of Medicine, Dentistry & Nursing for four years from 1 August 2020.

The University of Glasgow's COVID-19 Response – Update on Research and Related Activity

MRC-University of Glasgow Centre for Virus Research (CVR)

The MRC-University of Glasgow Centre for Virus Research (CVR) is at the heart of COVID-19 research response in Scotland and the UK.

Scientists at the CVR are working in partnership with colleagues across the UK on a range of research areas related to the new coronavirus, including working closely with colleagues in Public Health England to understand linkages across the UK in an effort to shut down ongoing transmission in real-time. Research areas include fundamental studies to understand the nature of SARS-CoV-2, the coronavirus which causes COVID-19, genomic sequencing and bioinformatics analyses of the virus from patient samples, and the identification of potential therapies.

- On the 23 March the CVR was named as one of 13 key centres in a pan-UK alliance of scientists, working on COVID-19 whole genome sequencing. One of only two facilities involved in Scotland, the CVR will play a key role in the new £20m COVID-19 Genomics UK Consortium. The consortium is backed by the government and the UK's Chief Scientific Adviser and is comprised of the NHS, Public Health Agencies, The Wellcome Sanger Institute, and 13 academic institutions, including the University of Glasgow.
- The CVR will use its labs to sequence the genome of the virus from confirmed Scottish patients, and work with partners to map how COVID-19 spreads and behaves in populations around the UK. It is hoped that the genetic code could arm public health agencies and clinicians with a unique, cutting-edge tool to combat COVID-19.
- The CVR has also been announced as playing a key role in new COVID-19 scientific project, led by the University of Edinburgh which has received £4.9m of rapid response government funding to tackle the coronavirus pandemic. The project seek to increase our understanding of COVID-19 and its impact on the body.
- In early March 2020, CVR scientists working in partnership with the NHS Greater Glasgow & Clyde West of Scotland Specialist Virology Centre, rapidly sequenced the virus from the first COVID-19 patient confirmed in Scotland.
- A team of scientists at the Centre will continue to rapidly sequence SARS-CoV-2 virus from COVID-19 samples obtained from patients, from across Scotland, as long as the outbreak lasts. This genomic information will be made publicly available immediately following sequencing and genomic analysis.

The rapid sequencing of COVID-19 samples is essential to further research into the virus. Scientists from around the world are able to extract information from the genetic code of this new coronavirus, that will ultimately help the creation of vaccines.

The CVR is also a partner in the International Severe Acute Respiratory and Emerging Infection Consortium (ISARIC), while Dr Antonia Ho – a Clinical Senior Lecturer at the CVR and Honorary Consultant in Infectious Diseases – is currently coordinating the recruitment of Scottish patients to the ISARIC UK Clinical Characterisation Protocol. The study aims to answer urgent questions on how to treat patients and control the outbreak in the UK. CVR will act as the repository for samples from patients recruited to this protocol in Scotland, and will undertake full genome sequencing of SARS-CoV-2 from these samples.

The CVR is also working to develop a toolbox of reagents that will help current and future studies of this virus. This includes a partnership with the MRC Phosphorylation Unit at the University of Dundee to generate antibodies against SARS-CoV-2. All of these reagents will be made available to the research community.

School of Engineering Collaboration to Develop a COVID-19 Diagnostic Sensor

Biomedical engineers in the School of Engineering at the University of Glasgow and rapid diagnostics company, Mologic Ltd, are working together on the development of a prototype COVID-19 diagnostic sensor. The sensor is based upon a nucleic acid test to measure current/active infection. The teams are optimising a handheld device enabling individuals to test themselves at home with a single-use disposable, giving a readout similar to that of a pregnancy test. Glasgow's input into this initiative will be led by Professor Jonathan Cooper, Wolfson Chair of Bioengineering at the University.

National COVID-19 Testing Centre

The University of Glasgow is delighted to host Scotland's main COVID-19 testing facility, at our Clinical Innovation Zone site at the Queen Elizabeth University Hospital. In partnership with Thermo Fisher Scientific, Amazon and Boots, the new centre – one of four across the UK as part of an initiative by the Office for Life Sciences - will provide capacity for many thousands more COVID-19 tests every day, in support of the Scottish Government and NHS efforts against the Coronavirus pandemic.

In a process led by the University's Vice-Principal and Head of the College of Medical, Veterinary and Life Sciences, Professor Dame Anna Dominiczak, more than 500 volunteers from across the university community, including highly experienced molecular scientists, technicians and bioinformaticians, will staff the new Centre on a 24/7 basis and significantly enhance NHS Scotland's testing capacity.

Production of Face Shields

Professor Nikolaj Gadegaard and colleagues in the School of Engineering are leading an initiative to produce face shields for the NHS. Based in the James Watt South building and utilising Ultimaker 3D printers from across the University, the team are working to a design of Czech origin which is commonly used in the healthcare sector. Professor Gadegaard's team is being supported by colleagues across the College of Science and Engineering, the College of MVLS and the janitorial and security teams.

Information Policy and Strategy Committee (IPSC)

Remit

Develop and maintain a strategic Information Technology (IT) strategy and associated financial and implementation plans for consideration by SMG and Court which supports the delivery of the University's Strategic Plan taking into account resource implications.

