Minutes of Meeting held on Wednesday 14 December 2016 in the Mary Stewart Seminar Room, Vet School, Garscube

Present:
Mr Dave Anderson Employee Representative, Mr Graeme Bissett Co-opted Member, Mr Ken Brown Co-opted Member, Ms Heather Cousins Co-opted Member, Professor Lindsay Farmer Senate Assessor, Dr Carl Goodyear Senate Assessor, Professor Nick Hill Senate Assessor, Mr Ameer Ibrahim SRC President, Professor Karen Lury Senate Assessor, Dr Morag Macdonald Simpson General Council Assessor, Ms Lauren McDougall SRC Assessor, Mr Murdoch MacLennan Chancellor’s Assessor (to item 16 incl.), Ms Margaret Anne McParland Employee Representative, Mr Ronnie Mercer Co-opted Member, Ms June Milligan Co-opted Member, Mr David Milloy Co-opted Member, Ms Margaret Morton Co-opted Member, Professor Anton Muscatelli Principal, Ms Elspeth Orcharton Co-opted Member, Ms Elizabeth Passey Co-opted Member (Convener of Court), Dr Duncan Ross Senate Assessor, Cllr Helen Stephen Glasgow City Council Representative, Ms Lesley Sutherland General Council Assessor

In attendance:
Ms Ann Allen (Director of Estates & Buildings), Professor Anne Anderson (Head of College of Social Sciences and Vice-Principal), Ms Christine Barr (Director of Human Resources), Ms Cathy Bell (Director, Development & Alumni) (to item 17 incl.), Professor John Briggs (Clerk of Senate), Professor Muffy Calder (Head of College of Science & Engineering and Vice-Principal), Professor James Conroy (Vice-Principal Internationalisation), Professor Jon Cooper (Vice-Principal Innovation & Knowledge Exchange), Professor Frank Coton (Vice Principal Academic and Educational Innovation), 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), Professor Roibeard Ó Maolalaigh (Head of College of Arts and Vice-Principal), Professor Miles Padgett (Vice-Principal Research), Dr Dorothy Welch (Deputy Secretary) (to item 16 incl.)

Apologies:
Members: Professor Paul Younger Senate Assessor

CRT/2011/13. Announcements

Ms Lauren McDougall and Cllr Helen Stephen were welcomed to their first meeting.

Margaret Morton was attending her final meeting of Court. Court thanked her for her contributions to Court and wished her well in the future. In her absence, Cllr Pauline McKeever was also thanked for her time on Court, having demitted office since the last meeting.

There were no declarations of interest in relation to business to be conducted at the meeting.

CRT/2016/14. Minutes of the meetings held on Wednesday 12 October 2016

The minutes were approved and signed by the Convener as a correct record.
Matters Arising

There were no matters arising.

Capital Plan and Learning and Teaching Hub Full Business Case

Capital Plan

Court members had received a briefing on the Capital Plan, from the Principal and the Senior Vice-Principal Professor Neal Juster, ahead of the meeting. The briefing had set out the University’s ambition to excel in an increasingly competitive global HE sector. Proposals within the capital plan had been tested against key strategic criteria (academic excellence; enhancing the student experience; supporting student and research growth; industry collaboration; protecting income; and allowing new ways of working). They had also been developed to promote collaboration through ‘flexing’ College-focused projects in order to maximise the benefit for the entire institution. The phasing of development had been considered carefully with a view to: enabling downside risks for income generation to be managed; achieving benefits associated with early development; and timing borrowing so as to benefit from advantageous financial market conditions.

Court had also received details of: the proposed phasing and baseline financial scenarios, modelling and income/expenditure assumptions, cash flow, and scenario-based borrowing spread across projects. Information on governance had also been provided, outlining the establishment of two new governance boards: a Programme Governance Board for the overall capital plan including financial sustainability and funding, masterplan, infrastructure, disposals, and the efficiency work streams; and a Projects Governance Board, which would replace the current eight individual project governance boards. Project Development Boards would continue to exist and become Delivery Boards once a project was on site.

