Court

Minute of Meeting held on Wednesday 12 February 2014 in the Senate Room

Present:

Mr Dave Anderson Employee Representative, Mr David Anderson General Council Member, Mr Graeme Bissett Co-opted Member, Mr Ken Brown Co-opted Member, Professor Christine Forde Senate Member, Dr Marie Freel Senate Member, Professor Nick Jonsson Senate Member, Rt Hon Charles Kennedy MP Rector (Chair), Mr Brian McBride General Council Member, Mr Alan Macfarlane General Council Member, Ms Jess McGrellis SRC President, Mr Donald Mackay SRC Member on Court, Cllr Pauline McKeever Glasgow City Council Representative, Ms Margaret Anne McParland Employee Representative, Mr Murdoch MacLennan Chancellor’s Representative, Mr David Milloy Co-opted Member, Ms Margaret Morton Co-opted Member, Professor Miles Padgett Senate Member, Mr David Ross General Council Member (Convener of Court), Dr Duncan Ross Senate Member, Professor Michael Scott-Morton Co-opted Member, Dr Donald Spaeth Senate Member, Mr Kevin Sweeney General Council Member

In attendance:

Ms Ann Allen (Director of Estates & Buildings), Professor Anne Anderson (Head of College of Social Sciences and Vice-Principal), Professor John Briggs (Clerk of Senate), Professor Frank Coton (Vice-Principal Learning & Teaching), Professor Anna Dominiczak (Head of College of Medical, Veterinary and Life Sciences and Vice-Principal), Mr Robert Fraser (Director of Finance), Professor Neal Juster (Senior Vice-Principal), Ms Deborah Maddern (Administrative Officer), Mr David Newall (Secretary of Court)

Apologies:

Members: Professor Karen Lury Senate Member, Professor Anton Muscatelli Principal

Attenders: Ms Christine Barr (Director of Human Resources), Professor Steve Beaumont (Vice-Principal Research & Enterprise), Professor John Chapman (Head of College of Science & Engineering and Vice-Principal), Professor James Conroy (Vice-Principal Internationalisation), Professor Murray Pittock (Head of College of Arts and Vice-Principal)

CRT/2013/25. Announcements

Court welcomed Dave Anderson (Employee Representative), Graeme Bissett (Co-opted Member) and David Milloy (Co-opted Member) to their first meeting of Court. Charles Kennedy and Michael Scott Morton were attending their final meeting of Court. Court thanked them for their contributions to Court and wished them well in the future.

CRT/2013/26. Minutes of the meeting held on Wednesday 11 December 2013

The minutes were approved.

CRT/2013/27. Matters Arising

Following discussion at the previous meeting about a working group (chaired by Professor Frank Coton) which was looking at how best to plan for large student intakes, Professor Coton updated Court on progress in modelling student numbers and predicting teaching patterns.
Court was advised of a planned slight reduction in undergraduate intake in 2014, and noted the recent change in the balance of Home & EU vs RUK and International.

With regard to the report on the GUU Ancients debate, Court noted that a number of changes to the GUU Constitution were being considered, and that Court’s approval of these would be sought at the meeting in April. Court also noted that a meeting was being held with GUU officers ahead of its March AGM. Court would be kept updated at a future meeting.

**CRT/2013/28. University of Glasgow Pension Scheme UGPS**

In October, Court had approved the University’s proposal to close the UGPS scheme to new entrants as of April 2014 and to introduce a Defined Contribution scheme for new employees as of that date. At that time, Court had been informed that a separate proposal would be brought forward on how the existing deficit would be funded over the coming years, within the constraints being placed on current cash resources by the required level of expenditure needed to fund the development of the Western site (currently estimated to be between £450m and £1.2bn). A draft proposal had been discussed at the December Court meeting, at which some concerns had been raised. In particular, greater clarity had been requested regarding the assets that would be used to underpin the security, the conditions under which the security would be released and the general timing of the proposed changes.

Court received an update and additional information relating to the areas in question. It had been intended to provide the present Court meeting with a specific proposal regarding the nature of the security to be provided as part of the package of measures set out above. To that end, commercial property consultants had been employed to provide a valuation of a range of properties that might be used as security. However, that work was not complete and it was clear that different methods of asset valuation had the potential to arrive at very different figures, and there was no guarantee that the valuation exercise would come to a conclusion that would satisfy the University and the Trustees. The University might therefore have to consider other potential options, including: a large cash injection up front; higher annual contributions; and the use of assets with guaranteed income, such as rental income from student residences, which could be collateralised as security.

These matters had yet to be discussed with the Trustees and, given the Regulator’s deadline of 10 July to have the deficit funding in place, there was a need to progress the negotiations before the April meeting of Court. Court agreed that a small subgroup of Court, comprising Margaret Morton, Kevin Sweeney, Duncan Ross and David Milloy, should be formed to liaise with SMG in considering the strategic options, discussing with others as required. The sub-group would keep Court informed of progress by email and would seek Court’s approval for their preferred approach, either at the meeting on 16 April, or through email correspondence. If necessary, a special meeting of Court would be convened.

**CRT/2013/29. Report from the Principal**

**CRT/2013/29.1 Universities Superannuation Scheme USS**

In the Principal’s absence, Court noted a written update on the Universities Superannuation Scheme (USS), the main national pension scheme provided by Universities, Higher Education and other associated institutions for their employees.

USS had recently started a process of engagement with employers as it approached a triennial valuation in March 2014. At the time of the 2011 valuation, the scheme had shown a substantial deficit of £2.9bn and a recovery plan and a package of benefit changes had been approved by the Trustees. The estimated deficit had grown over the last 3 years. Universities UK was the designated body which represented all c400 employers in discussions with the USS.
Trustees. In turn, Universities UK, with their pensions advisers, were consulting individual universities through public meetings and a web survey.

Court would be kept informed as the discussions evolved between the USS Trustees and Universities UK.

**CRT/2013/29.2 Outcome Agreement 2014/15 to 2016/17**

Court members had been kept updated since 2012 on the background to, and content of, the University’s Outcome Agreement, which was now required to be submitted to the SFC as a condition of funding and which set out what was planned to be delivered in return for Government funding, with a focus on the contribution made towards improving life chances, supporting world-class research and creating sustainable economic growth for Scotland. There had been changes to the process for 2014-15, the most significant of which was the introduction of 3 year Outcome Agreements. The SFC had been working with institutions on the transition, taking account of the University’s planning cycle. The 3 year agreements would be subject to annual adjustment in discussion with the SFC and there would remain a requirement for an annual self-assessment.

A draft of the University’s Outcome Agreement for 2014-15 to 2016-17 had been discussed with the SFC during late 2013 and early 2014, ahead of indicative funding allocation decisions in January 2014. The final sign-off of Agreements would be before the end of March 2014. Court noted the final draft, which had been circulated. Professor Neal Juster summarised Scottish Government priorities for the relevant period, during which the SFC would be expected to ensure that improved outcomes were delivered across areas including:

- Increasing the retention rate of full-time Scottish domiciled undergraduate entrants;
- Increasing the proportion of Scottish-domiciled undergraduate entrants from the 40% most deprived postcodes. Court noted that related to this area, the functionality of MyCampus enabled tracking of students recruited through Widening Participation routes, and that targeted support was provided;
- An improvement in the sector’s performance in REF2014 compared with RAE2008.

The large majority of SFC funding would continue to be formula based, through allocations for teaching, research and knowledge exchange funding. The SFC would be providing institutions with statistics and targets with a view to benchmarking being introduced; Universities Scotland was maintaining an active interest in this area. Court noted that as the University entered its next planning cycle, the priorities would be looked at selectively and actions taken forward in areas where the University could make a difference, where the priorities aligned with University strategy currently or as the strategy developed.

**CRT/2013/29.3 Appointment of Vice-Principals**

Professor James (Jim) Conroy had been appointed as Vice-Principal Internationalisation, from January 2014.

Court noted an update from Professor Juster relating to the recruitment process for Vice Principals for Research and for Innovation & Knowledge Exchange, with Court expected to be contacted in the coming week with recommendations for these two 0.5FTE posts. The recruitment processes for VP College of Arts and VP College of Science & Engineering were ongoing.

**CRT/2013/29.4 Key Activities**

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

CRT/2013/30. Report from the Secretary of Court

CRT/2013/30.1 Ordinance on Court composition

Court had agreed at its October 2013 meeting that it would take forward changes to the membership of Court, as set out in Draft Ordinance 206 and as originally agreed by Court in February 2011. More recently, Court had been advised that the Scottish Government's advice was that a fresh round of consultation was required, and that such consultation should include Senate and the General Council.

There was an urgency about taking forward the new Ordinance, because of the need to comply with provisions of the new Scottish Code of HE Governance, particularly those regarding a clear lay majority and the appointment of Court members on the basis of their skills and experience; and to clarify the position regarding the future number of General Council members, given that two General Council assessor positions would fall vacant in the summer.

Court was asked to agree to initiate a fresh consultation on the draft Ordinance, for a period of 9 weeks from the week beginning 17 February, and - given that Court’s next meeting was scheduled for 16 April, at which point the consultation exercise would not have concluded, and in order to expedite the business - Court was asked to approve the establishment of a short-term Governance working group. The group would provide April Court with an interim report on the consultation process, and consider submissions received after that date, including from the Senate meeting on 17 April. The working group would then recommend to Court either that the Ordinance should be submitted to the Privy Council as drafted, or that amendments should be made in the light of matters raised through the consultation process. Court members were asked if they would be willing to approve the working group’s recommendations by email.

A number of Court members expressed a preference for the matter to come to the June meeting of Court, since it was of sufficient importance to come back to a full meeting and should be seen by the University community to be treated as such, while others were content with the proposed approach in light of the urgency and since the draft Ordinance had been discussed in detail at earlier meetings. It was noted that the paper containing the proposals already referred to the possibility of the matter coming back to the June meeting. After further discussion, it was agreed that, in order to avoid a lengthy delay following the closure of the consultation period, a special Court meeting should be scheduled in May. It was noted that the working group would be chaired by the Convener of Court, and would including 4 lay members, a Senate Assessor, an employee representative and a student member.

Court was advised that the Convener of the General Council Business Committee had been briefed on the proposed consultation period and had asked if an extension might be granted, so as to allow for the Business Committee to meet twice, on 27 February and on 29 April, before completing its response to the consultation. Court members agreed that they would be willing to show flexibility in response to the Convener’s request. In return, they agreed that the Convener should confirm that the General Council would be flexible with the date of its half-yearly meeting, in order to avoid a situation where unnecessary steps were taken to advertise General Council vacancies that might not actually occur if the Ordinance - which as drafted would reduce the number of General Council Assessors - were to be given approval by the Privy Council.

Given that advice had first been sought by the University on this matter in July 2013, the Scottish Government had been asked for an assurance that, upon completion of the consultation
exercise, and assuming Court decided to re-submit a draft Ordinance, it would progress its consideration of this matter and provide advice to the Privy Council without delay. The Scottish Government had responded positively to this request, confirming that it would help ensure an early and positive result once a new draft ordinance has been submitted.

**CRT/2013/30.2 SFC Strategic Dialogue meeting**

From February 2014, the SFC had introduced a new three-year cycle of dialogue meetings. The dialogue meetings involved discussion between representatives of the University (governors and senior managers) and of the SFC (board members and the Outcome Agreement manager). The dialogue aimed to help the SFC’s understanding of the University’s mission and progress in meeting Scottish Government priorities, and to assist the University’s understanding of the SFC’s strategic aims. It also provided an opportunity for institutions to demonstrate their impact and highlight their ambitions.

The University’s meeting had been on 7 February and had included sessions on the Campus Estates strategy, Widening Participation, and Knowledge Exchange, as well as a staff engagement session and a student session. Feedback so far had been positive. A written report would be provided by the SFC in due course and made available to Court members.

**CRT/2013/30.3 Socially Responsible Investment Policy**

The policy had been approved in 2009 and contained a provision whereby groups from within the University could make representations in respect of an investment or investments held by the University, where those groups had concerns. Following the last meeting of SRC Council, a request had been made that the University of Glasgow cease investing in fossil fuel industry companies.

Court noted that a working group, comprising Graeme Bissett, Marie Freel, Donald Mackay Murdoch MacLennan and David Newall, would be established to consider the representation from the SRC and advise Court.

**CRT/2013/30.4 Nominations Committee Business**

Interviews had taken place in November and December for a Co-opted position on Court, where the candidates also had Estates expertise. Following a recommendation from Nominations Committee, which had been agreed by Court by email, David Milloy had assumed membership of Court for a period of 4 years from 1 January 2014. Nominations Committee had also recommended that Alan Seabourne be appointed to Estates Committee, for 4 years from 1 February 2014 as a co-opted lay member. Court had approved this via email.

Court approved a further recommendation from the Nominations Committee that Heather Cousins be appointed to Court as a Co-opted member with effect from 1 April 2014 for four years, and also as a member of the Audit Committee from that date.

If additional lay members were recruited later in 2014, Nominations Committee intended to seek to attract someone with academic management experience, to replace the skills gap created by Michael Scott Morton leaving Court.

There remained a vacant external position on the Remuneration Committee. In addition, as previously advised, with the appointment of new Co-opted members having taken place, Court would be invited to appoint two new members to the Nominations Committee, to fill the vacancy that arose at the end of Robin Easton’s term of office on 31 December, and to increase by one the number of lay members on Nominations Committee, as agreed by Court in June 2013.
CRT/2013/30.5 Rectorial Election
The Rectorial nominations were: Alan Bissett, Kelvin Holdsworth, Graeme Obree and Edward Snowden. The election would be conducted electronically over two days from Monday 17 February to 18 February 2014.

CRT/2013/30.6 Employee Representative on Court
David Anderson had been elected as Employee Representative on Court and would serve a 4-year term from 30 January 2014.

CRT/2013/30.7 Appointments of Heads of Research Institute/School
College of MVLS
Institute of Health and Wellbeing
Professor Jill Pell had been appointed as Director of Institute of the Health and Wellbeing for 5 years from 1 March 2014, in succession to Professor Sally Macintyre.

School of Medicine
Professor Alan Jardine had been appointed as Head of the School of Medicine for 4 years from 1 February 2014, in succession to Professor Massimo Pignatelli.

CRT/2013/31. SRC Annual Report
Jess McGrellis presented the 2012/13 SRC report, particular highlights being the continuing success of the Gilchrist postgraduate club as a social and study space; the SRC/University welcome point which increased visibility and accessibility of services; and several high profile internal and external campaigns, the former including improving mental health resources for students and the latter including campaigning against a change in water charges, and ongoing involvement in improving security for students. Court also heard about measures to support International students, including help with UKBA matters and the development of the Culture Club. Court was also reminded of the broad range of services that the SRC continued to provide. Future projects related to the further development of the SRC website and the evaluation of a possible new structure. There remained a focus on working in partnership with the University.

There had been a restructuring of the SRC sabbatical posts, with the portfolios now being President, Vice President (Education), Vice President (Student Support) and Vice President (Student Activities).

Ms McGrellis was thanked for an excellent briefing.

CRT/2013/32. Reports of Court Committees
CRT/2013/32.1 Finance Committee
CRT/2013/32.1.1 CapEx applications
Finance Committee had approved a capital expenditure application requesting £625k to cover costs associated with the relocation of the MRC-funded Social and Public Health
Sciences Unit from 4 Lilybank Gardens to 200 Renfield Street, noting that the costs would be funded by a MRC grant. Finance Committee had also approved a capital expenditure application requesting £620k to build an extension to the James Watt Nanofabrication Centre (JWNC) cleanroom located in the James Watt Building (South).

**CRT/2013/32.1.2 GUU/Stevenson extension**

Finance Committee had received an update on the GUU/Stevenson Building extension and had agreed to proceed to re-tender, as also agreed by Estates Committee, and to grant delegated authority to a sub-group of the Estates and Finance Committees to authorise additional expenditure. There would be a need for additional funding of £516k minimum including VAT.

**CRT/2013/32.1.3 Finance Key Performance Indicators**

Court noted Key Performance Indicators for Finance. There had been a year-on-year increase in total revenue in 2012/13 of 6.63% (an increase from £439.8m to £469m). The University KPI of 2% surplus has been achieved in 2011/12 and 2012/13. The 2013/14 outlook projected a surplus of £8.8m or 2%.