In doing this IPSC will:

Provide the Programme Governance to the overall IT programme and receive regular performance updates from the Executive Director of Information Services ensuring appropriate governance arrangements are in place and are working effectively for all major business systems

Ensure that the University's communications and hardware infrastructure are fit to support the University's current and future ambitions

Oversee the strategic development of major systems and their integration through oversight of the relevant project boards.

Ensure robust business cases for new University-wide IT hardware and software systems are in place before seeking approval from SMG and Court for funding and implementation.

Develop and recommend policies with regard to information management and information security to SMG and Court;

Ensure effective communication is maintained with students and staff on major IT developments.

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

Membership

2 lay members, 1 Elected Academic Staff Member, 1 External Expert, Vice Principal Academic Planning & Technological Innovation (Chair), COO/University Secretary, Director of Finance, Students' Representative Council ("SRC") representative, Executive Director of Information Services, Director of IT Services, Two representatives from College Senior Management

In attendance: Group Financial Controller, Head of Finance (University Services), Chair of the Information and Data Governance Group, Director of Planning Insights and Analysis

Organisational Change Governance Group

Report to Court – April 2020

Introduction

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

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

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

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

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

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

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

Proposals approved by the OCGG in the period from January 2019

1. *April 2019 (via email) – Accommodation Services*

This proposal sought to revise the job description and role requirements for both the Grade 7 Office Manager role and the Grade 3 Allocations Assistant/Flat Inspector role; and to adjust the reporting line for the Office Manager role and therefore the Allocations Team within the overall Accommodation structure. The proposal would potentially lead to the closure of one MPA Grade 7 and one position at MPA Grade 3.

2. *May 2019 (via email) – Student and Academic Services*

This proposal sought to transform the way in which SAS supported students, moving away from the current reactive model to a person-centred approach, which would

facilitate wellbeing and inclusion. To implement the new service model, there was a need to restructure existing roles, responsibilities and service provision. This proposal would result in the closure of 2 x Grade 9 posts, 3 x Grade 8, with minimal changes to another 3 x grade 8 roles) and 1 x Grade 7 role.

3. *June 2020 (via email) – Student and Academic Services - Learning Enhancement and Academic Development Service (LEADS)*

This proposal involved a change of reporting line for the Director of LEADS, to align the activities of LEADS with other academic-facing services within the Academic Services division of the Student and Academic Services directorate. No posts were closed as a result.

4. *July 2019 (via email) - IT Restructure, College of MVLS*

This proposal involved the transfer of general IT service support for MVLS from a within College team to direct service provision from the University Services IT team. A range of existing roles was affected, with most posts directly transferring to the University Services IT team, with the roles largely unchanged. One post, the MVLS Head of IT, was closed.

5. *October and November 2019 (meeting) – Small Animal Hospital, College of MVLS*

This proposal sought to develop a company structure to deliver small animal clinical referral and out-of-hours emergency care within the Small Animal Hospital. This would see the transfer of clinical and clinical support staff into a new company structure. The majority of MPA/Operational/Technical and specialist positions were likely to continue unchanged and expected to transfer to the new company under TUPE. The staffing structure would require some amendment in relation to the Hospital Manager and Hospital Administrator posts (2 FTE), to be determined as part of implementation planning. There were currently 31.76 FTE academic clinicians employed. It was proposed that R&T roles would be reduced to 9.1 FTE and would be Learning, Teaching and Scholarship career track roles. Whilst 22.7 FTE were closing, the new company's business plan/budget confirmed that the same number of clinical roles would be required. It was hoped that staff would voluntarily transfer. This proposal was referred Court for further discussion and approval.

6. *February 2020 (meeting) – Student and Academic Services: LEADS*

This proposal sought a structural reporting change within Student and Academic Services directorate of LEADS, with LEADS no longer forming a single service unit. The proposal would potentially impact the role of Director of the Service which could result in a potential redundancy. Under the proposed model there would no longer be the need for this leadership role as leadership/line management would be provided by the respective divisional Directors with technical leadership continuing to sit with the Deputy Directors.

7. *February 2020 (meeting) – External relations (Development and Alumni)*

A reorganisation of the Development and Alumni Team within External Relations was proposed to ensure structures were fit for purpose to meet the University's ambitions. The need for change and the proposed new structure had been informed by a specialist external review in which staff participated. This proposal would potentially see 17 staff at risk of redundancy, but with 23 new posts being created. Whilst not all staff would match to a new role, there were good opportunities for redeployment or expressions of interest in higher graded roles.

Appendix 1

Terms of Reference of the Organisational Change Governance Group

Remit

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

Membership

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

Procedural Arrangements

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

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

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

The Court members will make the decision.