For the meeting, Court had received a comprehensive paper providing an update to the Capital Plan for the period 2016-2023, together with an outline for the period 2023-2033. Court members having requested reassurances on these areas during the pre-Court briefing, it was stressed that a business case for each project would come to Court for consideration, with clarity about the external environment and detailed evidence on income streams, and about change programmes that would generate savings. Court would also be reminded of the context of each project within the programme package, and it was noted that individual projects could be stopped if circumstances required this.

In discussion, Court noted that the Capital Plan took account of the importance of IT infrastructure/management. There was a significant piece of work ongoing in this area, although it had been decided that development of a major data centre was not to be taken forward. Court noted also a comment that ‘pause points’ within the Plan were essential, and that the Plan should be looked at afresh each time a full business case was presented. Court noted through an update from the Committee’s chair, Ronnie Mercer, that the Estates Committee was content with the Plan’s vision as now presented, and that he would ensure the Committee was mindful of points raised by Court, and that it would continue to provide oversight and regular reports to Court over the course of the Plan.

Court noted that the property disposal scheme would ensure that appropriate properties were maintained and protected as necessary, for example via leasehold or joint venture arrangements, to ensure that the University’s interests were protected. The Programme Governance Board, the Estates Committee and Court would consider property proposals on a case by case basis. Court noted a comment about the importance of good governance generally, given the proposed rapid pace of the development and the people resource it
Court Wednesday 14 December 2016

required.

Court noted that the Development Boards, which shaped projects, would have student representation, and that students would also be involved at the point when the delivery board was put in place. With regard to a comment about the Arts project being a phased proposal, it was noted that the first phase should be approved by Court on the basis that it presented a coherent development that would deliver major benefits of itself, whether or not the second phase was subsequently approved. With regard to a comment about the need for the Plan and the associated funding to be co-ordinated even in the event of changes in the future, it was noted that this would be provided from senior management, in particular through the work of the Programme Board.

Court received a summary of the recommendations being made to it. These were:

i) That the Capital Plan projects, and the phasing as outlined in sections 4.1 - 4.2 of the main paper be adopted with the assumption that the construction timetable be followed, with Phase 1a being completed in 2022 at a cost of £433.5m, and Phase 1b completed by the middle of 2026 at a cost of £98.5m.

ii) That a facility be put in place to borrow £175m.

iii) With the exception of the Mathematics and Statistics project (currently on site) and the Learning and Teaching Hub (where the full business case would be presented at the Court meeting), that full business cases be developed for the projects in Phases 1a and 1b of the capital plan, i.e. for: a. Research Hub; b. Institute of Health and Well-being; c. Adam Smith Business School; d. Arts and Humanities building (phase 1); e. Joseph Black Building refurbishment; f. Infrastructure; g. Engineering (phase 1); h. Social Justice Hub (part of) move to the Gilbert Scott. It was expected that funding for design and development would only be released upon a capex application for each individual project thereby ensuring that funds were managed and controlled. Construction would only commence upon Court approval of a full business case. Any full business case would include the project’s impact on the affordability of subsequent projects.

iv) Given the potential uncertainty and volatility in financial markets, and having decided on points i) and ii) above, that Court should delegate authority to a small working group to take forward the borrowing strategy and ensure that full advantage is taken of the current low borrowing rates.

Court approved the recommendations. Court thanked Professor Juster, Ann Allen Director of Estates, and all those involved in the preparation of the Capital Plan.

Learning and Teaching Hub Full Business Case

Court had received paperwork setting out the full business case for the Learning and Teaching Hub. Having thanked colleagues including students involved in the development of the plans, Professor Frank Coton, Vice-Principal (Academic & Educational Innovation), briefed Court on key points relating to the context for the Hub. This included the teaching estate being significantly stretched, current teaching space being constrained and inflexible, and the Library having reached capacity in terms of the provision of student study space.