**CRT/2013/32.1.4 Financial reports**

Court noted an Endowment Investment Report and an Overview of Performance as at 30 November 2013.

**CRT/2013/32.2 Audit Committee**

Kevin Sweeney presented the annual report from the Audit Committee to Court, highlighting the reduction in priority 1 recommendations as a trend over the past few years, and the Audit Committee’s appreciation of continued engagement by the University management with the area of Risk Management, while noting that this area required further development at College level. As previously advised, new Internal Auditors (PWC) had been appointed during the year, following a tendering exercise.

On the basis of the internal audit work undertaken in the course of the year, and of the comments of the external auditors on the University's financial statements, the Audit Committee believed that the University generally had an adequate framework of internal control.

Mr Sweeney confirmed that 2013/14 internal audits would include coverage of MyCampus, and agreed that staff experience of the system would be added to the remit, in addition to the reference to students.

**CRT/2013/32.3 Human Resources Committee**

The HR Director had provided an update to the Committee regarding industrial action, Performance and Development Review and the proposed staff attitude survey. A presentation had been given outlining a range of initiatives that had been undertaken and were planned to support the staff theme of the internationalisation strategy. The new Equality Policy and the revised Dignity at Work and Study policy had been approved on behalf of Court.

Key Performance Indicators for the proportion of women in senior post and related actions had been discussed.

**CRT/2013/32.5 Estates Committee**

Court noted the progress of the Estates Strategy; and Estates Committee’s approval of CapEx applications regarding the JWNC Cluster Tool in the sum of £620k; and MRC SPSHU
Relocation in the sum of £625k.

Court also noted the current position in respect of the GUU/Stevenson re-development, which had been referred to also in the report from the Finance Committee. Tenders had gone out in the week beginning 10 February and work was therefore expected to start in the summer.

**CRT/2013/32.5 Health, Safety & Wellbeing Committee**

The Committee had received the Campus Security annual report, and a report on road safety; an update on stress management training; an update on the next staff survey; safety and occupational health update reports; and a paper relating to the employee assistance (counselling) programme.

**CRT/2013/33. Report from the Rector**

Court received a report from the Rector in which he commended the University and the SRC on helping undergraduate students with individual issues in as sensitive and tailored a way as possible. The Rector had noted the more difficult issues faced by postgraduates, returning and mature students and that these remained a more challenging matter for the University, and more widely, as did pressures and demands arising from the increased recruitment of international students.

The Rector recorded his thanks to all past and present members of Court for their support and encouragement throughout his two terms - and, in particular, to the officers and staff of the Court itself.

**CRT/2013/34. Communications from Meetings of Senate**

Communications from the meetings of Senate held on 12 December 2013 and 6 February 2014 had been provided to Court.

Court noted the establishment of a Council of Senate, which would undertake the normal business of Senate. It would have a total membership of c120, which would comply with the recommendations of the Review of HE governance. The Council would be in essence a committee of Senate. Current committees of Senate would report to the Council. Its meetings, however, would be open to all members of the full Senate and all members of Senate would receive Council papers. David Ross recorded his thanks to Professor Briggs and the Senate Office for their work in this area.

At its meeting on 12 December, Senate had: discussed the draft Ordinance on the composition of the University Court; received a report summarising the University’s submission for the REF 2014; and had discussed zero-hours contracts and University governance. At its 6 February meeting, Senate had received reports on the Estates strategy and on the Outcome Agreement, together with an update on Open Access developments and on progress regarding the University’s approach to open access to research data. It has also received a presentation on the Student Support & Development Committee.

**CRT/2013/35. Any Other Business**

There was no other business.

**CRT/2013/36. Date of Next Meeting**

The next meeting of the Court will be held on Wednesday 16 April 2014 at 2pm in the Senate Room. A campus strategy seminar will take place in the morning of the same day.
Court - Wednesday 16 April 2014

Principal’s Report

Items A : For Discussion

1. Universities Superannuation Scheme USS

At the last meeting Court heard that USS has recently started a process of engagement with employers ahead of the triennial valuation in March. At the previous valuation in 2011, the scheme had a deficit of £2.9bn. A recovery plan and a package of benefit changes were approved by the Trustees. The estimated deficit has grown over the last 3 years. The deficit was £7 billion on 30 September 2013 and this reduced slightly to £6.4 billion as at 31 December 2013, having been much higher in March 2013 at £11.5 bn (based on the 2011 valuation assumptions). Much of the volatility over these months has been due to the estimates of the scheme’s liabilities as opposed to its assets, due to market movements. The next triennial valuation is due on 31 March 2014 when the deficit is not expected to be significantly different. Proposed adjustments to the investment, longevity and inflation risk assumptions for the 2014 valuation will, however, increase the current deficit significantly. Universities UK has responded collectively to the engagement paper issued by the USS Board, based on consultation meetings with universities and other USS employers. Following consideration of the UUK response, USS is engaging in a dialogue with the regulator, employers and UCU on the issues raised by the engagement paper over the next few months. The aim is to complete the valuation process and reach a decision on a financial management plan for the scheme by the end of 2014.

2. IT Strategy

Earlier this session, Court members asked for a briefing on the University’s IT Strategy. This was in order to understand how it contributes to advancing the University’s overall strategy and its implications for the Campus Estates Strategy.

Annex 1 is a draft IT Strategy, which is presented for Court’s consideration and approval. It has been developed in recent weeks with inputs from SMG, from IPSC (the Information Policy & Strategy Committee), from each College Management Group, and from the University Services Leadership Team. The principal author of the strategy is Sandy Macdonald, who will attend Court on 16 April to introduce it.

In supporting the priorities set out in the draft IT Strategy, SMG has asked that work should now be undertaken on an implementation plan, in particular with a view to identifying those aspects of the strategy that will require new investment. The implementation plan will be considered by IPSC and SMG in May, and a summary report will be brought to Court in June.
3. ELIR
The Enhancement-led Institutional Review visits have been completed and following due procedure, the University is now in receipt of a short draft ‘outcome report’ (Annex 2), provided by the Quality Assurance Agency (QAA). We still have the opportunity to comment on any inaccuracies and so the report may be amended slightly before publication when the Outcome Report will be augmented by the more detailed Technical Report. This should be available late May with full and final publication of the review by the QAA in July.

Small changes notwithstanding, the overall assessment of the review, which will not change, is excellent with the University receiving the ‘Effectiveness grading’ which is the best possible outcome. It means that the University is considered to have robust arrangements in place for securing academic standards and for enhancing the quality of the student experience.

The VP (Learning & Teaching), Professor Frank Coton, will give Court a more detailed report based on the accompanying papers but I would wish to record and acknowledge our thanks to Frank, the Senate team and all those who worked so hard to prepare for the review and to see it through to such a successful and encouraging conclusion.

Items B: For Information

4. Appointment of Vice-Principal

As Court members are aware, three new Vice-Principal have been appointed since the last meeting:

Professor Roibeard (Robby) Ó Maolalaigh has been appointed Vice-Principal and Head of the College of Arts. Professor Ó Maolalaigh will take up the post on 1 Jan 2015, succeeding Professor Murray Pittock.

Professor Miles Padgett will take up the post of Vice-Principal (Research) from 1 August 2014; and Professor Jonathan Cooper will be appointed Vice-Principal (Innovation and Knowledge Exchange) from the same date, both succeeding Professor Steve Beaumont Vice-Principal (Research and Enterprise).

Miles and Jonathan will continue with their research and knowledge exchange activities alongside their new vice-principal roles.

5. Key activities

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

5.1 Academic Development and Strategy

- As noted, the ELIR team visited the University for the first part of the Review (19 February). I provided an introduction. The follow up visit took place between 24-28 March 2014
- 26-27 February: Participated in events around the Queen’s Anniversary Prizes for Higher and Further Education: tenth round 2012-14, in London. This included a workshop led by Professor Dan Haydon and colleagues from the Boyd Orr Centre and the Institute of Biodiversity Animal Health and Comparative Medicine, funding agencies (the Gates Foundation and the Wellcome Trust) and our academic partners (Washington State University and Penn State University), a dinner in the Guildhall, and the actual presentation ceremony in Buckingham Palace
• 3 March U21 Executive Committee (conference call)
• Met with Professor Tom Inns, Director of the Glasgow School of Art

5.2 International Activities
• Welcomed the President of Diyala University Iraq to the University (17 March)
• Provided a short video clip as requested by the Hanban to celebrate 10th Anniversary of Confucius Institutes
• 18–21 March Visited China. With the President of Nankai University, Professor Gong Ke, I met with the Ministry of Education to talk about our partnership and in particular the development and ultimate approval of our proposals to establish a Joint Graduate School. Also met with the Hanban and on the evening of 20 March attended an ‘Offer Holders’ event hosted by our Recruitment and International Office.
• On 21 March visited Nankai University in Tianjin to deliver a lecture and receive the award of Guest Professorship. Returning to Beijing in the evening, attended a careers seminar hosted by our Adam Smith Business School and Careers service.
• Travelled to Singapore on 22 March and over the following three days held meetings with senior staff and the President of SIT as well as colleagues from the University of Glasgow Singapore. Also took the opportunity to meet with Glasgow alumni and donors based in the region and host a dinner for them to bring them up to date with our future development plans.

5.3 Lobbying/Policy Influencing and Promoting the University
• 13 February: Russell Group, Fees and Funding Working Group
• 13 & 14 February: UUK members Spring meeting
• Saturday 22 February hosted the Snell Dinner in the Bute Hall. Normally held annually in Balliol College Oxford, we were asked to host this year due to refurbishment commitments in Balliol. 230 guests attended, including many donors and supporters of the University
• Glasgow City Marketing Bureau Board meeting (25 February)
• Attended a dinner in London hosted by the deputy editor of the Guardian (25 February)
• 6-7 March: Russell Group Away day
• 12 March: Gave evidence at Scottish Parliament Economy, Energy & Tourism Committee inquiry
• Welcomed Vince Cable, Secretary of State for Business, Innovation and Skills, who delivered a speech on the Independence debate, before visiting the College of MVLS to hear something of the University’s work in Stratified Medicine, and meet some medical students. The day concluded with a roundtable Q&A session involving the Secretary of State and a cross section of students
• 14 March: Scottish Funding Council (SFC) Board Meeting and SFC Innovation Centre Digital Health Technologies Director Talk and Workshop

5.4. Internal activities and Communications and Alumni events
• Continued monthly meetings with SRC sabbatical officers, and held staff Surgeries on 19 February and 11 March
• Attended Rectorial Election results (18 February) and farewell reception for the outgoing Rector, Charles Kennedy (14 March)
• Hosted evening receptions in the Lodging for New Staff for the Colleges of MVLS, Science & Engineering (24 February) and Social Sciences and Arts (3 March)
• Participated in interviews for VP & Head of College Arts (28 February); Head of School Mathematics and Statistics (4 March) and Head of School Computing Science (10 March)
- Attended Choral Mass in the Turnbull Hall to mark Father John Keenan’s move from the University to take up his post as Bishop of Paisley
- Attended Senate Guest night (13 March) and welcomed Muriel Gray the guest speaker
- Attended Student Teaching Awards Ceremony 2013-14 (14 March)
- 17 March: Held the first Carnegie lecture, which was delivered by Baroness Tanni Grey-Thompson.
- 27 March attended the Hunterian Director’s Dinner

6. Senior Management Group business

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

**SMG Meeting of February 2014**
- Good Research Practice
- Review of the 2014 REF submission process
- Athena Swan Action plan for SMG
- Draft Internal Audit Plan
- International exchange fees/costs for RUK students
- Admissions Report
- University-Funded Scholarships Proposals for 2014/15 entry
- Draft Minutes of the IPSC
- HR/Payroll Update

**SMG Meeting of March 2014**
- Estates Strategy
- ‘Building our Future’ Workshop
- Resourcing Open Data and Data Management
- Proposals to develop a new pricing policy for fees
- Admissions Update
- IT Strategy
- Internal Audit executive summary and report
- Industrial Action Update
- UKBA Tier 1 (Graduate Entrepreneur route)
IT Strategy
1. INTRODUCTION

The University’s Information Technology (IT) Strategy aims to maximise the positive impact of IT in the delivery of the University’s strategic plan and its associated strategies for Learning and Teaching, Research and Knowledge Exchange and Internationalisation. By creating a dynamic environment in which IT underpins almost all University activity but retains the flexibility to enable performance improvement and to respond positively to new opportunities and challenges, this strategy will play a key role in delivering the University’s vision.
1.1 GLASGOW 2020 A GLOBAL VISION

The University Strategic Plan, Glasgow 2020 a Global Vision, sets out an ambitious agenda for the University as it seeks to *enhance its position as one of the world’s great broad-based research-intensive universities*. It recognises the central importance of *fit-for-purpose IT systems* as a key enabler in providing *flexible and responsive human and computer based systems* and the *robust, reliable and integrated management information systems* that *underpin the core business activities of the University*. It further commits to *streamline our systems and processes to make the most of our resources* while ensuring the University community benefits from *continuous improvements to all IT systems*.

This IT strategy builds on and supports the vision and commitments contained within Glasgow 2020 by providing a holistic vision for the future IT environment that will support the University in delivering on its aspirations across its full range of activity and sets the direction the University will follow to deliver the vision.

Key to supporting Glasgow 2020 and helping deliver the ambitious objectives will be a range of IT activities targeting:

- Provision of a scalable, flexible, agile, resilient, secure and robust infrastructure capable of supporting leading edge Learning & Teaching and Research regardless of the location of end users.
- Access to data and applications in a manner that takes advantage of flexible, mobile and personalised user interfaces and the opportunities provided by the concept of the personal internet.
- As part of the Campus Estates Strategy, the creation of an intelligent Campus supporting pervasive access (not just mobile), increased collaboration and delivery of services / information to all end users.
- Exploitation of the potential of disruptive influences emerging from the digital world to improve performance by transitioning from structured applications to digitised processes where appropriate.
- Delivery of comprehensive Business Intelligence capabilities supporting complex modelling and predictive analytics in support of L&T, Research, all aspects of planning and service delivery.
- Support of Transnational activities including new partnerships and operating models - Distance Learning, activities at partner locations.
- Delivery of an overall IT architecture that positions the University in a manner that it can react and take advantage of new opportunities as and when they appear and not be a constraint.

1.2 IT STRATEGY – WHERE ARE WE NOW

Recent years have seen a range of significant changes to the University’s IT ecosystem:

- Continued investment in networking and infrastructure to support L&T, Research and operations has provided a solid strategic network platform on which to build for the future, e.g.
  - Comprehensive Fibre Optic Cabling Infrastructure linking all University Buildings
  - Standards based high capacity data cabling systems within University buildings
  - Resilient IP Routing backbone operating at 40Gbs
  - 20Gbs links to SuperJANET Six
• Comprehensive WiFi provision

• Standardisation on a range of core business applications, replacing many local systems in Faculties / Colleges, removing duplication, improving end to end process capabilities, and delivering an integrated information platform which can form a stable, and flexible foundation on which developments identified in this strategy can be built.

• Increased use of the fundamental services provided by IT Services to Colleges delivering greater consistency, improved governance, enhanced security and better value for money.

• The introduction of on-going process improvement activities, with the prospect of greater consistency and sharing of best practice across the University.

Despite the above progress, key challenges remain, especially around change management and improved communication, and are referenced in the remainder of this document. Having established a strategic IT platform the key theme is for all communities of the University to work together to ensure processes, services, innovation and the overall user experience are designed, fully co-ordinated and implemented in a manner that allows the University to progress and meet its strategic objectives as defined in Glasgow 2020. Where new solutions involve the introduction of new, or amended processes, and adoption is not consistent any planned improvements in efficiencies or service levels will not be delivered.

Business analysts (e.g. Gartner) argue that 2013 marked the end of an era in terms of enterprise IT, which focused on business processes and industrialisation of IT. 2014 marks the start of a new era where digital innovation and end-user experience / engagement become key. The University is well placed to enter this new digital era in parallel with the completion of the planned process improvement initiatives which will deliver consistent best practice.

1.3 DISRUPTIVE INFLUENCES

Looking outward, a number of changes in the world of IT have the potential to fundamentally alter the education ecosystem. These changes will impact how the University’s vision of IT as an enabler and provider of added value is delivered.