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

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

Convener of Court**Summary of Business – 13 February 2020 to 15 April 2020**

Date	Meeting	Location
8 March 2020	University Cathedral Service	Glasgow Cathedral
18 March 2020	Court Meeting	Zoom/Virtual Meeting
	Governance Review Meeting	Zoom/Virtual Meeting
	Pre-Meeting - Committee of Scottish Chairs	Zoom/Virtual Meeting
	Committee of Scottish Chairs	Zoom/Virtual Meeting
23 March 2020	Pre Court Chairs Meeting	Zoom/Virtual Meeting
27 March 2020	Convener's Appraisal by the Chancellor's Assessor	Zoom/Virtual Meeting
31 March 2020	Finance Committee	Zoom/Virtual Meeting
1 April 2020	Update with The Principal	Phone call
2 April 2020	Committee of University Chairs	Zoom/Virtual Meeting
3 April 2020	Committee of University Chairs - Executive Committee	Zoom/Virtual Meeting
15 April 2020	Meeting: David Finlayson, Court Member	Zoom/Virtual Meeting
	Court Pre-Meeting	
	Court	

Court Context Card 15 April 2020 - Student Experience Committee report

Speakers	Dr David Duncan and Scott Kirby	
Speakers' roles	Joint Conveners of the Committee	
Paper Description	Report of the meeting of the Student Experience Committee (SEC) held on 10 March 2020	
Topic last discussed at Court	Dec-19	
Topic discussed at Committee	See paper summary section below.	
Court members present	David Duncan, Scott Kirby, Morag Macdonald-Simpson	
Cost of proposed plan		
Major benefit of proposed plan		
Revenue from proposed plan		
Urgency	Low	
Timing		
Red-Amber-Green Rating	Green	
Paper Type	Information	
Paper Summary	Report of the meeting of the Student Experience Committee (SEC), held on 10 March 2020. Court is invited to note the following updates: Residential Services (item 1); Student Support and Wellbeing (item 2); Facilities for Student Clubs and Societies (item 3); Proposed guidelines for the University from the Content Advice Working Group (item 4.1).	
Topics to be discussed	As Court wishes	
Action from Court	To note and discuss if desired.	
Recommendation to Court	To note.	
Relevant Strategic Plan workstream		
Most relevant Primary KPI it will help the university to achieve		
Most relevant Secondary KPI it will help the university to achieve		
Risk register - university level	Risk 4 Student: Failure to offer an attractive, high quality and fulfilling student experience to UG and PG students	
Risk register - college level		
Demographics		
% of University	100% Students	
Operating stats		
% of		
Campus	All	
External bodies		
Conflict areas		
Other universities that have done something similar		
Other universities that will do something similar		
Relevant Legislation		
Equality Impact Assessment	Many areas covered aim to bring about enhancement to the student experience that will positively impact on equality and diversity and cover a number of the protected characteristics of the Equality Act.	
Suggested next steps	NA	
Any other observations		

University of Glasgow

Court: 15 April 2020

Student Experience Committee

Report of the meeting held on 10 March 2020

Dr David Duncan & Mr Scott Kirby (Co-conveners)

1. Update on Residential Services (for noting)

Robert Garnish reported on the refurbishment plan for the residences. Over the last 3 years £10M had been invested in refurbishing the residences with a further £4.4M to be spent this summer.

Anne Macgregor and Lynne Flynn presented a summary of the National Student Housing Survey Results for 2018/2019. The survey is the largest accommodation survey of current students in the UK and includes responses from universities, colleges and private providers. It captures information in 2 waves – autumn and spring to obtain entry and exit feedback. Lister House had the highest satisfaction rating of UoG residences and indeed had been selected as a finalist in the National Student Housing Awards 2019. Queen Margaret Halls and Student Apartments also scored well. Results were generally consistent with previous years and were broadly in line with the Russell Group and with other Scottish HE institutions. Safety and personal security and health and well-being scores were reassuring. It was noted that, as the results were for 2018/19, they did not reflect recent measures that had been put in place to improve the experience in the residences. It was also noted that some of the wording of questions particularly in relation to the Student Unions was not ideal in the Glasgow context but that there was no flexibility to change the wording. The free text comments gave some insight to the thinking behind the survey answers.

Dumfries residences had not been included in the survey but would be added from next year.

Key areas for action had been identified from the survey results. These were; improve internet connections; establish better communications with new applicants and keep developing the on-line community to enhance student engagement. Providing better social and study space was also a priority but would not be easily achieved due to physical constraints of the estate. More flexible non-standard room design was being introduced where possible.

2. Update on Student Support and Wellbeing – Oral Report (for noting)

Jane Weir provided an oral update on the development of the Student Support and Wellbeing framework. The review of the Student Services was complete with the new structure now fully staffed and operating. Work was continuing to ensure that students can access the support they need and that the specialist services were used appropriately, which would be particularly important with the opening of the James McCune Smith Learning Hub. Several workstreams were coming together to refine the approach including work with World Changing Glasgow. Further work is being undertaken to describe

our approach to health and wellbeing, the support students will receive and to give clarity around roles and responsibilities. A working group will be established to focus on the needs of research students.

3. Facilities for Student Clubs and Societies – update on room bookings (for noting)

Karen Lee introduced this paper outlining the current arrangements for clubs and societies and some of the issues faced as requested at the last meeting. Additional space had been provided for clubs and societies. It was noted that most clubs could not afford the costs of janitorial overtime and the University was asked to look at funding these costs. David Duncan confirmed that the University was committed to making funding available to cover essential additional costs (ie janitorial costs to open buildings that would not otherwise be open). Finding appropriate space remained a challenge and the situation should be kept under review.

4. Policy Updates (for noting)

4.1 Content Advice – Proposed Guidelines for the University from the Content Advice Working Group

Tom McFerran introduced the guidelines developed by the Content Advice Working Group which were designed to provide staff with a template as to when and how to apply content advice. Such advice would enable students to prepare in advance to engage with challenging and potentially traumatic subject matter, and provide access to appropriate support, where necessary. The working group had considered guidelines to be more appropriate than a policy which might prove overly directive and difficult to implement. SEC approved the guidelines and the convener thanked the working group for their efforts.