Court noted key design aspects, including the building’s central positioning and its accommodation and space data. The building would provide a focal point for student life, with student study and informal space; catering, student kitchens, locker facilities and plentiful power; bookable space for student clubs, societies and social events; and pop-up space for Careers, induction and other events. Teaching space had been designed with
certain principles in mind, including the rooms not constraining staff to teach in a certain way, and staff being supported to explore and develop new approaches to teaching, with spaces facilitating this. Study spaces had been designed with student ownership as key.

Court heard that the Hub would: ensure the estate was able to support teaching space disposals on the WI site, as identified in the campus masterplan, and return the Bute Hall to general use; address the current shortfall in student study space; improve utilisation of the teaching estate by 10%; create capacity for student growth of at least 1900 above 2015/16 baseline, supporting associated income growth of £26m per annum; and improve the student learning experience enabled by shifts in pedagogy and improved facilities.

Court noted that benchmark costs had been submitted by the two prospective delivery partners and these had been tested by the University cost consultants.

In discussion, Court noted that full consideration, testing and appropriate development had been undertaken with regard to the building’s accessibility for disabled users. This would be reflected in future information about the Hub. Court noted that with respect to change control processes, the revised governance model approved earlier in the meeting would in part govern these, and each draft project’s documentation would set out the details on change control specific to the individual contract. With regard to procurement models and maximum target prices, bidders for delivery partner status would furnish tenders by the end of January 2017, at which point there would be final certainty on price; at present there was a price envelope given different prices based on the approach to risk. The maximum price would be covered by the contract once awarded; it was noted the Capital Plan estimate was realistic in this respect.

Ann Allen agreed to refer a query around business continuity, emergency generators and sustained use of the building in the event of an external power failure to the Estates Committee.

With regard to a question about capacity problems potentially being compounded if the building allowed further growth in student numbers, Court noted that the Hub would create efficiencies relating to timetabling, and better provision of teaching spaces. It was also noted that the University budget contained provisions to maintain the student experience. It was further noted that the operating model was such that there would be a dedicated team for the building.

The Full Business Case having been presented, approval was sought from Court for a financial ceiling of £97m to deliver the Learning and Teaching Hub project. Court’s approval to this was given.

Court thanked Professor Coton and all those involved in the preparation of the Full Business Case.

**CRT/2016/17. Report from the Principal**

**CRT 2016/17.1 Development Campaign**

Court received a briefing on the current Development Campaign, from Cathy Bell, Director, Development and Alumni.

Court heard that with regard to fundraising for the campus development, it has been recommended by consultants that the working target be £110M, with £55M for projects within the capital plan and £55M for projects outside the capital plan and for scholarships and selected research/staff/student support. This was an ambitious increase in the scale of
targets, compared to previous campaigns. The office’s team has been augmented accordingly.

Court heard details of the campaign phasing, the predicted distribution of levels of gifts, donations and pledges to date, and information about previous campaigns. Court noted some risks associated with the current campaign, including some benefactors potentially not wishing to support priority projects given their very specific interests; insufficient benefactor and lead potential donors coming forward; a climate of political uncertainty around Brexit and Scottish independence; and the regulatory environment around the use of data.

Court thanked Ms Bell for the briefing.

Courts noted a number of current developments in train in Westminster, particularly in respect of the Higher Education and Research Bill and Teaching Excellence Framework (TEF) and the forthcoming Home Office consultation on student visas. The Higher Education and Research Bill continued to cause concern to both UUK and Universities Scotland and active lobbying of both Peers and MPs was continuing. It remained to be seen how Scottish HEIs would be subject to the TEF.

On immigration policy, the Home Secretary had announced a consultation on the potential future linking of international student visa policy to the quality of the student and the institution, with the consultation delayed until the New Year. The UK sector was continuing to lobby energetically on this issue, which was of high importance to all institutions.