Social networking, cloud, mobile, information (inc big data) and BI / analytics are already making an impact on the way the world comes together, not only in the personal lives of individuals but increasingly in business and education. The term consumerisation is increasingly used to describe the increase in choice that is available to students and staff in terms of devices, data and applications and how they are used. The table below is a high level sketch of a few key themes under each of the headings.

<table>
<thead>
<tr>
<th>Social</th>
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<tbody>
<tr>
<td>Extreme networking</td>
<td>Information sharing</td>
</tr>
<tr>
<td>Collaboration options</td>
<td>New relationship opportunities</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Mobile</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Personal choice rules (when, where, how)</td>
<td>Personal Devices otherwise known as: Bring Your Own Device (BYOD)</td>
</tr>
<tr>
<td>Personal cloud</td>
<td>Personal internet</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Cloud</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Software as a Service (SaaS)</td>
<td>Faster innovation</td>
</tr>
</tbody>
</table>
Massive On-line Open Courses (MOOCs)  
Scalability and flexibility  

Information / BI  
Structured / unstructured data (social)  
Digital crumbs  
Instant feedback – adaptive learning  
Massive increase in sourcing options

In isolation, each of the above may be easily understood as they are now commonplace in other areas of peoples’ lives, but their combination results in a scenario where end users will expect to have more control in constructing their own working models. Students are no longer limited to the Common Student Computing Environment as their only launch pad for work, instead they will utilise a combination of mobile, cloud and social technologies accessing a much wider range of information sources and collaborating in new and different ways with a more diverse range of contacts. This may be viewed as a change from the University pushing information and services out to the end user communities, to a model where end users are pulling selected services and information into environments and collaboration areas of their choice. Those Universities who move with the behavioural changes of students, and how they wish to interact with each other and their academic leaders, will greatly benefit from being positioned as an integrated part of student life, rather than as an outsider looking in. The Academic and Research community and Administrators are likely to modify their behaviour in a similar manner.

1.4 COMBINING EFFICIENCY, USER EXPERIENCE AND PROGRESS

The diagram below is a simplified view of the University’s current position and how ongoing work will be targeted.

- “Infrastructure” represents subjects such as middleware, hardware networking etc. Although largely taken for granted by end users and management, ongoing investment is critical and underpins all of IT.
- “Strategic Software Applications” typically include core software systems (Finance, HR, Student etc.) which have a direct impact on information quality and administrative processes but are frequently considered to be constraining by end users in Schools and Colleges. Ongoing investment in the implementation of new releases, tighter integration and limited customisations will be key. If such developments are aligned with the opportunities provided by the disruptive forces and ongoing improvements to change management there is the potential to enhance user satisfaction and overall ROI.
- “Staff / Student choice” has typically been manifest in their use of tools such as those embedded in consumer technologies but that were rarely integrated into an organisation’s operational model. Issues of support, integration and consistency that previously acted as barriers to institutional adoption are rapidly reducing in significance as external disruptive forces change the fundamental nature of the relationship between the personal and business environment. As a consequence, there is now a real opportunity to improve the benefits and outcomes of adopting technologies that are driven by end user demands / choice.
- “Disruptive Forces” refers to technologies that rate high on both axes and typically include a combination of consumer orientated tools and organisational processes. Mobile, social, and cloud all appear here, as well as in other quadrants, and if utilised positively can play a significant role in helping deliver greater efficiencies and end user experience.
This strategy attempts to identify how the various quadrants can be brought together to focus on outcomes that deliver improved user interaction and overall experience coupled with enhanced services that deliver efficiency gains.

Over the past ten years or so, IT Strategies have followed a path of “enabling” the business to advance in terms of efficiency and effectiveness. In the particular case of the University of Glasgow the general theme of enablement will continue, however, greater focus will be placed in assisting the University to position itself in order to react to new challenges, threats and opportunities. In addition, the construct of the world of IT is changing dramatically as the impact of recent initiatives start to seriously influence the manner in which both students and staff use technology both in their personal lives and when at work.

The HE ecosystem is changing in profile, advancing in terms of capability, and competitiveness. With these changes in mind this strategy attempts to provide the University with a broad based IT platform that is secure, robust, flexible and innovative.

1.5 SPEED OF CHANGE

Planned changes will need to be delivered in a disciplined manner which reflects their complexity and impact. The University’s approach is to utilise new technologies that have reached a degree of maturity in each of the particular solutions, to ensure unnecessary risks are avoided as a result of too early or trail blazing adoption.

1.6 ENSURING DELIVERY

Project Management, governance, standards, and methodologies, all play a vital role in the delivery of IT related projects regardless of size. Of equal importance is the need to ensure the University and all its constituent parts work together to achieve agreed goals. Change management is therefore key to achieving the maximum return on any investment or change.
The diagram below is taken from McKinsey and Company and serves as a guide on how to manage the health and prospects of any project. By combining this approach with ongoing improvements to methodologies etc and improved change management, project failures will be avoided due to greater consistency in the adoption of new processes and improvements in the overall quality of project deliverables.

**Overarching goal is project success**

**Categories**

- Managing strategy and stakeholders
  - Clear objectives
  - Well-defined business case
  - Alignment of major stakeholders
  - Minimized, stable project scope
  - Robust vendor contracts with clear responsibilities
  - Executive support

- Mastering technology and content
  - Standardized, proven software technology
  - User involvement to shape solution

- Building team and capabilities
  - Experienced project manager
  - Qualified and motivated project team
  - Sustainable mix of internal and external resources

- Excelling at project-management practices
  - Reliable estimates and plans, appropriate transparency about project status
  - Proven methodologies and tools
2. MEETING THE NEEDS OF THE UNIVERSITY STRATEGIC DIRECTION

Out of the Glasgow 2020 vision and its key strategies and themes emerge a number of IT related challenges in the areas of:

- Learning and Teaching
- Research
- Administration

As progress is made in delivering ongoing IT strategic initiatives in support of the above, regular consultation will take place with the Deans of Learning & Teaching, Deans of Research, the Information Policy & Strategy Committee, Project Boards, College Management and other key stakeholders.
2.1 LEARNING AND TEACHING CHALLENGES

In making its commitment to “Visionary Course Development, Delivery and Review”, Glasgow 2020 recognises the need to harness the benefits of the latest technologies. Consistent with this, the Strategic Plan also recognises the importance of delivering an excellent student experience. Students now need the flexibility to learn where and when it is convenient for them to do so, with less emphasis on the traditional physical attendance at lectures, tutorials and practical sessions at specified times. That is not to say that these elements are no longer important, but we now have a very diverse mixed economy, with high expectations of IT by both staff and students.

The key challenges in relation to IT in Teaching are therefore:

- To provide a joined-up set of services in teaching rooms, taking account of the need for increased collaboration and supporting University developments in trans-national and distance education, so that staff and students can be confident that the technology will not let them down, whether it be Audio-Visual, Video-Conferencing, Lecture Capture or on-line.

- To meet the aspirations of the e-learning strategy published by the Vice-Principal for Learning and Teaching in 2013.

- To respond creatively to the steady increase in demand for support for mobile working, whether on campus or elsewhere, from a wide and rapidly changing variety of devices.

- To harness the disruptive forces described in Section 1 to help drive improvements and positively respond to new challenges / opportunities.

- To continue to improve and evolve our Virtual Learning Environment, so giving students and staff ready access to an enhanced range of technology-based learning and teaching tools in a manner that supports flexible learning and is responsive to student behaviours and needs.

- To provide support for the learning and teaching of students and staff involved in Trans-National Education (TNE) through flexible and adaptable services and systems.

- To provide academic and administrative staff with appropriate support and training to address change in processes and availability of new tools and techniques.

2.2 RESEARCH CHALLENGES

- Increasingly research is collaborative, across disciplines, institutions and sectors. Researchers need a flexible and configurable research data storage environment for active data, accessible using an authentication model which makes it straight-forward to provide read and write access for collaborators from: the University of Glasgow, other HE Institutions and other non-HE partners. The services provided need to be responsive, accessible to collaborators wherever they are and able to satisfy the requirements of funders and the needs of researchers in relation to confidentiality and security and be able to handle significant quantities of data if required.
The key challenges for IT in relation to Research are:

- To meet the requirement of the research funding bodies to make datasets produced as part of publicly funded research more accessible. This includes assessing the infrastructure required to host the data associated with publications over the long-term and producing guidance to staff on when and how to store and share their data.

- To support the networking, high performance computing (HPC) and simulation modelling needs of research that uses very large datasets (often referred to as ‘Big Data’), including those involving images, stored in different locations both in the University and the NHS and at other institutions and facilities around the world.

- To improve compliance and contribute to the University’s need to correctly manage and maintain research data. A research data planning model and associated services will be introduced.

- To support the need for widespread dissemination of research outputs in a variety of interactive and rich-media forms.

- To improve competitiveness by offering an increased range of services delivering more flexible, scalable and better supported IT environments/platforms on which advanced research can be undertaken and maintained. Efficiencies would also result both at project start-up phase and on an on-going basis.

2.3 ADMINISTRATIVE CHALLENGES

The major administrative challenge is around the management of the information that staff need. It is agreed that the University needs a more coherent and unified approach to organising information to better enable staff to perform their jobs. There is currently no consistent approach with information variously accessible via many different systems and routes and this makes it difficult for staff to find the information they seek and/or need.

The key challenges in relation to IT in Administration are:

- To use the data in individual business systems in ways that make for better management, planning and service delivery, through business intelligence, data mining and large data manipulations.

- To deliver the capability for staff and students to interact with University information and systems in ways that are convenient and timely and from wherever they need to do it using devices readily available to them.

- To ensure the integrity and security of University data and information notwithstanding the fact that the University will have decreasing control over the devices that are being used to access it.

The business requirement is an information architecture: that has no requirement to know which system has which information; that is delivered through appropriate channels; and on devices preferred by those accessing it. Such an architecture should be based around the activities and tasks that users of information are engaged on (a consumer view), rather than around the needs of the information owners.

These key challenges, for Learning & Teaching, for Research, and for Administration, are addressed in the following sections on the ‘Components of the Strategy’ and the ‘Strategic Infrastructure’.
3. KEY COMPONENTS OF THE STRATEGY
3.1 COLLABORATION: WORKING TOGETHER ACROSS BOUNDARIES

The world in which the University of Glasgow now operates is one where boundaries and borders are very porous. This results in a need for collaboration between students, between staff, between students and staff, between Subjects, between Colleges, between disciplines, between Institutions, with other organisations such as the NHS or Government Agencies, between countries and between sectors. The majority of research applications involve such collaboration and a great deal of both administrative and teaching work involves external collaborators, such as those in business, professional practice or the NHS.

The University’s approach to meeting the four requirements in this area is:

- Learning opportunities should be accessible regardless of location; Whether that be for an external lecturer addressing a class from another site, institution or country, for a class split between lecture rooms at different locations or for students to be working together from their places of residence. The rise of Trans-National Education initiatives (such as those with Nankai and Singapore) is providing added impetus to this agenda.

  Significant investment in equipping major teaching spaces in the University to facilitate multi-location teaching (using Video-Conferencing and multi-room teaching) has already taken place over the last two or three years and attention is now focussed on increasing the flexibility, ease of use and crucially, the reliability of all services in this area.

- Administrative, Governance and Research group meetings need to have participants who are not physically present in the University because they are not able to travel to the University on that particular day, but are willing and able to join the meeting remotely.

  There are many tools available which can assist, with new ones appearing frequently. The University will produce a set of services that make setting up and administering group meetings straightforward and a sufficient number of suitably equipped rooms of meeting size to satisfy the increasing demand.

- Shared work-space for groups of students, researchers, administrators or simply those working together on a common project.

  The University will deliver a collaboration space that is easy to tailor to the specific needs of the collaborators, with the tools and storage resources required. The service must be able to operate seamlessly across role, School, College and Organisational boundaries.

- The ‘Impact’ agenda in funded research, frequently requires research proposals to deliver their outputs via web sites that often need interactive elements. Whilst this was often a fairly niche activity in the past and was handled on an individual basis by Schools or Colleges, this is no longer sufficient, particularly in view of the Research Council agenda for more openness.

  The University will introduce a new central service for research data storage and publication, coordinated by IT Services and the Library. This will link to the current Enlighten research output and data repository facilities.

In this area as in many others, the constantly evolving nature of the user needs requires constant vigilance and requirements sensing in collaboration with colleagues in Schools and Colleges and other University Services.
3.2 BYOD, MOBILE AND SOCIAL WORKING: DOING IT MY WAY ON THE MOVE

The majority of our students and many of our staff have mobile devices: Smart Phones, Tablets, Notebooks and Laptop computers. They expect to be able to use devices and ways of working that are part of the rest of their lives. This new way of working is not optional, it is a given and it requires that whilst as a University we may store and manage information within large complex systems, we need to surface at least some of the ‘products’ of these systems via mobile apps and user interfaces that can be used conveniently, safely and securely on such devices.

Staff and students will expect that they can use their own devices for interacting with University data and systems and that is a considerable challenge for security, since it is never going to be possible to exercise as much control over devices that belong to individuals (usually referred to as “Bring your Own Device” BYOD) as would be possible on desktop computers owned and managed by the University.

- The technical infrastructure for delivery of mobile services is already established in the University via the wireless network. Continuing investment will ensure this network is increasingly pervasive and reliable.
- The University will promote service delivery in a way that allows staff and students to do what they need to do, in the most convenient way, by aligning services and interfaces to expectations and preferred ways of working.
- In order to deal with the diversity and change in the devices in use, apps and other interfaces will be developed that are generic and standardised. In developing these facilities, the importance of functionality and ease of use are recognised as key in stimulating uptake. The University Mobile Strategy is focussed on enabling the delivery of information and services via this channel to meet demonstrable demand.
- IT Services will provide a suite of services that are cross-platform, and device agnostic, with the emphasis on making it convenient for users to be able to do key things on the go (email and other aspects of communication, network access, apps for specific tasks, search for info to satisfy immediate need), whilst continuing to facilitate more substantial tasks on other platforms such as desktop PCs.

There is a wide range of exciting possibilities for mobile delivery of information, which have the potential to provide more efficient and effective working (particularly for students) and the aim is for mobile delivery to be seen as the norm for access to ‘read-only’ information by the end of 2014, with an increasing emphasis on information input during 2015.
3.3 RESEARCH

Other sections of this strategy paper including: Infrastructure, Cloud, Storage, Virtualisation, Collaboration and Security all have a direct impact on improving IT support for research activities. As each theme is planned in association with Colleges and the research community the aim will be to reduce the number of dispersed servers spread across the Colleges where limited back-up, resilience and appropriate security is in place. Whilst the Infrastructure, Cloud, Storage, Virtualisation, Collaboration and Security sections below contain further detail, the main areas to be addressed in relation to the ICT support for research are:

- A new data centre is part of the Campus strategy providing space and connectivity for greatly enhanced provision of cloud services and other services to support remote access.
- An improved and more responsive range of services making use of the potential of virtualisation will be available to researchers on demand.
- A development strategy for the provision of High Performance Computing (HPC) capabilities will be produced following a careful review of current provision and evaluation of future need in consultation with the research community.
- Research data planning building on the work that researchers have to do as part of funding applications will be introduced and services for data sharing across school, college, institutional and other organisational boundaries will be developed to meet the needs of collaborative research.
- Network services will be further developed in response to College priorities as the University’s network is continually upgraded to ensure capacity, speed and resilience is maintained at sector-leading levels.
- Collaboration tools, workspaces and related services will be further developed in consultation with the research community to meet their needs and will include increased availability of videoconferencing, shared file and messaging options.

3.4 INNOVATION IN LEARNING AND TEACHING

Continuous innovation in learning and teaching is essential if learning is to be enhanced by pedagogies that harness new technology. It also ensures that modes of teaching evolve to exploit opportunities for growth domestically and internationally. A major focus for the University in the coming years will be growth in online delivery to enhance capability and capacity for distance- and campus-based learning. This growth will balance risk in the taught portfolio, strengthen existing and new markets, grow the student population beyond the physical constraints of the campuses, alleviate timetabling pressures on-campus by offering a limited number of courses wholly online, enable new in-country TNE supported by blended learning, and connect high-value professionals to the University through the provision of online CPD. To take forward this important agenda, the University will launch an initiative in Online Learning that will:

- provide local resource to support the appointment of academic staff to develop distance-learning courses and programmes
- provide local resource to support the online development and enhancement of existing campus-based courses and programmes
- strengthen and evolve central support for innovation, possibly through an Innovation Centre, to provide local areas with specific expertise in the design and implementation of the online provision.
3.5 BUSINESS APPLICATIONS: THE FOUNDATIONAL INFORMATION SOURCES

Over the past five or six years in-house developed business systems have been replaced by best of breed packaged software solutions. Not only has this changed the profile of development work, the impact on the various business areas has been to help introduce more tightly defined business processes, enhanced integration and a reduction in the number and range of local solutions. There is therefore an increased emphasis on collaborative development, maintenance and support, and good mechanisms for liaison between IT Services and College IT teams.