5. Annual monitoring of the PGR Student Experience (for noting)

Following ELIR recommendations and with a view to developing a holistic approach to monitoring the PGR student experience it was proposed that SEC receive and discuss an annual report from the Deans of Graduate Studies. This proposal was approved.

Court Context Card 15 April 2020 - Report from Estates Committee	
Speaker	Mr Ronnie Mercer
Speaker role	Estates Committee Convener
Paper Description	Report from Estates Committee (3 March 2020)
Topic last discussed at Court	Last report to Court was February 2020
Topic discussed at Committee	Various
Court members present	Mr R Mercer (Convenor), Mr D Milloy, Dr B Wood, Mr D Smith, Mr S Kirby, Professor K McCue
Cost of proposed plan	Various
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	Various
Timing	Short, Medium and Long Term
Red-Amber-Green Rating	Not Applicable
Paper Type	Information
Paper Summary	Minutes including update on Capital programme and Project progress/approval.
Topics to be discussed	
Action from Court	Court is asked to note Estates Committee's approval of CapEx applications as follows: Gilmorehill / James Watt North / Office Refurbishment in the sum of £3.34million (EC/2019/31.2.1 refers); Gilmorehill / Various / CTT Learning & Teaching Space 2019-20 in the sum of £0.995million (EC/2019/11.2.2 refers)
Recommendation to Court	
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 - Summary

Meeting of Estates Committee 3rd March 2020

Substantive matters:

1. The impact of COVID 19 on production of items in China is still being assessed. It is anticipated that there will be risks on later deliveries of granite sets and IT/AV. Multiplex are interrogating the supply chain to gain a better understanding and at the same time we are working with Multiplex to understand if there are options to reschedule work to ensure that the priority of opening JMSLH is protected. Since the Estates Committee meeting the COVID 19 situation has worsened and work on managing the supply chain remains a key focus for the construction team.
2. Capital Programme report - noted
3. The following CapEx applications were approved:
 - Gilmorehill / James Watt North / Office Refurbishment (Full Business Case) in the sum of £3.34million was considered and approved.
 - Gilmorehill / Various / CTT Learning & Teaching Space 2019-20 (Full Business Case) in the sum of £0.095million was considered and approved.
4. Farewell and thanks were extended to Ann Allen for her work over the past eight years to support the Committee and the University.

UNIVERSITY of GLASGOW
Estates Committee
Minute of the meeting held in the Melville Room, Tuesday 3 March 2020

Present: Mrs A Allen, Professor N Juster, Mr S Kirby, Prof K McCue, Mr R Mercer (Convenor), Mr A Seabourne, Dr B Wood, Mr D Milloy, Mr D Smith, Mr R Fraser,

In Attendance: Mr P Haggarty, Mr D Hall Mrs S Gilmartin, Mrs M Hipkin (Clerk)

Apologies: Dr D Duncan, Professor A Muscatelli (Principal), Mrs N Cameron

EC/2019/27 Minute of the meeting held on 14 January 2020

The minute was approved as an accurate record.

EC/2019/28 Matters Arising

There were no matters arising.

EC/2019/29 Substantial Matters for Approval

There were no substantial matters for approval arising.

EC/2019/30 Capital Programme Update

EC/2019/30.1 Programme Governance Board Update

EC/2019/30.1.1 Convenor's Update

The Committee noted that discussions are ongoing to determine if works to Boyd Orr should continue to fall under the remit of Programme Governance Board or move to Capital Project Governance Board with work ongoing to determine the best solution.

The Committee was advised that work in ongoing to determine spend on maintenance under the headings reported to Court: Statutory Compliance; Reactive Maintenance; Life-cycle maintenance and Planned Preventive Maintenance (PPM).

EC/2019/30.1.2 Lay Members' Update

EC/2019/30.1.3 Summary Report

The report was noted highlighting that the programme is at the halfway point. Following queries, the Committee noted that the PDP management covered a range of cross cutting services including site accommodation & logistics; people; health & safety; community benefits and; consultancy services. Although £19million was noted as the projected cost as at January 2020 the Committee were advised that only £11million has been committed to date.

The Committee noted that costs which have not been approved through CapEx or Court initially go through a full change control process. For works relating to infrastructure these change controls will go to Programme Governance Board and for individual projects, Capital Projects Governance Board for scrutiny. Where these exceed the Full Business Case approval, they will then progress through the financial governance process.

EC/2019/30.1.4 Major Project Dashboard Reports

The Committee noted the current overall **amber** status of the Master planning dashboard reports. It was acknowledged that Section 42 is still going through for approval with a strategy being developed for when to best pick up for the renewal. It was also noted and accepted that the development and phasing is different to what was originally anticipated.

EC/2019/30.1.5 Cost Report

The In response to queries relating to the James McCune Smith Learning Hub programme is was noted that the main works are expected to complete in April. It was explained that there has been a comprehensive review of the programme. The dates in the Master Programme include the fit out (both direct and catering) for which UofG will gain access May 2020 with the building works to complete June 2020. Fit out completion is programmed for July 2020 including catering. Following this staff will be given access to the building early August 2020 to allow for preparation for students early September 2020. The Committee noted that the Winter Garden area is delayed as a result of weather in the previous month and it is anticipated that a request will be received from the Contractor for lost time. This is under discussion in terms of the contractual position.