Following the First Minister’s announcement in May, the Cabinet Secretary for the Economy, Jobs and Fair Work had established a review of the enterprise and skills support provided by Scotland’s economic development and skills agencies. The stated aim of the review was to ensure that Scotland’s businesses, workforce, training providers, colleges and universities and young people received the joined-up support they needed. Phase 1 of the Review was now complete, and the first recommendation stated that in order to bring greater integration and focus to the delivery of enterprise and skills support to businesses and users of the skills system, a new Scotland wide statutory board would be created to co-ordinate the activities of Highlands & Islands Enterprise and Scottish Enterprise, including Scottish Development International, Skills Development Scotland and the SFC. This development had raised concerns within the HE sector regarding increasing levels of Government control over the work of higher education, and a possible loss of focus on teaching and research such as was currently provided through the work of the SFC. These concerns had been presented to the government which had stated that its reforms were not intended to impinge on the autonomy of institutions.

Court had previously been updated on the formation of the Guild of European Research-Intensive Universities. The Guild had been launched at an opening symposium in Brussels in November. It had now expanded to include eighteen of Europe’s leading universities from across thirteen countries. The Guild was committed to promoting excellence in research, teaching and learning across Europe. It had explored and evaluated how funding was currently framed to see what effects this had on fostering excellent science and innovation; and had considered how the Guild might also promote and enhance support for basic collaborative research throughout Europe, in addition to the current emphasis on applied research and the themes around Europe’s societal challenges in particular.
CRT 2016/17.4. Outcome Agreement - Dumfries

Over the recent past, Court members had been updated on the background to and content of the University’s Outcome Agreement, which was required to be submitted to the SFC as a condition of funding. Since the last meeting and under the delegated authority of the Secretary of Court, the Outcome Agreement for the Dumfries Campus had been approved and provided to the Scottish Funding Council.

CRT 2016/17.5 USS

The triennial review of the scheme would be undertaken in March 2017. Court would be updated ahead of this, at its February meeting, with the Principal to record an interest given his Directorship of USS.

CRT 2016/17.6 Key Activities

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

CRT/2016/18. Report from the Secretary of Court

CRT/2016/18.1 Higher Education Governance (Scotland) Act – Transitional Arrangements

The Higher Education Governance (Scotland) Act would come into force in the coming months [subsequently confirmed as 30 December]. Amended arrangements for membership of both Court and Senate, arising from the Act, were subject to a transition period of 4 years. This would allow existing terms of office to expire. As previously agreed at Court, there would be as little disruption as possible to Court’s existing membership categories, retaining the membership at 25 (and no more), and retaining a clear lay majority.

Court approved arrangements for a proposed Court and Senate Working Group, which would meet in the New Year. Court noted a comment from Margaret Anne McParland that a staff member should be on the group.

Court would be kept updated on progress from the Group.

CRT/2016/18.2 Court meetings – administration and paperwork

i) Court papers app

Since the last meeting, details of a web-based application (app), that would provide Court and Committee papers in electronic format to PCs and mobile devices, had been obtained. It was agreed that a small cross-section of Court members would meet the app provider in January, to make a decision about whether an investment would be made in the system.

ii) Court meeting day and time

From time to time Court Office had canvassed members’ opinion on what the preferred timing is for Court meetings. This would occur again early in the New Year, to establish if members were content with the current arrangements, or if there were suggestions for alternative days/times to the current Wednesday 2pm meetings.
CRT/2016/18.3 Vice-Convener

Graeme Bissett left the room for this item.

At the last Court meeting, Court had agreed arrangements relating to a Vice-convener of Court. The Vice-convener of Court would deputise for the Convener of Court in her absence. The Vice-convener was to be appointed by Court on the nomination of the Convener.

Court approved the Convener’s nomination of Graeme Bissett to undertake the role of Vice-convener.

CRT/2016/18.4 Scheme of Delegated Authorities

The Scheme of Delegated Authorities formally set out where responsibilities lay in the University across the main areas of activity. The current Scheme had been adopted by Court in 2007 and updated in 2010. It had been reviewed and refreshed, and was approved by Court subject to some finalised information being added about signatory authority.