Although there is still work to be done to complete the transition of the University’s core software business applications (e.g. implementation of Agresso Research system planned for 2014), these changes have in general been widely adopted leading to greater consistency in processes and quality / availability of data.

Current and future priorities are to:

- Drive the consistent adoption of new processes, with associated change management and process improvement, in order to exploit more fully the functionality of the University’s business systems.
- Introduce the disruptive forces in a manner that assists end users of all types to access information and processes. These should be delivered in a manner that is more people centric and goal orientated.
- Prepare to allow students and staff to pull information and goal orientated tasks into their own personal internet / cloud rather than the current model where the majority is “pushed” by the University.
- Continue to invest in the development of core applications and their integration.
- Develop Apps and other light-weight access techniques for accessing the information held in these important and authoritative systems.
3.6 BUSINESS INTELLIGENCE: SMARTER USE OF INFORMATION

Business intelligence (BI) is a broad category of software applications and technologies used to gather, store, analyse, and access data to help organisations make better business decisions. BI capabilities have progressed significantly over the years allowing easier access and consolidation of data from multiple sources (internal and external) and delivery of flexible analytical tools.

Intelligence and Analytics:

<table>
<thead>
<tr>
<th>BI &amp; Analytics</th>
<th>Business Intelligence</th>
<th>Business Analytics</th>
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<tbody>
<tr>
<td>Answers the questions:</td>
<td>What happened?</td>
<td>Why did it happen?</td>
</tr>
<tr>
<td></td>
<td>When?</td>
<td>Could / will it happen again?</td>
</tr>
<tr>
<td></td>
<td>Who?</td>
<td>What will happen if we change xyz?</td>
</tr>
<tr>
<td></td>
<td>How many?</td>
<td>What else does the data tell us that we never thought to ask?</td>
</tr>
<tr>
<td>Includes:</td>
<td>Reporting (KPIs, metrics)</td>
<td>Statistical/Quantitative Analysis</td>
</tr>
<tr>
<td></td>
<td>Automated Monitoring /Alerting (thresholds)</td>
<td>Data Mining</td>
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<tr>
<td></td>
<td>Dashboards Scorecards</td>
<td>Predictive Modelling</td>
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<tr>
<td></td>
<td>OLAP (Cubes, Slice &amp; Dice, Drilling)</td>
<td>Behavioural Modelling</td>
</tr>
<tr>
<td></td>
<td>Ad hoc query</td>
<td>Multi-variable testing</td>
</tr>
</tbody>
</table>

BI is recognised as one of the top concerns for industry leaders and is consistently high on corporate agendas. This is the right time for the University to develop its BI capability, in order to benefit from the investment it has made in best of breed core software applications.

- The University will implement a Business Intelligence initiative, adopting BI tools that will capitalise on the investment it has made in business systems and deliver a step-change in the quality of its management information and analytics to support more timely and effective decision making. The outcome will be to deliver information that will meet managers’ needs and that is accessible, consistent and trusted.
4. **STRATEGIC INFRASTRUCTURE**

To support the IT-based services required to meet the University’s expectations and ensure that it meets its strategic goals, a robust infrastructure has been established and needs continual development to meet the rapid process of change in technology and the development of the campus onto the Western Infirmary site.
4.1 CAMPUS DEVELOPMENT

The University will deliver an improved IT infrastructure within its plans for campus development, following the acquisition of the Western Infirmary Site and developments associated with the Combined Heating and Power (CHP) project. As buildings are designed, infrastructure cabling and WiFi provisioning will be addressed. As part of the Campus Estates Strategy, plans will be developed for a Data Centre, to enable the University to raise its capacity to undertake internationally leading research. A Data Centre would deliver additional storage / server capacity, adherence to increasing demands from research funders on data centre provisioning, and increased capacity to attract major research funding initiatives, and leading international academics, to Glasgow.

4.2 NETWORK INFRASTRUCTURE

The University’s data communications and Network Infrastructure is a key part of the technical infrastructure and underpins all of the IT services and systems in the University. Over the last few years significant investment has funded a fast and reliable Network Infrastructure employing both fixed and wireless technologies and resilient connections to the Global Internet, in particular:

- Comprehensive, single mode and multimode, Fibre Optic Cabling infrastructure linking all University Buildings
- Standards based high capacity, data communications, cabling systems within University buildings
- High speed Local Area Network switching and Routing services within University Buildings;
- Resilient IP Routing backbone operating at 40Gbs
- WiFi networks within University Buildings delivering the ‘Eduroam’ service for staff and students and Guest Access for visitors;
- High speed resilient links to ClydeNET and SuperJANET Six, operating at 20Gbs

With constant change in demands and evolving technologies in networking, the University will invest continuously in enhancing network capacity.

This investment will ensure that the University’s data communications and Network Infrastructure provides the connectivity, bandwidth, reliability and security required to support the wide range of services and applications which currently depend on it and new services as they develop.

4.3 CLOUD SERVICE PROVISION

The term ‘Cloud Computing’ is used to bring together a number of IT service delivery paradigms into a collective framework, which enables on-demand access to a pool of configurable computing resources (e.g., networks, servers, storage, applications, and services) that can be provided easily and quickly. This presents significant opportunities for the University to deliver;

- Flexibility and agility for scaling services over time, in relation to new requirements and changes in demand.
- Speed with which new services can be delivered.
- High availability and disaster recovery.
- Potential energy, space and cost savings, though these need to be assessed on a case by case basis.
Cloud Computing includes a number of different deployment models:

- **Public Cloud** – commercial offerings, services that we can buy or obtain from the commercial market.
- **Community Cloud** – shared Services, that we could share with other partners, possibly via a Cost Sharing Group (CSG).
- **Private Cloud** – in-house services, that we currently provide.
- **Hybrid Cloud** – a combination of the above.

Standardisation of services and approaches to service delivery associated with University restructuring and the significant uptake of centrally provided IT services places the University in a strong position to take advantage of the benefits of ‘Cloud Computing’

- A thorough review of the services that the University provides to users will be undertaken to identify those that would be more efficiently and/or effectively delivered via the cloud e.g. student email, collaborative data sharing, etc.
- The most appropriate Cloud computing deployment model will be adopted in each case such that the model that best matches the University’s strategic need will be used. In doing so the University will seek to achieve the optimal balance of cost, risk, efficiency and service quality between Public, Community and Private Cloud services.
- The University’s Private Cloud Infrastructure will be developed to provide cost-effective solutions for a number of College-specific service and storage requirements.

### 4.4 VIRTUALISATION

Virtualisation is the term used to describe the process of creating multiple logical computing ‘devices’ from available physical devices, i.e., CPUs, memory, disk storage, Network and other peripheral devices. Virtualisation is a key enabling technology within the University’s Cloud and Technical infrastructure strategies. There are two distinct components: Virtual Machines (VMs) and a Virtual Desktop Infrastructure (VDI).

**A Virtual Machine** is a software application which presents all the characteristics of a physical computer. Sophisticated virtualisation software also called hypervisors, create and manage the VMs by pooling resources from the available physical hardware, either traditional single servers or a more integrated server farm. The VMs can then be used provide: Windows servers, UNIX and Linux servers, configured in a variety of different ways to meet the specific needs of specialist applications in research, teaching or administration. This type of architecture provides additional benefits in terms of higher availability and disaster recover. In order to derive the full benefits of Virtual Machines and Server Virtualisation, it is essential that workload characteristics are fully assessed and understood to determine whether a Virtual Server implementation is compatible with delivering the performance and security required.

**Virtual Desktops** provide a user desktop environment where the processing and software are hosted on a server rather than on the machine that the user is sitting at. They can be delivered to a wide range of devices such as tablets, laptops and desktop machines on almost any platform. The
University’s CSCE-Remote and SSD-Remote services are virtualised desktop environments, which provide staff and students with access to a familiar managed desktop comparable with the physical CSCE and SSD services available on Campus. Virtual Desktops are key elements of the Cloud computing, BYOD and Technical infrastructure strategies.

Virtualisation is a key enabling technology within the University’s Cloud and Technical infrastructure strategies.

- **Virtual Machines and Virtual Server** solutions will be implemented for workloads which are suited to and benefit from such provisioning and all new server requirements will be tested against whether a virtual solution would be advantageous.
- **Virtual machines** will be employed to allow flexible rapid deployment and reconfiguration of services as demand patterns change or new requirements emerge and specifically will be made available to meet the needs of researchers who need to run specialist applications and teachers who wish to use new teaching methods that require the support of a specific application.
- A Virtual machine approach is currently used to support a number of services including:
  - Identity management service
  - Alumni service
  - Agresso service
  - ID card system
  - Electronic Document Management System (EDRMS)
- **Virtual desktops Infrastructure (VDI)**. The University will implement a Virtual Desktop Infrastructure based on Virtual Machines which can scale in numbers to support staff and student demand. This VDI will provide staff and students with the following benefits:
  - Access to a wide range of site licensed software
  - Access to personal and shared filestore
  - Enhanced security
  - Access from anywhere via a wide range of operating systems and devices including smartphones and tablets
  - Additional management benefits in terms of security patching and application deployment
5. SECURITY IN THE NEW WORLD

Organisations, such as universities, face a dilemma: they must protect information from unauthorised access and data-stealing malware, whilst at the same time allowing staff and students to access services and data efficiently and conveniently, in order to do their work.
5.1 CYBER SECURITY

The University has a robust layered approach to Cyber Security involving systems and network administrators, postmasters, webmasters, IT support staff in University Services and Colleges and the individual staff and students of the University. A comprehensive set of policies and procedures apply to all users of University systems and networks, irrespective of who is responsible for their day-to-day management. More demanding policies and procedures apply to confidential information. The Information Security Team work with data providers and owners to secure and facilitate access to information which requires higher levels of protection. They also manage security incidents and advise IT staff across the University as to the appropriate safeguards to put in place for their systems and processes.

The University’s Cyber Security is based around identifying and combating the main risks which include:

- Inappropriate handling of confidential data e.g. storing on a mobile device which is later lost.
- Compromise of credentials via social engineering attack “phishing”
- Corruption of important data by malware on workstation
- Compromise of web applications
- Inability to upgrade old/vulnerable software versions due to incompatibility with software elsewhere in the University.
- Preventing malicious intrusion and filtering out the large amount of malware contained in emails.
5.2 THE MOBILE AND PERSONAL DEVICE DIMENSION

Organizations, such as universities, face a dilemma: they must protect information from unauthorised access and data-stealing malware, whilst at the same time allowing staff and students to access services and data efficiently and conveniently, in order to do their work. The increasing use by staff and students of their own computing devices (now predominantly portable devices) raises considerable security challenges.

The use of someone’s own device (BYOD) is nothing new in Universities. In BYOD and mobile environments, which make extensive use of cloud storage and services, the ease with which central control can be exercised is reduced when compared to the desktop environments that have been in widespread use for the last 15-20 years. Insecure devices and connections provide new opportunities for hackers and increase the cost of defending against cyber-attacks, whilst all devices and environments are equally vulnerable to phishing attacks and those based on social engineering.

The University will oversee the policy, technical and organisational measures required to protect the security of University information systems as staff and students move into the new ICT environment, and to counter its associated cyber-threats. This will involve action in the following areas:

- **Data** - assist information owners in creating rules/guidelines for use of data for which they are responsible. It is these ‘soft measures’ that determine when and how people access data and what they do with the data once they have accessed it.
- **People** - require all staff and students to take system and data security seriously and accept that they have a part to play. There is an important educative role here for central and college IT staff.
- **Mobile Devices** - facilitate access to services and data: from anywhere; at any time; from any device; in a secure manner. This will involve a combination of both technical and organisational controls and an increasing use of virtual desktops.
- **Cloud** - identify what types of data may safely be stored in a private cloud, the public cloud, community cloud and hybrid cloud, and develop services to use such storage solutions as are appropriate to the material being handled.
- **Policies** - keep security and related policies under review so as to ensure that they maintain an appropriate balance between addressing the changing risk landscape and keeping pace with changing technologies and user expectations.

Whatever developments take place, many of the services and capabilities that staff and student use today will be required in the future. However these services are delivered, there will be a continuing need for security measures and an element of monitoring of activity and compliance.
6.1 ORGANISATIONAL STRUCTURE

Following the restructuring of the University into the current College model, effective partnership between IT Services and College IT staff has succeeded in promoting greater standardisation across a number of platforms, including email, backup, incident reporting and helpdesk activities. This has removed duplication and released staff resources. The organisational model involves a strong central IT function, enhanced by College IT resources, which are required to address specific IT needs in each College. IT Services work closely with College IT teams, an approach that has delivered significant advances since restructuring and, with improved communication and tighter integration during planning on both sides, will deliver further improvements. Oversight of the IT Strategy and its implementation is the responsibility of the Information Policy & Strategy Committee which reports to the Senior Management Group.

6.2 SERVICE DELIVERY

There is an increasing need to ensure that all IT developments and service enhancements are aligned to the University’s Business Goals and to the major strategic challenges outlined in Section 2. Clearly these strategic directions need to be well founded through appropriate consultation and communicated with all those that they affect. Neither IT Services nor College IT teams can afford to attempt to support every technology or to provide all possible services.

ITIL 3 (*The Information Technology Infrastructure Library*) is a set of practices for *IT service management* (ITSM) that focuses on aligning IT services with the needs of business. ITIL underpins *ISO/IEC 20000* (previously BS15000) and specifies an integrated process approach to the effective and efficient delivery of IT services. It defines the major process elements and controls for all aspects of service management. Alignment to ITIL demonstrates unequivocally that the quality of IT service management is being taken seriously in the University.

The University is working to align services and their development and support to the principles of ITIL 3. This gives service users a clear view of the goals of services, the responsibilities of all parties and what can reasonably be expected in terms of delivery. Whilst following the principles of ITIL 3, this re-orientation of service development and delivery seeks to ensure that the bureaucratic overhead is as small as possible for all parties.

A number of benefits accrue:

**For customers:**

- The quality of service provided by IT is evident and demonstrable
- Their confidence in the support, delivery and management of services is improved
- The reputation of IT and consistency of services is improved

**For IT Services and other providers**

- Management and staff understand their business, their roles and their processes better
- Clearer interfaces and improved cooperation amongst staff are facilitated
- Staff morale is improved
6.3 STAFF DEVELOPMENT / TRAINING

It is inevitable that changes to business processes and the supporting IT systems will require different ways of working. This will have a direct impact on job roles and operational models. As part of the tactical planning, it is imperative that stakeholders, project teams and process owners in each Division, College or School develop plans to address the impact on staff. Appropriate staff development and training must be delivered to all those who are impacted by change. IT and project teams will play a significant part in delivering the Strategy, however, they are only part of a much larger picture.

Staff development is therefore a further key theme if the initiatives outlined in this strategy are to deliver success. Staff development / training may also be used as an indicative measure of success. If it is lacking in terms of coverage or involvement, planned changes will almost certainly be adopted in an inconsistent manner and benefit realisation will be slower than expected.
7. **CONCLUSION**

The University is continually facing and responding to change across the entire spectrum of its activities. The rapidly changing world of IT, and in particular the expectations of Staff and Students who access information and communicate wherever they are with devices in their pockets, is both a challenge and an opportunity for rethinking how services and information access are designed and delivered. What is certain is that the next five years will see enormous change in how the University uses IT to meet its goals and aspirations.
Enhancement-led Institutional Review of the University of Glasgow

Early draft Outcome Report

March 2014

About this report

This is an early draft of the Outcome Report of the Enhancement-led Institutional Review (ELIR) conducted by the Quality Assurance Agency for Higher Education (QAA) at the University of Glasgow.