The Committee noted that the timing of reports can make information difficult to align and relate. For this the proposal was made for a "look forward" to be provided detailing what the anticipated impact of requests would be. In relation to this it was acknowledged that Capital Projects Governance Board are currently reviewing projects in the latter half of programme to assess which are on programme and which are not. It was also noted that a summary of finance is being developed between the Cost Consultant and Estates Finance teams which may address the request for a "look forward". The Committee agreed that when this report is prepared and provided to Finance Committee in March it should also be circulated to the Committee for information.

EC/2019/30.2.1 Convenor's Update

EC/2019/30.2.2 Lay Members' Update

The Committee noted the report which highlighted the general area of interest being around the project dashboard reports and contingency levels particularly for the Research Hub. It was noted as beneficial to have clarity around what contingency has been committed and what remains.

Also noted was the prepayment for certain items to the Contractor to allow programme to be maintained has been discussed robustly. This has been agreed in principal and a paper provisioned.

The Committee acknowledged that Capital Projects Governance Board is focusing on the soft landings for the James McCune Smith Learning Hub. To facilitate and lead this a Soft Landings Manager is in post.

EC/2019/30.2.3 Summary Report

The Committee noted the summary report and key activities. In relation to works in the Joseph Black Building it was noted that the complexity is being reviewed and potential decant space being explored.

The Committee noted the overall increase of James McCune Smith Learning Hub to red due to AVIT. This issue has been reviewed in detail by the Project Sponsor with the figure reduced. An OGC Gateway 4 is planned for April 2020 to test the readiness for handover in September.

Research Hub was acknowledged to be green on cost with the Cost Consultant do not anticipate the project going over budget. Project is currently tracking towards red due to additional works which previously would have been a college cost, for example staff and equipment. In terms of the requested light tables a project plan is being developed detailing current tables which are to be moved and those which are not.

It response to the Committee querying what is being done to capture current building regulations against how they will be in the future with particular reference to climate change. It was explained that the Green Strategy "A Dear, Green Place: Towards a Strategy and Action Plan on Climate Change for the University of Glasgow" was presented to Court for approval. Climate change was noted as also being considered as part of the Capital Plan review. Consideration is needed as to where the largest risks are coming from in teams of building regulations. Currently there are no industry discussion on the topic though it is anticipated they will come; therefore the University should monitor closely and pre-empt where possible. The University should also consider taking through SAUDE in conjunction with the University of Edinburgh. The Committee acknowledged that Sustainability being called out in Stage 1 (Preparation and Briefing) of the RIBA Plan of Work 2020 and will be inserted into contract.

The impact of COVID 19 on production of items in China is still being assessed. It is anticipated that there will be risks on later deliveries of granite sets and IT/AV. Multiplex are interrogating the supply chain to gain a better understanding and at the same time we are working with Multiplex to understand if there are options to reschedule work to ensure that the priority of opening JMSLH is protected.

Post Script – Since the Estates Committee meeting the COVID 19 situation has worsened and work on managing the supply chain remains a key focus for the construction team

EC/2019/30.2.4 Dashboard Reports

The Dashboard Reports were noted with the quality issue on the James McCune Smith Learning Hub being identified. Process and procedures have been developed with the Clerk of Works who are on site daily to keep a constant eye on the Contractor and the quality of work.

EC/2019/31 CapEx Committee Report

EC/2019/31.1 CapEx Application Summary

The summary was noted.

EC/2019/31.2 Estate CapEx Applications

EC/2019/31.2.1 Gilmorehill / James Watt North / Office Refurbishment

The Committee approved the application in the sum of £3.34 million for the provision of workspace and associated facilities for PhDs/PDRAs and academic staff within the James Watt North Building.

EC/2019/31.2.2 Gilmorehill / Various / CTT Learning & Teaching Space 2019-20

The Committee approved the application in the sum of £995,000 for refurbishment of a range of teaching spaces and upgrade AVIT facilities in line with the University's commitment to ensuring sufficient and suitable space for learning and teaching.

EC/2019/32 Control and Monitor Reports

EC/2019/32.1 RAG Report

The report, containing details of 44 live projects over the value of £100k, was noted. The Committee noted that during the January reporting period zero projects had been reported with a full or partial red status and fifteen with a full or partial amber status.

EC/2019/32.2 Risk Register

The Committee noted the current Risk Register which contained four **red** risks even with mitigating actions. A review of the Risk Register is scheduled to take place March 2020.

EC/2019/32.3 Programme

The Committee noted the current Master Programme and acknowledged that the key dates and programmes are considered by Project Boards.

EC/2019/32.4 Health and Safety Dashboard

The Committee noted the Health and Safety Dashboard and the detailed commentary specific to red and yellow cards being issued on site. It was acknowledged that Health & Safety on projects is being proactively managed. Following requests for clarification it was explained that a red card is only issued as a result of a very serious incident that would have resulted in injury. When a red card is issued the individual must leave site immediately and cannot return.

EC/2019/33 Any Other Business

EC/2019/33.1 Western Campus Site Visit

The Committee agreed that the next scheduled meeting on 5 May 2020 would include a site tour.

EC/2019/33.2 Farewell and Thanks

Farewell and thanks were extended to Ann Allen for her work in the past eight years to support of the Committee and the University. The work and legacy being left by Ann is admired and a huge credit extended to Ann and her team on the work put into developing the current programme.

Ann extended thanks to the Committee for their support and highlighted that one of the things she has been most please about is the ability to bring items to the Committee for challenge and advise, which has been invaluable as has the input of the Senate assessors to ensure the students are not forgotten about through this journey.

EC/2019/34 Schedule of Meetings for 2019/20

The schedule of dates was noted:

Tuesday 5th May 2020

Tuesday 1st September 2020

Tuesday 20th October 2020

Tuesday 12th January 2021

Tuesday 2nd March 2021

Tuesday 4th May 2021

Court Context Card - 15 April 2020 - Health, Safety and Wellebeing Committee

Speaker	Dr David Duncan
Speaker role	Convener of HSWC
Paper Description	Draft Minute & HSW Annual Report executive summary (Annex 1), from HSWC meeting 5 March 2020
Topic last discussed at Court	12 February 2020
Topic discussed at Committee	For information / discussion of annual report if Court wishes
Committee members present	None
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 only
Paper Summary	<p>At its meeting on 5 March, the Committee received: an update on meetings with onsite contractors; details of a pilot to centralise PAT testing; and demonstration of the SafeZone App. The Committee covered its usual range of business in reviewing standard reports on Occupational Health activities, Audit updates, Accident reporting and Employee counselling. The committee received and discussed matters relating to the HSW annual report. The Committee received a draft revision to the Fire Safety Policy. The Committee discussed a proposed Reasonable adjustments passport for disabled staff, agreeing that HR would look at how best to implement the initiative. The Committee noted details about first-aid provision relating to lectures held in non-University managed premises on campus.</p> <p>The Committee heard that a Covid-19 task group had been created and that a communications group was also meeting on a daily basis, and was sending regular communications out to staff and students in line with guidance from PHE and HPS. In the longer term a group was looking at business continuity.</p>
Topics to be discussed	As Court wishes; to include the HSW annual report executive summary provided for Court
Action from Court	For information/discussion if desired
Recommendation to Court	None
Relevant Strategic Plan workstream	
Most relevant Primary KPI it will help the university to achieve	
Most relevant Secondary KPI it will help the university to achieve	
Risk register - university level	
Risk register - college level	
Demographics	
% of University	100% All staff and students, relevant to all
Operating stats	
% of	
Campus	All locations
External bodies	HSE
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	H&S legislation; Disability legislation
Equality Impact Assessment	
Suggested next steps	
Any other observations	

University of Glasgow

Health, Safety and Wellbeing Committee

Minute of Meeting held on Thursday 5 March 2020 at 10:00 AM in the Melville Room

Present: Dr David Duncan, Mr Paul Fairie, Mrs Elise Gallagher, Mr Peter Haggarty, Mr William Howie, Mr Christopher Kennedy, Ms Paula McKerrow, Mr David McLean, Mr Cyril Pacot, Mr Deric Robinson, Ms Gillian Shaw, Ms Aileen Stewart, Mr Graham Tobasnick, Ms Selina Woolcott, Mr Luke McBlain, Mr Tom McFerran

In Attendance: Ms Debbie Beales, Mr Gary Stephen, Mrs Janice Thompson

Apologies: Mr James Gray, Mr John Neil

HSWC/2019/1 Minutes of the Meeting held on Thursday 12 December 2019

The Minute of the meeting held on Thursday 12th December 2019 was approved.

HSWC/2019/2 Matters arising

HSWC/2019/2.1 Contractor activity (verbal update D Harty)

Mr Harty informed the Committee that leadership inspections continue to take place regularly with plant and equipment audits also taking place. The next quarterly contractors' forum will take place in April and current works on University Place continue, with travel management and pedestrian activity being a priority. The crossing at University Place is due for completion by the end of April.

HSWC/2019/2.2 Centralisation of PAT (Paper 1)

The Committee noted the Paper that was circulated. Mr Harty informed the Committee that a pilot will take place in the School of Social and Political Sciences this spring to conduct audits and testing of PAT within the Adam Smith Building. On completion of the trial, recommendations will be presented back to the Committee.

HSWC/2019/2.3 Personal Safety, demonstration of SafeZone App (G Stephen)

Mr Stephen informed the Committee that the new safety app "SafeZone" is currently at the testing stage with a launch of the product due in April 2020. Prior to the launch of the app communications will be sent out and dedicated staff will hold pop-up events to publicise the product. He explained that the app, which staff and students will download onto their mobile phones, will feature 4 modules. These will show up as 4 buttons which can be pressed as appropriate and are:

- Safety of an individual (red button). Once pressed this sends an alarm to the Gatehouse along with the GPS co-ordinates of person in distress. A member of security will then contact the person by phone to assess the situation whilst sending a member of the team to the location. Where appropriate, the Police will be involved. This option can also be used off campus and will be especially useful to foreign workers if there is an international emergency such as natural disasters and terrorist attacks.
- First aid button. Once pressed, the user will be able to see where all the first aiders are located on campus to contact the first aider closest to the emergency.