This Outcome Report, when finalised, will be accompanied by a Technical Report detailing the ELIR team’s findings under each of the set headings in the ELIR 3 method. The content of this early draft report may be adjusted as the ELIR team reflects on its findings to produce the Technical Report.

Drafts of both the Outcome and Technical Reports will be shared with the University, and the University will have the opportunity to comment on any matters of factual accuracy. The purpose of providing the early draft Outcome Report is to give an indication of the key themes arising from the ELIR one week after the visit has concluded.

Overarching judgement about the University of Glasgow

The University of Glasgow has effective arrangements for managing academic standards and the student learning experience. These arrangements are likely to continue to be effective in the future.

This is a positive judgement, which means the University has robust arrangements for securing academic standards and for enhancing the quality of the student experience.

Areas of positive practice

1 The ELIR has identified a number of areas of positive practice and these are summarised below.

2 Effective culture of self-evaluation – The University has an effective culture of self-evaluation which enables it to identify successful practice in one area and then adapt and mainstream this for the benefit of the wider student body. An example of this is academic writing skills support which began as a Learning and Teaching Development Fund (LTDF) project in the College of Arts. This was subsequently rolled out to other schools and then made available to all students through the formation of the Writing Centre.
3 **Delivery of strategic objectives** – Following restructuring the roles of Dean of Learning and Teaching and International Dean have been created at the college level. These senior roles are playing an important part in delivering the University’s strategic objectives in relation to learning and teaching and internationalisation and are also supporting the dissemination of good practice across the institution.

4 **Student engagement** – The University has a strong commitment to student engagement. There is a positive relationship with the Student Representative Council (SRC), and students are clear that their contributions are valued and acted upon. There are opportunities for student views to be considered at all levels of the institution, and formal student representation has been strengthened by the inclusion of twelve student members on the recently established Council of Senate.

5 **Strategic approach to widening participation** – The University has a successful track record in recruiting and supporting widening participation students and has in place a range of widening participation initiatives. In particular, students who had participated in the Top Up programme were very positive about the support they received. The programme helps secondary school pupils to develop academic skills in support of their transition to and retention in higher education. The University is now developing its strategic approach to widening participation by creating the MD40 group, which brings together academic and support staff from across the University to promote an integrated approach to supporting the success of widening participation students.

6 **Use of data to support student progress** – The University undertakes detailed analysis of student data in relation to widening participation students. This enables it to identify those students who may need additional help, and to provide targeted support without such students being aware that they are being singled out in any way. The University now intends to expand this successful approach to supporting student progress to include its international students.

7 **Enhancing learning and teaching** – Students are very positive about their learning experience at the University. They recognise the benefits of being part of an increasingly international community, in particular the range of different learning perspectives brought by a growing diversity of nationalities. Students are also aware of the University’s commitment to research-led teaching, and they spoke positively during the review about the way in which research-led teaching is helping them to develop their own research skills.

8 **Graduate attributes** – The University’s arrangements for delivering graduate attributes are systematic and the role of Graduate Attribute Champion in each college is an effective mechanism for ensuring that graduate attributes are embedded into the curriculum. There is effective monitoring of the embedding of graduate attributes through the use of standard templates in annual monitoring and periodic subject review processes.

9 **The Postgraduate Certificate in Academic Practice** – The Postgraduate Certificate in Academic Practice (PGCAP) is an effective mechanism for enhancing the student learning experience. University Teachers who participated in the programme were very positive about it, recognising its benefits in developing their learning and teaching capabilities and improving their understanding of the University’s Learning and Teaching Strategy. The case study approach of the PGCAP supports the dissemination of good practice at the subject level and PGCAP participants were widely acknowledged by more experienced members of staff to be drivers of innovation in learning and teaching.

10 **Dissemination of good practice** – The University has a range of effective mechanisms in place for identifying and sharing good practice, including an annual learning
and teaching conference, teaching excellence awards and the Learning and Teaching Development Fund (LTDF). Each call for proposals for Learning and Teaching Development Fund projects is aligned with priorities identified in the University Learning and Teaching Strategy and the national Enhancement Themes, and there is also a requirement that LTDF projects must be able to be mainstreamed and sustainable.

11 **Support for international students** – The Overseas Immersion Programme is an effective mechanism for enhancing the learning experience of international students on collaborative programmes. It is a four-week intensive programme with academic and cultural elements, delivered in Glasgow, which provides opportunities for Singapore-based students to work with academic staff on a project-based assignment. Students who met the ELIR team were positive about their experience of the programme, commenting that it enabled them to feel part of the University community and to engage with their programme of study.

**Areas for development**

12 The University is asked to consider the areas summarised below.

13 **Support for technology-enhanced learning** – The University has identified e-learning as a focus for driving enhancement, and has recently published its e-learning strategy which sets out its ambitions for technology enhanced learning underpinned by a robust information technology (IT) infrastructure. Staff understand and support the vision for technology-enhanced learning, however, as the University recognises in its IT Services Review Report, it is important to communicate the implications of the strategy to all areas of the University so that the appropriate IT infrastructure is in place to support delivery. In taking forward the implementation of the e-learning strategy the University should also reflect on the need to put in place appropriate staff development, as well as considering the role and location of learning technologists within the University to ensure there is appropriate support across all areas.

14 **Impact of growth on services and facilities** – Continue to monitor the impact on services and facilities of the planned growth in overall student numbers on campus.

15 **The Student Voice portal** – There is a lack of clarity about the purpose and ownership of the Student Voice portal among staff and students. The portal is intended to link students to their student representatives and to facilitate student-to-student communication. However, use of the portal is intermittent and students and staff are using other media for such communication. The University is encouraged to consider the usefulness of the system in consultation with the student body.

16 **Career progression for University Teachers** – The University is encouraged to continue developing its promotions criteria and the process for supporting the career development of staff on teaching-only contracts.

17 **Oversight of the postgraduate student experience** – In the context of the different monitoring and review processes which are applied to postgraduate taught and research provision, the University should reflect on how the graduate schools maintain oversight of the totality of the postgraduate student experience.

18 **Consistent application of assessment regulations** – Ensure consistent application of the assessment regulations across all exam boards and continue to monitor the impact of the University’s guidelines on the use of discretion by exam boards.
19 **Consistency of information** — Ensure consistency of the information provided to staff and students. The University has in place codes of practice for postgraduate research students at both the institutional and college levels, and there are some examples of conflicting advice in the different codes, for example regarding extensions to period of study, and leave of absence.

**What happens next?**

20 QAA Scotland will continue to engage with the University through the annual discussion visits which, amongst other matters, consider the ways in which the institution is responding to the ELIR outcomes. One year after publication of the Outcome and Technical reports, the University will be asked to provide a follow-up report, and to engage in a follow-up event with other institutions.
SECTION A - ITEMS FOR DISCUSSION / DECISION

A.1 **Ordinance on Court composition**

Since the last meeting of Court, a fresh consultation on the draft Ordinance on Court’s composition is under way, with the deadline for submission of comments being 23 April. The consultation exercise will therefore not have concluded by the time of the 16 April Court meeting. Members will recall that it was agreed at the February meeting of Court that a special additional meeting should be arranged for May, at which Court can receive information on the consultation responses and come to a considered view.

In order to assist Court in this exercise, a short-term Governance working group has been established, chaired by the Convener of Court, and including lay, Senate, staff and student members. The working group intends to meet on 22 April, to consider all submissions received at that date, including those from the General Council Business Committee meeting on 16 April and the Council of Senate meeting on 17 April. Should any further submissions be received after 22 April, these will also be considered by the working group, which will then report to a special meeting of Court that has been arranged for 2 May. The working group comprises: Dave Anderson, David Anderson, Alan Macfarlane, Jess McGrellis, Margaret Morton, David Ross and Duncan Ross. It will recommend to Court; either that the Ordinance should be submitted to the Privy Council as drafted, or that amendments should be made in the light of matters raised through the consultation process.

A.2 **Glasgow University Union**

In November 2013, Glasgow University Union published the report of the inquiry into the culture within the Union. The report contained a series of recommendations on future procedures, practice and constitutional arrangements, which the GUU Board accepted. Court has asked that University officers, and the Student Finance Committee, maintain a watching brief on progress in this area.

The Student Finance Committee met with the GUU’s senior office bearers on 19 March, and received from them a progress report (Annex 1) on implementation of the Inquiry’s recommendations.

Certain aspects of the Inquiry’s recommendations require that amendments be made to the GUU’s constitution, and the Union has taken the opportunity also to update the wording of its constitution in other areas. To be implemented, these amendments now require the approval of a Special General Meeting of GUU, which has been called for 28 April. They also require the approval of Court. Is Court content that, if these
constitutional amendments are approved by the Special General Meeting, they may then also be approved by the Secretary of Court on Court’s behalf?

A.3  *Industrial Action*

As is reflected in the minute of the HR Committee, the University may soon face industrial action by UCU and EIS in the form of a boycott of exam marking. At the time of writing, there is some hope that a national dispute may be avoided, with negotiations to take place on 16 April, and with the opportunity then for the national unions to consult with their membership before the planned commencement of the industrial action, on 28 April.

In the event of industrial action taking place, University managers will take all reasonable steps to ensure that examinations are marked, and that students are therefore able to progress as normal to their next year of study or, in the case of final-year students, to graduate. In common with other universities throughout the UK, the University will not accept partial performance by staff. Its policy will therefore be to withhold 100% of pay continuously from the date that an employee does not perform the relevant assessment duties. There will be no reimbursement of withheld pay to staff after they cease the industrial action.

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

B.1  *Socially Responsible Investment Policy*

At the last meeting, Court approved the setting up of a group to consider representations submitted via the SRC for the University to divest from fossil fuel industry companies in accordance with the University’s Policy on Socially Responsible Investment.

The working group involves two lay members of Court (Graeme Bissett and Murdoch MacLennan), one Senate assessor (Marie Freeland), one SRC representative on Court (Donald Mackay) and the Secretary of Court.

The group will report to the June Court meeting.

B.2  *Rectorial Election*

The Rectorial nominations were:

Alan Bissett; Kelvin Holdsworth; Graeme Obree; Edward Snowden.

Edward Snowden was elected following a ballot held over 17/18 February. There will be a ceremony to mark his installation as Rector on Wednesday 23 April 2014 at 11.00am in the Bute Hall. Court members are invited to attend.
B.3 Nominations Committee Business
Following approval by the Nominations Committee and consultation with the Audit Committee members, Dr Paul Brady has been appointed as chair of the Audit Committee from 1 August 2014 to 31 July 2015, succeeding Kevin Sweeney. Paul is currently a member of the committee and has its unanimous support to take on the role of chair.

B.4 Appointments of Heads of School

College of Science & Engineering
School of Chemistry
Professor Stephen Clark has been re-appointed as Head of the School of Chemistry for 2 years from 1 August 2014.

School of Computing Science
Professor Chris Johnson has been appointed as Head of the School of Computing Science for 4 years from 1 August 2014.

School of Engineering
Professor John Marsh has been re-appointed as Head of the School of Engineering for 2 years from 1 August 2014.

School of Mathematics & Statistics
Professor Adrian Bowman has been appointed as Head of the School of Mathematics & Statistics for 4 years from 1 August 2014.

College of MVLS
School of Life Sciences
Dr Rob Aitken has been re-appointed as Head of the School of Life Sciences for 2 years from 1 August 2014.

College of Social Sciences
School of Interdisciplinary Studies
Dr Carol Hill has been appointed as Head of the School of Interdisciplinary Studies for 4 years from 1 August 2014.

B.5 Scottish Funding Council – Strategic Dialogue
Annexed - the SFC’s report on the strategic dialogue visit to the University on 7 February.
Following an incident at a Glasgow University Union (GUU) debate in March 2013, the Union found itself the subject of controversy in relation to its suggested acceptance of inappropriate behaviours within its premises including physical, verbal and sexual harassment of individual members and visitors.

Against that background, the GUU Board of Management at the time commissioned an external review of its working practices in relation to harassment, complaints handling and equality and diversity issues and charged the review panel of Sandra White MSP, Professor Noreen Burrows and Dr Roddy Neilson, to recommend, as appropriate, changes where its current policies were outdated or no longer ‘fit for purpose’.

This document reviews the progress made by the Board of Management 2013-14 in the four months since the publication of the report in October 2013.
### The legal framework for equality and diversity

“The Board of Management of GUU and its Trustees should ensure compliance with its equality duties under the Equality Act. It should ensure that all members of the Board of Management understand their individual responsibilities in this regard and should undergo training. The Trustees should develop an equality and diversity policy and ensure that it is followed. Such a policy need not be unduly complex but it should cover all issues as provided by under the Equality Act.”

- All board members – including non-student board members – received equality and diversity training via the university’s Moodle portal
- GUU Board of Management were the first student body board to have all board members trained
- Training for new board members is now a requisite feature of board training – incoming board training currently being organised
- Equality & Diversity policy was written and passed by the Board of Management in November 2013

### Harassment policy

“We recommend that GUU provides each student with information regarding harassment, including a definition of harassment, an explanation of the kind of behaviour which is not tolerated by GUU and the possible legal consequences of inappropriate behaviour.”

- Harassment policy was created and passed by the Board of Management in October 2013
- This is available for all students on the policy notice board in the front foyer, online at GUU website, or by request to the President

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“The Board of Management of GUU should ensure that members of GUU understand the harassment policy of the GUU and the Dignity at Work policy of the University of Glasgow. It should take immediate steps to ensure that staff members, members of the Union or visitors to the Union are not subject to harassment or bullying.”

- Harassment policy was created and passed by the Board of Management in October 2013
- This is available for all students on the policy notice board in the front foyer, online at GUU website, or by request to the President
<table>
<thead>
<tr>
<th>3</th>
<th>Constitution</th>
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<tbody>
<tr>
<td>• A number of recommendations were made regarding updating the GUU constitution</td>
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<tr>
<td>• A working group has been revising the entire constitution, taking into account all recommendations by the panel, as well as assessing and rewriting other outdated aspects of the document</td>
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<tr>
<td>• The Secretary of Court and Deputy Secretary of Court have been updated with all proposed changes by the working group</td>
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<td>• The document is currently being scrutinised by an independent law firm for legal guidance</td>
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<td>• The intention of working group is to circulate final amended document around Board of Management by end of this week with a view to proposing constitutional amendments</td>
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<td>• EGM will then be held at beginning of April to pass constitutional amendments (taking into account all relevant protocol as stipulated by the constitution itself)</td>
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<tr>
<td>• Upon passing the amended constitution, document will be forwarded for passing by the University Court</td>
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### Incident reporting and management

| “We recommend that the GUU develops a student complaints procedure and incorporate this as a bye-law. Reference should be made to the complaints procedure in the text of the constitution.” | • Complaints procedure was created and passed by the Board of Management in October 2013  
• This is available for all students on the policy notice board in the front foyer, online at GUU website, or by request to the President  
• Constitutional reference will be made in revised constitution  
• Three complaints have been received since the Complaints Procedure was passed – two were resolved formally, one was resolved informally  
• A report on complaints was provided at the GUU AGM |
| “We recommend that the GUU develops a general complaints procedure for complaints from members of staff and members of the public and incorporates this as a bye-law.” | • Complaints procedure was created and passed by the Board of Management in October 2013  
• This is available for all students on the policy notice board in the front foyer, online at GUU website, or by request to the President |
| “We recommend that a bye-law be passed setting out a code of discipline which allows GUU to frame specific charges and sets out its powers of sanction.” | • The discipline memorandum was completely revised and passed by the Board of Management in October 2013  
• There have been three diets of the disciplinary panel since the new memorandum was passed as a bye-law in October 2013  
• The discipline memorandum is available by request to the President or Honorary Secretary  
• A key feature of the new memorandum is that Chargee is now assigned an impartial board member to ensure their understanding of the disciplinary process and its outcomes |
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<th>5</th>
<th>Training issues</th>
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| “GUU should have an equal opportunity and diversity policy in place to reflect its role as an employer. It should ensure that it has an appropriate complaints and grievance procedure in place to ensure the safety and well-being of staff.” | • General Manager currently working with Executive to write up GUU’s own Dignity at Work policy  
• This policy will include a complaints and grievance procedure  
• Equal opportunity and diversity policy already in place  
• GUU’s HR function is being reviewed as part of the staff management objectives |
| “All staff in a managerial position and the Executive Board and Trustees should be trained, before taking up office, on their respective obligations for equality and diversity.” | • Staff managers were trained using university’s Moodle E&D training  
• Executive board and Trustees trained as part of board training (see above)  
• Bye-law passed by the board that all new board members should be equality trained |
| “All members of GUU, all visitors, all contractors should be made aware of GUU policies, including equal opportunities policies and complaints policies.” | • New notice board specifically for policies was created in the entrance hall – all GUU policies are posted on this  
• All GUU policies available online at GUU website  
• Inquiry Report is also available online at GUU website outlining all recommendations as well as GUU response and progress |
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<tr>
<th>Same-sex dining clubs</th>
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<tr>
<td>“Same sex dinners should be permitted provided that the purpose of the dinner complies with the objects of the Union and that participants agree to be bound by these objects and by the standards of behaviour set out in the Code of Conduct of Student Behaviour (even when they are no longer students).”</td>
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- Bookings for single-sex dinners were taken after the publication of the inquiry
- Organisers of dinners are sent a document comprising the E&D policy, bullying and harassment policy, and complaints procedure which they must agree to upon booking
- There have been five single-sex events held since in GUU since the publication of the report, none of which received complaints from any union members or members of staff
- Bookings for all events are passed by the Board of Management before they are confirmed
## Further steps

In addition to the recommendations made by the independent panel, GUU has taken further steps to ensure a welcoming and inclusive environment in the Union.

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<tr>
<th>1</th>
<th>Ancients &amp; Women’s IV 2014</th>
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<tr>
<td></td>
<td>• GUU’s open debating competition took place in mid-March and had full registration</td>
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<td>• This year’s tournament had an appointed Equity Officer to whom any complaints could be made</td>
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<td></td>
<td>• Ancients included a Women’s Competition, the first of its kind to be held in Scotland</td>
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<th>2</th>
<th>Gender neutral toilet</th>
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<tr>
<td></td>
<td>• The Board of Management passed a motion to install a temporary gender-neutral toilet in the Billiards Hall</td>
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<td></td>
<td>• This has now been in use for three months and will be reassessed when building work begins on the rear staircase construction</td>
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<th>3</th>
<th>Working with affiliated societies</th>
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<td></td>
<td>• The Assistant Honorary Secretary has worked with clubs and societies to ensure that GUU is a welcoming venue for their events</td>
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<td></td>
<td>• GULGBTQ+ held their flagship all-day QueerFest event in GUU in March to mark their re-affiliation with the Union</td>
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<td>• Other engagement has included working with the Isabella Elder Feminist Society on a campus-wide survey relating to sexism</td>
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<th>4</th>
<th>International Women’s Week</th>
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<td></td>
<td>• GUU was involved in the organisation of International Women’s Week</td>
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<td>• Activities run included a fundraising Open Mic in aid of Edinburgh Rape Crisis Centre and a self-defence workshop for women</td>
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<tr>
<td></td>
<td>Debating</td>
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|   | • Standing orders have been changed to give the Speaker of the House complete control over removing abusive debaters or spectators  
|   | • Debates have been held on feminism, pornography and gender since Ancients 2013 – the issues have been treated sympathetically and received praise from our guest speakers |
University of Glasgow SDM: 7 February 2014

SFC Team: Paul McKelvie, Robin Crawford, Martin Kirkwood, Rachel Adamson, Dee Bird, Jane Morton

Summary / Overview

This was an open and informative meeting enabling SFC to gain a better understanding of the University particularly in relation to the chosen discussion topics: Widening Participation, Knowledge Exchange and Estates. The tone of the SDM was very positive and the University used the opportunity to highlight some of its recent achievements in relation to access and KE and provided a useful presentation on its plans to develop its estate.

Main Issues:

The University did not use the SDM as a platform to voice issues or concerns; however, there were a few points from the sessions which SFC might want to consider:

- The innovation centre model was not considered to be appropriate for all industry sectors;
- With the launch of Innovation Scotland, the University was concerned that it should not become too centralised otherwise bottlenecks would occur;
- The campus is full and teaching space is being stretched to a critical level.
Key points from discussions

Widening Participation

- WP is ‘sown into the fabric of the University’
- Glasgow is unique in terms of the ancients in relation to WP
- Admissions and WP Team are ‘inextricably linked’; the University revised admissions to take additional 200 access students (adjusted entry)
- ‘Access Academy’: S1-S3 – piloting now with 19 schools, runs 30 in-school sessions; building aspirations for students to go anywhere in Scotland (and beyond)
- ‘Online Academy’: provides clear sign-posting advice
- Targeted support for MD40s which doesn’t stigmatise (much support is virtual)
- 28% of UG from access background [AY 2013-14??]
- Support services: ‘Academic writing at Glasgow is second to none’; also maths support
- Leaver destinations – still work to be done to track properly. Is there a role for SFC in supporting such work at a national level?
- Recent research: WP students tend to do better living away from home in order to integrate

Capital Session

- ‘Estate as enabler of ambition’
- Goal is to have campus that is ‘fit for purpose’
- Have bought Western Infirmary site – consulting on its use, draft strategy by summer; Court workshop to debate. Will include detailed funding plan.
- Considering what can be re-used instead of building new
- Three funding streams: 1) existing reserves, 2) fundraising campaign, 3) borrowing
- Co-locating academic schools / academic services / student services
- Campus is full, teaching space is crucial (doubled international numbers in four years)

Knowledge Exchange

- Wide range of KE activities – current focus on deepening engagement with all users
- Key initiatives span Industrial engagement, enterprise and commercialisation, centres and networks, public engagement
• Designing KE into research portfolio at outset
• Innovation centre model not appropriate for all sectors – GRAMNet example of good practice
• Limited capacity of industry to absorb skills and knowledge from uni
• Need to balance local and central involvement at the national level - with too much centralisation, bottlenecks will occur
• SFC’s work on KE focuses on improving Scotland’s economy. Glasgow warned that in implementing this ambition we should be careful it does not negatively impact to dissuade universities’ ambitions to engage on a global scale.

**Staff Session**

• Positives: academic staff development opportunities; uni values interface between research and teaching; support staff is very good; OA has resulted in more effective communications – clearer set of expectations and linked to uni strategy; new structure has resulted in reduced red tape; students are excellent, highly motivated and committed
• Negatives: lack of career pathways for support staff; lack of space on campus (campus is FULL); among some staff there is a reluctance to let go of previous structure; asymmetry of structure across Colleges; new structure has in some places created more layers of bureaucracy; communication between central staff and those in local areas could be improved.

**Student Session**

• Positives: lots of activities; chose b/c good rankings but not too elite + free tuition; stayed on for postgrad b/c good undergrad experience; Scottish system more flexible than English, allowing for combination of subjects; student community very good, can meet people from other Schools; have used disability service, very helpful; consulted on University Vision 20/20 and on social space; ’I feel listened to’; WP – really appreciate coming from access course; uni is very inclusive; Club 21 + Careers Services very helpful, felt supported by Club 21 during internship; Honours class fantastic, good class size
• Negatives: 1st and 2nd year class sizes much too big; MyCampus problems (’it was catastrophic’), not user-friendly
Court - Wednesday 16 April 2014

Report from the Estates Committee

The Minutes of the meeting of the Estates Committee held on 17 March 2014 are attached.

Action Requested of Court

Court is asked to:
Note and endorse Estates Committee’s approval of the Campus Development Framework (EC/2013/28.1.2 refers).
NB: The Campus Development Framework and appendices are available from the link at http://www.gla.ac.uk/about/campusdevelopment/framework/ for reference.
A hard copy of the main Framework document is also included in the pack of papers for the Estates workshop on the morning of 16 April.

Court’s attention is drawn to the following items for noting:

Progress made on the Estates Strategy and its associated work streams (EC/2013/28.1 refers);

Estates Committee’s approval of CapEx applications: Annual Laboratory and Lecture Theatre Refurbishment Programme in the sum of £1,194,819; and McCall Building Window Replacement in the sum of £300k.

7.4.14
UNIVERSITY of GLASGOW
Estates Committee
Minute of the meeting held in the Estates and Buildings Conference Room on
Monday 17 March 2014

Present: Mrs A Allen, Professor S Beaumont, Professor J Briggs, Mr R Fraser, Dr M Freel, Dr S Inch, Professor N Juster, Professor K Lury, Ms J McGrellis, Mr D Milloy, Ms M Morton (Convener), Professor A Muscatelli, Mr D Newall, Mr A Seabourne

In Attendance: Mrs L Duncan, Mr R Kilpatrick, Mr D Moore, Mrs J Russell, Mr S Sutton

Apologies: Professor F Coton

EC/2013/25 Minute of the meeting held on 6 January 2014

The minute was approved as an accurate record.

EC/2013/26 Matters Arising

There were no matters arising.

EC/2013/27 Declaration of Interest

There were no declarations.

EC/2013/28 Strategies and Performance

EC/2013/28.1 Estates Strategy Progress Report

The various work streams were beginning to reach conclusions and consequently shape the strategy. The Committee noted that the main areas of development:

Business Demand - Over the coming months SMG would consider the University’s ambition to grow student numbers and the consequent requirement for sufficient flexibility of the University’s accommodation. A tool was being developed by Mosaic to provide a mechanism for modelling the impact of growth on the existing and potential future estate. Discussions have taken place with Colleges on their business aspirations and a consolidated view and investment priorities would be discussed at SMG on 19 March 2014.

Campus Space Principles (CSP) - A general theme which has evolved from the consultation process has been the requirement to provide space which supports interdisciplinary working and knowledge exchange. In support of this, a large piece of work has been undertaken to develop a set of principles which will form a framework for future space briefing and development. Estates Committee approval of the CSP Framework would be sought in May 2014.

Utilisation and Space Requirements - Mosaic continues to work on the space analysis model although it was noted that the availability, quality and accuracy of data across multiple areas had been challenging. This has resulted in an 8 week delay in programme. To mitigate this delay additional resource was commissioned and it was hoped that the first phase of the model would be completed by early April 2014, allowing utilisation rates to be reviewed.

Asset Plan – The Asset Plan would provide a means of modelling investment holistically across the estate, oversight of the impact of investment on condition and a 20 year discounted cash flow analysis of investment patterns. The model had been used to capture this information for the Gilmorehill campus and it was agreed that a demonstration would be provided for Estates Committee.

Funding and Development Opportunities - The funding strategy recognises that the principal sources of funding would be existing reserves, borrowing and fundraising. It also anticipates the potential for disposal of a small number of non-core assets. To date four potential development/disposal opportunities had been identified.
Delivery Plan - An outline delivery plan was being developed and currently assumes development of the Western Infirmary site will provide at least 1.4m sq. ft. of additional accommodation. Key to the delivery plan was a review of the potential re-use of the Phase 1 building but, as had been previously identified, there were a number of risks associated with demolition and redevelopment of the site. Bennett’s Architects had been commissioned to consider this and concluded that it would be possible to retain the concrete frame and create a statement building from the existing structure.

Western Infirmary Transfer - The Committee was concerned about the impact of the delay in vacating the site and agreed that further analysis and assessment would be required. It agreed that liaison with the NHS should continue at corporate level to ensure all milestones remain achievable.

EC/2013/28.1.2 Campus Development Framework (CDF)

Estates Committee confirmed its approval of the CDF and, subject to a few minor typographical and grammatical corrections, recommended that it be approved by Court. It noted that positive dialogue was ongoing with Historic Scotland and following a final consultation the CDF would be submitted to Glasgow City Council for approval at Council Executive Committee. The Committee recommended that the final consultation should involve the head teachers from both Hillhead Primary and High schools.

EC/2013/28.2 Minute of Carbon Management Committee (20 February 2014)

The minute was noted.

EC/2013/29 Projects

EC/2013/29.1 Approved Projects Status (RAG) report

The Committee noted the report and the current status of projects.

EC/2013/29.2 Project Exception Report

CP09/319 Centre for Virus Research
The Committee noted that the main contractor had reported a 45-day delay to their agreed construction programme. A recovery plan was provided and although this was challenging Estates and Buildings was currently satisfied with the commitment from the contractor to achieve this.

CP11/433CP09/305 - GUU/Stevenson
Finance Committee had approved the revised tender which was due for return by the end of March 2014.

CP12 556 Censis – Fit Out
Project completion was noted as 14 March 2014.

LM12/534 Main Building Tower
Phase 1 would take place pre Commonwealth Games. Phase 2 works would require scaffold erection and would take place following the conclusion of the Games resulting in the programme rolling into 2015.

EC/2013/29.3 CapEx Applications

The Committee approved CapEx applications in respect of:

Annual Laboratory and Lecture Theatre Refurbishment Programme in the sum of £1,194,819k; and
McCall Building Window Replacement in the sum of £300k.

EC/2013/29.4 Proposed Mass Automated Cycle Hire Scheme for Glasgow
The Committee noted the request by Glasgow City Council to install a Cycle Hire Station on the pavement near to the Wolfson Medical School. The area of ground is publicly adopted and maintained and is fully accessible to the general public therefore the Council does not require the University’s permission to proceed.
The Committee noted that the scheme had potential to assist with the University’s strategic Carbon Management targets to reduce staff travelling alone by car as their main mode of travel by 5% by 2016.

Whilst the University has no rights to call for a formal Agreement or Wayleave, the Committee agreed that it would be prudent to enter into a formal record of the agreed position and approved that Estates and Buildings should pursue this.

**EC/2013/30 Estates Operating Matters**

**EC/2013/30.1 Critical Path**

Noted.

**EC/2013/31 Any Other Business**

**EC/2013/31.1 Naming of Buildings**

The Committee approved that the new CVR building be named the Sir Michael Stoker Building; and that the two buildings located at SCENE be named the Harry Slack Building and the Peter Maitland Building

**EC/2013/32 Schedule of Meetings for 2013/14**

The schedule of meetings was noted.
Court – Wednesday 16 April 2014

Report from the Meeting of the Finance Committee held on
26 March 2014

Cover Sheet

Brief description of the paper
This report sets out those items considered at the Finance Committee’s last meeting which require Court approval or which it was considered should be brought to Court's attention.

Action Requested
A Items – for action

None

B Items – for noting

CA/2013/52. Teaching Lab Refurbishments 2014/15: Capex application
Finance Committee received a capital expenditure application seeking authority to allocate £1,194,819 from the £1.5m identified in the 2013/14 Capital Plan to fund teaching space refurbishments. Finance Committee approved the application.

CA/2013/53. McCall Building, Garscube Campus: Capex application
Finance Committee received a capital expenditure application requesting £300k in funding to replace windows in the McCall Building at Garscube Campus. In approving the application, the Committee noted that this project was proposed to run in parallel with approved roofing works.

CA/2013/57. Bank Tender
Finance Committee confirmed its decision to initiate a tender process for the University’s banking services. The Clydesdale Bank would not be invited to tender.
Accounts held with the Clydesdale Bank by the University and the University Trust would remain, for the purposes of receiving philanthropic donations from alumni and other donors. This measure had been agreed to avoid the requirement to ask donors to set up new standing orders/direct debits.
University of Glasgow
Finance Committee
Minute of Meeting held on Wednesday 26 March 2014
Melville Room, Gilbert Scott Building

Present:
Mr Graeme Bissett, Mr Ken Brown (Convener), Mr Robert Fraser, Ms Jessica McGrellis, Ms Margaret Morton, Prof Anton Muscatelli, Prof Miles Padgett, Mr David Ross, Dr Duncan Ross, Mr Iain Stewart

In attendance:
Mrs Ann Allen, Mr Nick Holland, Prof Neal Juster, Mr David Newall, Ms Fiona Quinn

Apologies:
Mr Kevin Sweeney

CA/2013/49. Minutes of the meeting held on Wednesday 15 January 2014
The minutes of Finance Committee held on 15 January 2014 were approved.

CA/2013/50. Matters arising

CA/2013/47. Debtors report as at 30 November 2013: Question regarding UUK Debt

The Group Financial Controller noted that the Universities UK debt queried at the previous meeting of Finance Committee relates to the Science without Borders programme. The University invoices and receives funds from the International department of Universities UK.

Science without Borders is a prestigious Brazilian Government funded programme, aiming to send 100,000 students from Brazil around the world to study and undertake research in STEM subjects. The UK is set to receive c. 10,000 of these students over the next few years and the University of Glasgow is working to maximise its participation in the programme.