- Enquiry button. Once pressed, the user is connected by phone to the Gatehouse where they can ask any questions that they have.
- Lone workers button which will enable lone workers to check in at set times to confirm that they are safe.

The Committee thanked Mr Stephen for his work on this project.

HSWC/2019/3 OH Report (Paper 2)

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

HSWC/2019/4 SEPS Report (Paper 3)

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

HSWC/2019/5 Audit update (Paper 4)

The Committee noted the Paper that was circulated for information only. Dr Duncan informed the Committee that a joint working group, consisting of Heads of Schools and Trade Unions, is working on a workload audit and an action plan from this will be brought to a future HSWC meeting.

HSWC/2019/6 EAP Report (Paper 5)

The Committee noted the Paper that was circulated and requested that, moving forward, an additional standing report be generated to show work related sickness absence statistics.

HSWC/2019/7 HSW Annual Report (Paper 6)

The Committee noted the Paper that was circulated. Ms Woolcott informed the Committee that the main points to note were:

- The partial demolition/refurbishment of the McGregor Building required major input from all specialist advisers within SEPS and RPS on the decommissioning and removal of research materials within the building.
- The OHU delivered a considerably higher volume of work due to additional Hep B clinics taking place for MVLS students both from last year's and this year's intake. This was due to a shortage of Hep B vaccines for last year's intake of MVLS students.
- The extensive Campus Development programme required significant input from the fire officers at SEPS who also spent a lot of time monitoring unwanted fire alarm activations with the internal response process being reviewed and revised.
- 5,080 staff and students received health a safety related training, with 139 courses being delivered alongside on-line courses. There were 43% more courses than the previous year, with 18% more attendees.
- Considerable work was carried out on reviewing and improving engagement with existing travel safety protocol and systems. The Director of HSW was involved in the tendering process for the University with Selective Travel now the provider of both domestic and international travel.
- There was a significant shortage of administrative staff within both RPS and OHU due to a void post and a long-term sickness absence. Remaining administrative staff worked exceptionally hard to ensure that service levels did not drop.

- Business Continuity desktop exercises were delivered in the College of Arts and the College of Social Sciences, with plans developed for similar exercises to take place in the remaining Colleges.

The Committee thanked the staff at HSW for all their hard work and agreed that the Report should be circulated to Court and published on the HSW website.

HSWC/2019/8 Fire Safety Policy, draft revision (Paper 7)

The Committee noted the Paper that was circulated. Mr McLean informed the Committee that the new document had been created to replace the previous Fire Safety Policy which is now outdated. The new document sets out an overall policy and explains current organisational structures and fire safety procedures. It does not present a change in approach but is primarily to record and define the existing working arrangements that are in place within the University.

Mr McLean asked that the Committee consider the Policy and submit any comments or adjustments to him by the 5th April. Once finalised, the new Policy will be available on the SEPS website and will be reviewed again in 3 years' time.

HSWC/2019/9 Reasonable adjustments passport (Paper 8)

The Committee noted the Paper that was circulated. Mr Kennedy informed the Committee that the TUC, working with disabled workers, had produced this document to enable staff to capture any reasonable adjustments made in their workplace. This would mean that workers would not have to explain their requirements every time they changed role or line manager. The Committee agreed that the document was a helpful framework for conversation and that HR would look at how best to implement the initiative.

HSWC/2019/10 First aid provision (Paper 9)

The Committee noted the Paper that was circulated. Mr McLean informed the Committee that this Paper set out the current first aid provision that is in place across the University. This is in response to recent concerns about the availability of first aid support during lectures held in non-University managed premises on campus such as the GUU and QMU.

SEPS visited both student unions in January 2020 - they will now display a Room Information Card that shows a clear emergency action plan to room users.

HSWC/2019/11 Coronavirus (verbal report S Woolcott)

Dr Duncan informed the Committee that a Covid-19 task group had been created. A communications group also met on a daily basis, and was sending regular communications out to staff and students in line with guidance from PHE and HPS. In the longer term a group is looking at business continuity and a pandemic desktop exercise took place on Wednesday 4th March attended by representatives of all Schools and University Services. Human Resources will be issuing guidance on self-isolating in the near future.

HSWC/2019/12 Any Other Business

Assistance dogs in the workplace (Paper 10).

The Committee noted the Paper that was circulated. Mr McLean informed the Committee that Disability Services were seeking guidance on assistance dogs within the workplace. The University currently has no policy or guidance documents on this issue and the Committee

agreed that Mr McLean would draft a Policy document and circulate it to the Committee for comment/approval.

HSWC/2019/13 Date of Next Meeting

The next meeting of the HSWC will take place on Thursday 28th May 2020 at 10am in the Kelvin Room, 11 The Square.

DRAFT

Created by: Miss Debbie Beales

Health, Safety & Wellbeing 2019 Annual Report Executive Summary

The teams have had little staff movement this year, but a special thank you goes to Debbie Beales who has worked exceptionally hard to cover a void post in RPS whilst we reviewed the role and awaited a timeline for office re-location proposals. Debbie also provided increased cover in Occupational Health to help out with an administrative sickness absence. Our Deputy OH Manager, Susan Cartwright, left us for pastures new at the end of the year.