CA/2013/51. Conflicts of Interest

Prof Padgett noted that as from 1 August, when his appointment as Vice Principal Research would take effect, he would no longer be a Senate Assessor and therefore would cease his membership of Finance Committee.
CA/2013/52. Teaching Lab Refurbishments 2014/15: Capex application (paper 5.1.1)

The 2013/14 Capital Plan approved by the University Court identified funding amounting to £1.5m under the heading of Teaching Infrastructure (Capital Plan reference number 22) to advance the Lecture Theatre/Teaching Laboratory refurbishment programme. Finance Committee received a capital expenditure application seeking authority to allocate £1,194,819 from that sum to fund teaching space refurbishments.

Finance Committee noted that the 2014/15 Teaching Laboratory refurbishment programme was focused on labs in the Boyd Orr Building, the James Watt South Building and the Jarrett Building.

The Committee approved the application.

CA/2013/53. McCall Building, Garscube Campus: Capex application (paper 5.1.2)

Finance Committee received a capital expenditure application requesting £300k in funding to replace windows in the McCall Building at Garscube Campus. The Committee noted that this project was proposed to run in parallel with approved roofing works.

Finance Committee approved the application.

CA/2013/54. Annual TRAC Return for 2012/13 (paper 5.2)

The Committee received a report giving an overview of the Transparent Approach to Costing (TRAC) Return for 2012/13. The Committee noted that TRAC was introduced across the UK Higher Education Sector in 1999 as a Government accountability requirement with the introduction of full economic costing for Research Council applications. Importantly, another of the Government’s objectives was to support institutional management, through better understanding of costs within individual institutions.

The Committee noted the report, and noted that the cost accounting methodology was reviewed over time by HEFCE and other Funding Councils. It made the following observations:

i) The process was carried out in a consistent way from year to year, requiring each member of research and teaching staff to complete a timesheet, through a sampling approach, detailing how their working time was allocated;

ii) The process was in line with the approach across the sector; and

iii) The submission was compliant with requirements placed upon all universities, in terms of the methodology adopted.

In response to a question from the Convenor of Court, the Director of Finance agreed to circulate a high level comparison with other institutions.

CA/2013/55. Finance KPIs (paper 6.1)

Finance Committee received a report on Finance Key Performance Indicators, showing details of KPI data for UK universities that are of a similar size and nature to Glasgow. The paper
shows comparisons across the following areas: total income; year on year growth; funding council growth; tuition fees growth; research income growth and other income growth.

Welcoming the report, the Committee agreed that it may be useful to concentrate on the 4/5 key measures which may point to future threats and opportunities. It was also agreed that brief commentary to accompany the charts would be very useful to have at future meetings.

The Committee noted the KPIs.

CA/2013/56. Investment Managers Reports as at 28 February 2014 (paper 6.2)

The Committee noted the Investment Managers Reports as at 28 February 2014.

The Committee agreed that it may be helpful for the reports from the two managers to be set out in a uniform way and using the same method of reporting, for comparison purposes. The Convenor of Court agreed to explore this with the Investment Advisory Committee.

CA/2013/57. Bank Tender

The Director of Finance updated the Committee on the tender process for banking services, reminding members that the decision to go out to tender had been triggered by the Clydesdale Bank losing its AA credit rating.

The Director of Finance and the Principal had met with representatives from the Clydesdale, and the Bank had subsequently submitted their case in writing, but the Committee's decision was upheld.

The Committee noted that the accounts held by the University and University Trust with the Clydesdale Bank would remain, for the purpose of receiving philanthropic donations by standing order and direct debit from alumni and other donors. This had been agreed to avoid the requirement to ask donors to set up new standing orders/direct debits.

The tender process would be carried out and the services currently provided by the Clydesdale Bank would be used as a comparator.

It was noted that the Clydesdale Bank were sponsors of the annual Chancellor's Dinner as well as having supported activities in the Business School. The Committee noted that post-tender discussions with the new bankers, when appointed, would include a proposal to consider collaborating with the University on events and projects.

CA/2013/58. Overview of Performance as at 28 February 2014 (paper 7.1)

The Group Financial Controller provided an overview of performance as at 28 February 2014. Finance Committee noted that at Period 7 the operating surplus was £20.8m, £8.9m higher than budget.

The full year outlook was £10.2m which was £6.2m higher than budget. Tuition fees are forecast to be £4.4m higher than budget.
Salaries were £2.5m lower than budget driven by vacancy savings in MVLS, Arts, Science & Engineering and University Services offset by increased salaries in Social Sciences.

The full year outlook projected an overspend on consumables of £4.6m, including £2.5m in Residences and Hospitality, offset by additional income.

There was £158.6m in net funds as at end of Period 7. Cash inflow was £9.3m for the year to date. The closing cash forecast for 2013/14 was £139.8m.

The Committee was also interested to receive a report on Procurement, which identified the progress made in recent months in increasing the proportion of purchases made from approved suppliers. The non-compliance run rate was 10.9% (calculated as a cumulative average from February 2013 to date).

CA/2013/59. Debtors Report as at 28 February 2014 (paper 7.2)

Finance Committee received a report of debtors as at 28 February 2014. The Committee noted that overall debt levels had increased year-on-year from £37.41m at February 2013 to £38.29m at February 2014. Student and sponsor tuition fee debt had decreased from £17.02m at February 2013 to £13.81m at February 2014. It was noted that sponsored student accounts had been assigned earlier in the cycle, resulting in a decrease in amounts owed through self-funding and a higher sponsor balance. The top ten sponsor balances represent 66% of total sponsor balances outstanding as compared to 60% in February 2013.

An analysis of prior years’ student debt showed that debt from 2012 and earlier amounts to £1.19m, a decrease of £0.028m since January 2014. £0.827m had been passed to external collectors. 2012/13 student debt had decreased by £0.04m from January to February 2014, with Credit Control having contacted all students with debt balances.

The Committee noted that commercial debt stood at £20.79m at February 2014, an increase from £18.4m at February 2013.

CA/2013/60. Any Other Business

The Group Financial Controller tabled a paper showing a summary of Capex applications which had been approved and were either ongoing or recently completed. Finance Committee welcomed this information, noting that a total of £103.7m of approved capital funding was unspent. Deferred capital grants amounted to £30.7m.

CA/2013/61. Date of Next Meeting and Dates of Meetings 2014/15

Date of next meeting: Wednesday 28 May 2014, 2pm, Melville Room.

Dates of meetings 2014/15:

Wednesday, 3 September 2014, 2pm – Turnbull Room (to be confirmed – please note this date is likely to change)

Wednesday, 12 November 2014, 2pm – MVLS College Conference Room, Level 3, Room 353, Wolfson Medical School Building, University Place (off University Avenue)
Wednesday, 14 January 2015, 2pm – Melville Room
Wednesday, 25 March 2015, 2pm – Melville Room
Wednesday, 27 May 2015, 2pm – Melville Room

Prepared by: Fiona Quinn, Clerk to Committee, fiona.quinn@glasgow.ac.uk
Last modified on: Tuesday 8 April 2014
Court – Wednesday 16 April 2014

Report from the Audit Committee

Brief description of the paper
The paper contains Audit Committee minutes from a meeting held on 24 February 2014, for information.

The Committee received: an update on the pensions schemes; reports on recent internal audits of risk management and purchase-to-pay; update reports on actions against recommendations from prior internal audits; and a briefing on the University’s heritage assets. It also approved the internal audit plan setting out the schedule of areas to undergo audit, the plan having been drafted by the recently-appointed internal auditors and based on a full risk assessment of the University’s activities. The University’s risk register and recent updates to it were noted.

Prepared by Deborah Maddern

7.4.14
UNIVERSITY OF GLASGOW

Audit Committee
Minute of Meeting held on Monday 24 February 2014
in the Melville Room

Present:
Dr Paul Brady, Mr Hamish Guthrie, Mr Jo Elliot, Mr Neil Menzies, Mr Kevin Sweeney
(Convener)

In attendance:
Mr Ken Baldwin (Ernst & Young), Mr Robert Fraser (Director of Finance), Mr Nick Holland
(Group Financial Controller), Mr Ian Looker (PwC), Ms Deborah Maddern (Clerk), Professor
Anton Muscatelli (Principal), Mr David Newall (Secretary of Court), Ms Lindsey Paterson
(PwC), Ms Carolyn Timar (Financial Accountant)

Apologies: Mr Jim Bishop (Ernst & Young)

AUDIT/2013/23. Introductions

Mr Ian Looker, from PricewaterhouseCoopers PWC was welcomed to the Committee.

AUDIT/2013/24. Minutes of the meeting held on 5 November 2013

The minutes were approved.

AUDIT/2013/25. Matters Arising

.1 Updated Internal Audit Report September 2013 (management actions)

The Committee’s view on due diligence and standard procedures across the University
had been discussed at the last meeting, and was that these areas should be formalised
and documented. With regard specifically to joint degrees and associated procedures,
the Committee noted that an audit was currently under way, with the Senate Office
leading the management response. DN would provide further details at the May
meeting.

DN

.2 Audit Committee membership

Heather Cousins had been appointed as a member of Court and of the Audit
Committee for 4 years from 1 April 2014.

.3 Pension Schemes

The existing UGPS scheme would be continued for existing members, but closed to
new entrants and a new Defined Contribution Scheme offered to new entrants from 1
April 2014. Discussions with respect to suitable security for the UGPS deficit were
ongoing, since the possibility of using buildings was potentially problematic. Options
included a cash injection, higher annual contributions, and the use of assets with
guaranteed income.

With regard to the USS deficit, Universities UK - the designated body which
represented all c400 employers in joint negotiation discussions with the USS Trustees -
was consulting individual universities through public meetings and a web survey. The
matter was highly complex given the structure of the scheme.

The Committee would be kept updated with regard to progress on both schemes.
.4 Review of Consultancy Policy

The policy was being reviewed by SMG in March. The Committee would be updated at its next meeting.

.5 Format of Risk Workshops

PWC were reviewing these, including format, facilitation and timing, with a view to better focus, action planning and mitigation, and improved reporting of College and School risks.

AUDIT/2013/26. Implementation of Outstanding Priority 1 and 2 Recommendations

Finance Office

Since the last meeting, 4 new audit actions had arisen, 4 actions against audit reports had been completed, 6 had been partially implemented and 21 were being progressed, many of which would be addressed by the rollout of the new Research Management System. The system was expected to be delivered at the end of April 2014 and rolled out by the end of the year. The system had wide coverage of end-to-end processes, including pre-award as well as pricing/costing and award management functionality. A user group which included representatives from Principal Investigators was in place. The Committee would receive an update report in May. The system would be audited in late 2014.

RF/PWC

Departments other than the Finance Office

Mr Newall referred to key points to note from audit reports, as follows:

Audit reports 2012-13

Items not yet fully implemented were:

Scholarships Management

8 of 14 recommendations remained to be implemented. The audit report had recommended a fundamental review of scholarships policy and management, involving: consistent policy in the assessment and approval of scholarships; a central system of managing scholarships; improved communication of scholarship opportunities through the website; and improved management information, at strategic and operational level.

Work in addressing these recommendations was being taken forward by the Director of the Recruitment & International Office, in the context of a wider range of recommendations flowing from a recent review of student recruitment and marketing activity. It was agreed that further briefing of the Committee was not required but that its concerns about the importance of cohesion of scholarships management should be borne in mind by the management involved.

UK Bribery Act Compliance

There were 4 outstanding P2 recommendations, each of which would be addressed by June 2014. They were: Introduction of on-line anti-bribery training; Requirement that international agents undertake that training; Update of the University’s financial regulations; and a Risk Workshop event to review risks in this area.

External Relationship Management

There were 3 outstanding P2 recommendations: Identification of, and provision of central support for, individuals throughout the University who would benefit from
effective use of the Raiser’s Edge database; Approval and publication of an External Relations Policy; Improved management information for the Careers Service.

**IT Resource and Management**

The outstanding recommendation was to review reporting lines and structures to assess potential improvements in efficiency and consistency of practice. The Director of IT Services was leading the response to this recommendation in discussion with College IT staff. A report would then be submitted to the Information Policy & Strategy Committee in May 2014, and thereafter to SMG.

**IT Security**

A new corporate password policy would enforce a change every 6 months. Implementation would be taken forward by the Director of Information Strategy.

**Audit reports 2011-12**

Audits with Priority 2 recommendations not yet fully implemented were:

*College Management - MVLS*

Areas still requiring to be fully addressed were: Review of finance duties currently performed by administrative staff; and Review of University Consultancy Policy, planned to be complete by April 2014.

*Value for Money*

The remaining 2 areas were: Revised commercial pricing policy; and Development of a College Workload Model, both due to be developed by June 2014.

**Application Handling**

Development of a Customer Relations Management/enquiry management system was being led by the Director of RIO, with implementation planned for May 2014.

**Audit Reports pre-2011/12**

*Briefing/Continuity Management*

5 outstanding recommendations were in this area, and were all linked to the establishment of business continuity plans, which had now been piloted with three schools, with a common template having been developed, and each business unit identifying Business Continuity Coordinators who would be trained shortly.

*Staff Development audit*

Two recommendations awaited new functionality on the HR/Payroll System.

**AUDIT/2013/27. Heritage Assets – report from Director of Hunterian**

The Committee received a briefing paper addressing five major areas relating to the management of Heritage Assets connected to the Hunterian Museum and Art Gallery, covering: collections management and care; security; collections valuation and insurance; risk management; and developments at Kelvin Hall. The Committee noted the significant increase in the facilitation of access to the collections in recent years for teaching and research purposes.

It was agreed that a pre-meeting briefing focussing in particular on the Global Risk Art Survey Program (GRASP) survey relating to a security review process, and on the Kelvin Hall development, would be arranged for May. Some detail on the (additional) holdings within Archives and Special Collections (part of the University Library) would also be provided at the briefing.

**DN**
AUDIT/2013/28. Risk Assessment and Internal Audit Plan

A paper from PWC had been circulated, setting out the risk assessment and internal audit plan, including a summary of PWC’s approach to undertaking the assessment. This had involved understanding the University’s corporate objectives and risks, developing an ‘audit universe’ of all auditable units (including functions, processes and locations), assessing the inherent risks and the strength of the control environment, and subsequently developing an audit requirement rating. An indicative Strategic Plan had been drafted following this, covering the auditable units - under broad headings of Risk and Governance, Value for Money, General Assurance Financial Controls, Risk-based Internal Control reviews, and Computer Audit - and indicating the timing and frequency of audits that would be undertaken over a three year period.

It was noted that College compliance was covered by the Plan, but it was agreed that the terminology in the plan (‘subject areas’/‘departments’) should be reviewed to reinforce this. It was also noted that time allocations for various audits might be changed if the need arose.

PWC

The Committee approved the Plan, noting that for future years it would be presented for agreement in the autumn rather than in the spring.

It was agreed that the Committee would receive a briefing in late 2014 on the development of the Western Infirmary site, and that this should cover in particular the details of the risk assessment structure for the project. In the meantime PWC would provide an interim report on this latter area for the Committee’s May meeting.

PWC

AUDIT/2013/29. Internal Audit Update

Two reviews had been completed since the last Audit Committee, by the new auditors PWC, with a further audit of Houses in Multiple Occupation (HMOs) at the draft report stage with expected publication date at the end of the month. Four areas were planned for review in the next quarter.

The key messages for the Committee on completed reviews were as follows:

Risk Management

The audit had found that risk management practices were in operation at strategic, central and College levels, but had highlighted areas where these were of an informal nature with a lack of clearly documented guidance. While the Senior Management Group had implemented a robust process for ongoing strategic risk management, many College risk management practices were informal or implicit within business-as-usual activities. A number of recommendations had been made to clarify activities and provide greater structure and clarity over the University’s risks and the arrangements to ensure mitigating controls were in place. An action plan had been agreed with management.

The Committee agreed that it was essential that the importance and usefulness of a risk management approach to the University’s operation was embedded across the Colleges, and that College management should be given tools, such as process review systems and techniques/methodology, to assist with this. The internal auditors should be involved in providing this assistance. Ms Paterson advised that the revised-format Risk Workshops could be used effectively for this and for providing the overall context of risk management to Colleges. It was also agreed that an individual within each College should be identified to co-ordinate the development of risk management at that level, as should an individual to provide an overarching University co-ordination role.

A risk Workshop would be held in April. The Committee would be updated at its next meeting. PWC would continue to monitor the matter and report further to the
Committee later in the year. SMG would brief College heads on the audit report.

_Purchase to Pay_

The audit had found that the application of the Purchase to Pay process was consistent across all the Colleges and the majority of the purchases at the University went through the standard purchasing process via Agresso. The design of controls was appropriate and controls were generally operating as intended. A small number of low risk recommendations had been made about inefficiencies and weaknesses in the system, that could readily be addressed. An action plan had been agreed with management.

_Format of Reports_

The Committee agreed that a shorter summary paper, together with the full reports on individual areas of audit, should be provided for the next meeting.

_AUDIT/2013/30. Risk Register_

The updated register for 2013/14, including details of the senior staff who would take individual matters forward, and progress on these matters, was noted. SMG would continue to consider a number of areas in detail at each of its meetings over the coming session and updates would be provided to the Audit Committee via the regular report.

_AUDIT/2013/31. Current Issues affecting HE_

Mr Looker briefed the Committee on issues that were affecting the HE sector. These included, as general issues: pension fund deficits, which would be more visible in future owing to revised SORPs; and tuition fees. More specific issues from auditors’ perspectives were: capital expenditure including cost/benefit analysis; IT security and investment; fraud risk in HE; and increasing HE international activity and governance thereof.

_AUDIT/2012/32. Any Other Business_

There was no other business.

_AUDIT/2012/33. Date of Next Meeting_

Tuesday 20 May 2014 at 10am in the Melville Room.

Prepared by: Deborah Maddern, Clerk to Committee, deborah.maddern@glasgow.ac.uk
Court – Wednesday 16 April 2014

Report from the Human Resources Committee

Brief description of paper
The minute of the meeting of the Human Resources Committee held on Tuesday 25 March 2014 is attached for information.

The HR Director provided an update to the HR Committee regarding ongoing industrial action and potential marking boycott with effect from 28 April; 2014/15 pay negotiations; arrangements for single table consultation/negotiation with campus recognised trade unions; the 2014 University Staff Survey; recent senior appointments to the University and HR Department; the roll out of the ‘People & Organisational Development Strategy’; the merger of the Organisational Development Framework 2012-14 with the Strategy; and an update from an equality and diversity perspective on the progress of the Athena Swan bronze award action plans.

The Committee received presentations from the Director of Finance providing an overview of current pension provisions and associated financial challenges; the HR Director providing an update on Maximising Academic Performance & Career Development and from Professor Neal Juster with regards to KPI progress reports and the anticipated programme for determining the next strategic planning cycle to follow Glasgow 2020.

Action required
Court is asked to note the draft minute of the HR Committee meeting on 25 March 2014.

Linsay McKeown
HR Project Administrator & Clerk to the HR Committee
3 April 2014
UNIVERSITY OF GLASGOW

Human Resources Committee

Minute of meeting held in Melville Room on 25 March 2014

Present: Mr A MacFarlane (Interim Convener) (AMcF), Mrs A Allen (AAL), Mrs C Barr (CB), Professor E Cameron (EC), Mrs H Durndell (HD), Professor C Forde (CF), Mr D Newall (DN), Professor R O Maolalaigh (ROM).

Attending: Ms L McKeown (Minute), Mrs Lesley Cummings (LC) (item HR/13/34), Mr Robert Fraser (RF) (item HR/13/33), Professor Neal Juster (NJ) (item HR/13/35),

Apologies: The Principal (AM), Mr D Anderson (Convener) (DA), Professor N Jonsson (NJ), Dr D Spaeth (DS)

HR/13/29 Opening Remarks & Apologies
AMcF opened the meeting advising he was convening the meeting on behalf of DA who was temporarily indisposed. AMcF noted that ROM has now replaced Professor Anne Anderson on the HR Committee and welcomed him to his first meeting. AMcF noted apologies and gave an overview of the agenda.

HR/13/30 Minute of the Meeting held on 21 January 2014
The minute was taken as read and approved by the Committee.

HR/13/31 Matters Arising from 21 January 2014
Matters arising were covered in the HR Director’s report and forthcoming MAPCD presentation.

HR/13/32 HR Director’s Report
CB provided an overview of the HR Director’s report(attached), highlighting a number of substantive areas including an update on ongoing industrial action; 2014/15 pay negotiations; arrangements for single table consultation/negotiation with campus recognised trade unions; the 2014 University Staff Survey; recruitment activity for senior positions across the university and HR department; an update on the roll out of the ‘People & Organisational Development Strategy’; the merger of the Organisational Development Framework 2012-14 with the strategy; an update from an equality and diversity perspective on the progress of the Athena Swan bronze award action plans at School level and Equality Impact Assessment Training; and an update on developments with regards to the HR/Payroll System.

There was discussion in relation to the anticipated marking boycott by UCU members and confirmation that ‘action short of strike’ of this nature is not acceptable and will be regarded as partial performance for which the university will withhold full pay. DN advised that any failure to submit course assessment/examination scripts by the due date will result in salaries being withheld until such time as the duly marked submissions are returned. AMcF noted the university position on behalf of the HR Committee and agreed that minimising the disruption to students was the priority.

Following discussion of the need to increase the completion rate of the University’s biennial staff survey and the intended communication of results, it was agreed that initial outcomes and highlights from the 2014 Staff Survey will be made available to the June meeting of the HR Committee.

Action: CB

Following an update with regard to recent senior appointments to the University, CB advised that an external candidate, Claire Williamson, had been appointed to the
post of Head of HR for University Services, effective from 22 April 2014. A further update on the restructure of the Human Resources Service will be provided to the HR Committee in June.

**Action: CB**

There was discussion in relation to the various initiatives taking place at a local level to stimulate and improve the number of female academics (grade 8 upwards) at senior levels within the institution. These include the Aurora Programme conducted by the Leadership Foundation for Higher Education, the Academic Leadership Programme and promotion application workshops. In addition, a number of female academics have been identified, with the support of the HoS/DRIs, for whom there will be a series of development programmes and opportunities made available to them to this end. CB explained that there will be approximately 60 female academics in the pool.

**HR/13/33 General Pensions Overview**

RF presented an update on the current pension position and associated financial challenges for the University (attached). The presentation covered the following areas: Past Service Deficit; Future Service Exposure; UGPS Status, Deficit Funding Proposals and Ongoing Issues; USS Complexities and Deficit. The HR Committee acknowledged the current position and AMcF thanked the Director of Finance for the extremely valuable update on the current landscape.

**HR/13/34 Maximising Academic Performance & Career Development (MAPCD)**

CB presented an update on ‘Maximising Academic Performance & Career Development (MAPCD)’ (attached). The presentation covered the following areas: Performance & Development Review completion rates, qualitative and quantitative analysis and future actions; the latest on professorial zoning including the current gender based zone distribution; current promotion rates for professorial and R&T staff at grades 7, 8 and 9, noting the trends with regards to female academics; and future developments for MAPCD.

LC tabled documents for future P&DR timescales and the introduction of five Performance Assessment Outcomes effective from the 2013/14 P&DR round: ‘Outstanding’; ‘Excellent’; ‘High Quality’; Development Required’; and ‘Improved Performance Required’. The HR Committee noted that ‘Development Required’ had changed to ‘Inconsistent Performance’ following discussion at PAG. LC responded to various questions from the Committee and provided detail on future training plans including online training with generic modules along with a bespoke suite of workshops, jointly delivered by Organisational Development colleagues and local HR teams. LC welcomed suggestions on volunteers to participate in a video production to talk about good news stories of P&DR.

**HR/13/35 Strategy: University Strategy and Progress Reports**

NJ presented an update on the University Strategy and Progress Reports, advising the Committee that the University is on the verge of the next strategic planning cycle and that financial plans and current performance against KPIs are presently being updated. NJ advised that he will be going around all Schools and Research Institutes to discuss the green and red areas of the KPIs Progress Report to assist Schools/Research Institutes in realising their potential ambitions. Glasgow 2020 will run until 2015, therefore work for the new strategy is ongoing; consultation plans with SMG are scheduled in June; beyond which there will be consultation with Court in September. The draft strategy will be prepared by late autumn, for wider consultation with College Management Groups. AMcF asked for a further update to be provided to the HR Committee in 2015 and thanked NJ for his presentation.
HR/13/36  Any other business
There was no other business to discuss.

HR/13/37  Future dates of next meeting
The next meeting of the HR Committee will take place on Tuesday 3 June 2014 at 10am in the Melville Room, Main Building.

AMcF requested the committee members to feed back any issues with future dates to LM.
Court - Wednesday 16 April 2014

Report from Health, Safety & Wellbeing Committee

The minutes of a meeting of the Health, Safety & Wellbeing Committee held on 5 March 2014 are attached. There are no matters requiring Court's approval or decision.

The Committee received an occupational health report, and approved a policy covering staff who are exposed to vibration at work. The Committee also received the Health, Safety & Wellbeing Annual Report. It discussed mechanisms for staff to raise health and safety issues within the institution.

HSW Committee
Date 07.04.2014
University of Glasgow

Health Safety and Wellbeing Committee

Minute of Meeting held on Wednesday 5 March 2014 at 10:00 AM in the Senate Room

Present:

Mrs Ann Allen, Mrs Christine Barr, Ms Mae Boyd, Dr Gordon Duckett, Mr James Gray, Mr David Mclean, Mr John F Malcolm, Dr Catherine Martin, Mr David Newall, Dr John O'Dowd, Ms Julie Ommer, Mr Paul Phillips, Mr Deric Robinson, Ms Aileen Stewart, Ms Selina Woolcott, Ms Louise Graham, Ms Nicky McComb

In Attendance:

Miss Debbie Beales, Mrs Linda MacDonald

Apologies:

Mr David Somerville

HSWC/2013/1 Minutes of the Meeting held on Thursday 12 December 2013

The Minute of the meeting of Thursday 12 December 2013 was approved.

HSWC/2013/2 Matters arising

HSWC/2013/2.1 Staff Survey Review (verbal update Ms S Woolcott)

Ms Woolcott informed the Committee that the publicity for the new staff survey had commenced with an article in Campus e-news. The staff survey would launch on the 24th March 2014 and would be live for 5 weeks. For the first time, the survey would be conducted by an independent company in the hope that staff would be reassured that their responses were confidential. Ms Woolcott asked that the Committee publicise and encourage their staff to complete the survey. Early results were expected mid to late May and it was hoped that an early report would be ready for the Committee meeting in May. The Committee thanked everyone involved in the process and appreciated the fact that each completed survey would lead to a charitable donation to one of three charities.

HSWC/2013/3 OH Report (Paper 1)

The Committee noted the Paper that was circulated. Ms Stewart informed the Committee about the various tables and graphs within the report highlighting the fact that elective consults and fitness to practice for students would continue to rise. The Committee agreed that the layout of the OH report was most helpful and should remain unchanged. Ms Stewart also provided the Committee with a handout consisting of sickness absence statistics. These stats highlighted that the top 2 reasons for sickness absence were infections (colds/flu etc) and abdominal (tummy upset/pain etc). The Committee agreed that the absence stats were useful and asked that they be supplied at future meetings and that, where possible, benchmark data be produced. Finally Ms Stewart informed the Committee that the Occupational Health Unit had received SEQOHS accreditation for its 2nd year in a
row. The University would have to reapply every year with a formal visit from SEQOHS every 5 years.

**HSWC/2013/4 Mechanisms for Addressing Health and Safety Issues Identified by Staff (verbal report Dr J O'Dowd)**

Dr O'Dowd informed the Committee that he wished to raise awareness of his concern that the operation of the grievance procedure could result in staff being discouraged from raising health and safety issues. The Committee discussed the importance of staff being encouraged to raise health and safety issues appropriately, and noted that many such issues would be raised and responded to without recourse to the grievance process. Staff should try to resolve issues of health and safety in terms of the existing guidelines on the SEPS website, raising them with their line manager initially. Line managers could look to their local safety adviser for advice as well as working with SEPS who were on hand to give advice. In relation to Dr O'Dowd's concerns regarding the operation of the grievance procedure, the Committee noted that discussion was taking place between the Director of HR and UCU officers. The Committee would be updated on this issue at the next meeting.

Dr O'Dowd asked it to be noted that the advice to him from the Health and Safety Executive (HSE) was that a functioning Grievance Process was a crucial component of a functioning and lawful Health and Safety regime, and where this was absent the final recourse was to the HSE complaints procedure.

**HSWC/2013/5 Draft Vibration Policy and Guidance (Paper 2)**

The Committee noted the Paper that was circulated. Mr McLean explained that the Policy and accompanying guidance had been created after a visit from the Health & Safety Executive (HSE) in June 2013. HSE had made various visits since then, interviewing staff that were exposed to vibration at work, and had asked the University to further develop its procedures on managing vibration risk. SEPS had worked with Estates & Buildings on reducing equipment usage time as well as changing equipment where possible such as petrol hedge trimmers being replaced by electric ones which had much less vibration. E&B would also be introducing vibration dosimeters to assist in controlling exposure.

The Committee noted that the recent focus on this area had identified that manufacturers’ statements regarding vibration were in some cases highly misleading. It also noted that action was being taken to identify and assess the position of all employees who might be exposed to significant risk in relation to vibration. Mr McLean informed the Committee that HSE had also raised the issue of noise management and the Director of E&B advised that a proposal had been made to appoint an external occupational hygiene consultant to review existing noise measurements for accuracy to establish the suitability of current hearing protection provisions. The Committee thanked Mr McLean for his work producing the Policy and endorsed the Policy with immediate effect.

**HSWC/2013/6 SEPS Report (Paper 3)**

The Committee noted the Paper that was circulated. Mr McLean informed the Committee that there were no unusual anomalies within the report.

**HSWC/2013/7 EAP Report (Paper 4)**

The Committee noted the Paper that was circulated. Ms Woolcott informed the Committee that the proportion of employees contacting PPC was similar to the previous year. The uptake of the service remained disappointingly low despite high profile advertising
campaigns using both posters and Campus E-News. A group had been tasked with looking into delivering an in-house service which could attract a higher service uptake and this would be trialled alongside the final year of the PPC contract. The Committee would be kept informed of the outcome of this trial which aimed to see which option would be preferred by staff, and what their views would be of the in-house service. The progress of the pilot would be revisited at the December 2014 and March 2015 HSWC meetings, with the March meeting considering the best approach to the future delivery of the counselling service. Ms Woolcott informed the Committee that, following a merger exercise, PPC were currently going through a rebranding process which would affect the look but not the content of their web pages.

HSWC/2013/8 Health, Safety & Wellbeing Annual Report (Paper 5)

The Committee noted the Paper that was circulated. Ms Woolcott informed the Committee that the Department of Health, Safety & Wellbeing had enjoyed a stable year in terms of staff turnover compared to recent years. There had been one new addition to SEPS in the form of Andy Kerr as Fire Safety Officer. Sadly Ann Galbraith, SEPS Environmental Adviser had given notice for her retirement and would leave the University at the end of this month. Dr Galbraith had been an employee at the University for many years and her expertise would be sadly missed. Ms Woolcott informed the Committee that within SEPS training numbers had continued to increase with e-courses in fire safety awareness and health & safety freeing up staff to concentrate on various key activities, including reviews of fire risk assessments. SEPS had also made a concerted effort to follow up the series of audits conducted by Marsh UK Ltd and continued to work with Units to fine tune health and safety systems. SEPS had developed an internal audit programme which was now underway and had conducted around 10 audits in areas not covered by Marsh UK Ltd within University Services.

Ms Woolcott informed the Committee that within Radiation Protection Service there had been a large, complex and time consuming project at Garscube which had involved the decommissioning of the Cobalt 60 isotope there. The ongoing management of the Soddy Box was another large project which involved giving advice and supervision on the safe use of the isotopes for research purposes.

Ms Woolcott informed the Committee that within Occupational Health there had been a four-fold increase in health surveillance interviews for staff which included review examinations for noise, vibration, respiratory, skin screening and wet workers. The Committee thanked the Health, Safety & Wellbeing team for their hard work in the last 12 months.

HSWC/2013/9 Any Other Business

There was no other Committee business.

HSWC/2013/10 Date of Next Meeting

The next meeting of the HSWC will take place on Wednesday 28th May 2014 at 10am in the Senate Room.

Created by: Miss Debbie Beales