Congratulations go to the Biological Safety Adviser (BSA), Alice Gallagher, on her achievement of NVQ Level 5 Diploma in Occupational Health and Safety Practice to complement her existing specialist qualifications. This enables her to obtain Grad IOSH membership and contribute further to the generalist safety activities within the team. Alongside her studies this year, the BSA conducted several inspections in Containment Level 3 and 2 labs, supported local safety coordinators and managers to identify best practice gaps and conduct training needs analysis, and established contact personnel across NHS sites where UoG activities are undertaken to facilitate a number of targeted inspections. The BSA worked with the CMVLS GM safety committees to develop and strengthen the administration and management of GM activities and their licensing.

The Chemical Safety Adviser (CSA), Phil Rodger put a particular focus on investigating over 60 accidents in chemical lab areas and activities. This gave the CSA a good overview of the range of types and severities of events which in turn informs the chemical safety work programme moving forward. Ongoing monitoring in Anatomy helped identify ensure the newly equipped suite is providing the anticipated respiratory protection to staff and students. Support to the James Watt Nanotechnology Centre covered a range of safety management issues. The CSA was involved, on a number of occasions, in rendering materials safe for continued storage and use or appropriate disposal. In more generalist work, the CSA continued to edit the increasingly popular SEPS Newsletter, with 2 publications during 2019.

The Environmental Adviser (EA), Steve Johnson, is to be thanked for his tireless efforts to resolve contractual and operational issues causing disruption to the University's clinical waste uplifts. This necessitated intense communications with clinical areas to support safe storage of increased volumes of waste, as well as with the contractor and finance and procurement colleagues to negotiate resolution of the contractual issue. As the contractual issue eased, operational issues affecting the contractor's ability to dispose of waste necessitated frequent communications with clinical areas to ensure correct prioritisation of the reduced number of uplifts available. Besides his environmental portfolio, the EA further developed his food hygiene training to include food allergens and the Food Hygiene Level III Certificate for catering management which greatly facilitated the SEPS audit of catering service.

Preparation of the McGregor Building for subsequent partial demolition/ refurbishment highlighted quantities of left-over research materials which required considerable input from the BSA, CSA, EA, Head of SEPS and RPA to advise on appropriate decommissioning. Short timescales resulted in some of the team members having to assist with the physical safe removal of substance to enable work to proceed. This led these specialist staff to develop detailed guidance on decommissioning protocols for laboratories which has now been published and will be of benefit both to those planning to leave laboratory accommodation and to Estates & Commercial Services.

The BSA, CSA and EA have all contributed to the SEPS auditing programme this year, bringing their own expertise to the process whilst developing their generalist knowledge. The programme is the keystone of the University's strong safety governance system and helps inform the programme of safety activities, and support audits by our insurers, Internal Audit and enforcement agencies.

The Fire Officers have committed considerable effort into monitoring unwanted fire (alarm) activations (UFAs). The internal response process was reviewed and revised during 2018 and now includes support by Security Officers to assist building occupiers and local Area Fire Officers identify, address and mitigate impacts of UFAs timeously in order to reduce unnecessary call-outs of Scottish Fire & Rescue (SFR). Although UFAs increased year on year, the number of unnecessary SFR attendances reduced by 80% compared to previous years, when a system of automatic call-out for all activations was operated.

High profile fires like Bolton, and the Stage 1 report into Grenfell, continue to keep our policies and processes to the forefront with regular reviews in light of emerging recommendations. A comprehensive review of the UoG Fire Safety Policy was undertaken to enable publication in 2020.

The extensive Campus Development Programme continues to require significant input from the Fire Officers, and occasional input by other specialist advisers, at the design stage to minimise the need for potentially costly and time-consuming alterations once the buildings are commissioned. Major refurbishment activity elsewhere in the existing estate commands similar levels of advice and support.

5080 staff and students, including 4696 employees, were trained with 139 courses being delivered alongside on-line courses- 43% more courses to 18% more attendees than the previous year. There were a number of new courses added to the SEPS training programme, including bespoke chemical safety training for non-lab staff, chemical emergency response training, an alternative compressed gas safety course, revamped Biological Safety Course and a suite of 3 specialist waste courses.

Considerable work was carried out on reviewing and improving engagement with existing travel safety protocol and policy. A workshop of key travelling units was delivered with Security and Operational Support to promote good practice and identify key risks. The Director HSW took part in the tendering exercise for the University's travel provider.

The Occupational Health Unit delivered a considerably higher volume of work this year on account of having to administer Hep B vaccines to the previous year's cohort of vocational students, as well as this year's, as the vaccine hadn't been available at the time. Increases in student elective work increased vaccine clinic demands further. The bedding in of the new file transfer system for reports worked well but research continued into improved delivery mechanisms. This was against a back-drop of a shortage of administrative resource so thanks go to the whole team for their hard work.

The Mental Health First Aid programme continued with the total number of MHFAs approaching 400 by the year end. An in-house video, introduced by Susan Calman, was developed to highlight the mental health support resource available for the University Community.

Lessons learned from an incendiary device incident were reviewed and actions implemented to improve our response to this type of event.

Desktop BC Planning exercises were delivered in the Colleges of Arts and Social Sciences, with plans developed for a similar exercise to be delivered in the College of Science & Engineering in early 2020.

To view the full report please use the link below.

https://www.gla.ac.uk/media/Media_714590_smxx.pdf