CRT/2016/18.5 Vice-Chairs

At the last Court meeting, Court had agreed arrangements relating to Vice-chairs of Court Committees being appointed. The Vice-chairs of each Court committee would deputise for the Chair in his/her absence. The Vice-chair would be appointed by the Committee, on the nomination of the Chair. Court has agreed that the Vice-chair of any Committee would be drawn only from lay members. The following had been appointed:

Audit Committee: Simon Bishop appointed as vice-chair.
Estates Committee: David Milloy appointed as vice-chair.
Finance Committee: Graeme Bissett appointed as vice-chair.
Remuneration Committee: June Milligan appointed as vice-chair.

Vice-chairs were still to be appointed for the Health, Safety & Wellbeing and HR Committees.

CRT/2016/18.6 Competition and Markets Authority: Student Debt

At the last meeting, Court had heard that the Competition and Markets Authority (CMA) had advised in the summer that, in its opinion, the University’s use of academic sanctions to enforce a non-tuition fee debt was unlawful and had requested that the University amend its debt policy. In common with most other UK universities, Glasgow had historically applied an academic sanction (refusing to allow students to graduate, or to progress to the next level of study) in a situation where, following extensive correspondence, a student had failed to clear debt due to the University.

In October, Court had authorised further discussion with the CMA, in the hope that discussions might arrive at a satisfactory way forward. Following such further discussion with CMA, it has been proposed that the relevant current clause in the University Calendar be replaced by a new clause, which stated that academic sanctions would be applied only in respect of tuition fee debt. CMA was content with the revised wording of the clause and Court had approved it between meetings. The new policy would however involve the University having to consider the application of new debt collection sanctions in future, including penalty payments and, in the case of residential accommodation debt, eviction.
CRT/2016/18.7 Nominations Committee business

i) Audit Committee

At Court’s last meeting, it had been agreed that a Senate Assessor would be appointed to the Audit Committee. Dr Duncan Ross had been proposed as the appointee and had attended the November meeting. He was also a member of the Finance Committee. The Audit Committee’s remit indicated that “Members of the Committee will not normally also be members of the Finance Committee, except with the express approval of the Court.”

Noting that the Convener of Court, the Secretary of Court and the Chair of Audit Committee were all supportive of the appointment, Court confirmed Dr Ross’s appointment to the Audit Committee.

ii) Remuneration Committee

Since its last meeting and on the recommendation of the Nominations Committee, Court had approved the appointment of June Milligan to the Remuneration Committee, with effect from 1 November 2016.

CRT/2016/18.8 New Court members

Since the last meeting, two new Court members had been appointed: Lauren McDougall had been elected as SRC Assessor; and Cllr Helen Stephen had been appointed by Glasgow City Council.

CRT/2016/18.9 Election of Rector

The student body would elect a successor to Edward Snowden, in February 2017. The Rector would continue to be the ‘ordinary president’ of Court - in the words of the Universities (Scotland) Act 1858 - and would have a deliberative and a casting vote. Within the terms of the Higher Education Governance (Scotland) Act 2016, the Convener would remain responsible for the leadership and effectiveness of the governing body, and for ensuring that there was an appropriate balance of authority between the governing body and the Principal. The Convener would also continue, per Court’s Standing Orders, to undertake the other responsibilities associated with the chairing of a governing body.

CRT/2016/18.10 Review of Code of Good HE Governance

The current Governance Code for Scottish Higher Education had been published by the Committee of Scottish Chairs in July 2013, and at the time of publication, the chairs had committed to a review of the Code after 3 years. The outcome of review was now expected in the first quarter of 2017.

CRT/2016/18.11 Risk Management Processes

At the last meeting, and following a recommendation from the Audit Committee, Court had received a copy of the University Risk Register. Court had provided some comments on the format, including a suggestion that more specific detail should be included about what gave rise to some of the (more generalised) risks listed; and that a RAG classification might be applied. These and other comments, received since by the Secretary of Court, would be discussed by him with the chair of the Audit Committee. A report would be provided to the February meeting of Court.
CRT/2016/19. Reports of Court Committees

CRT/2016/19.1 Finance Committee

CRT/2016/19.1.1 University Financial Statements as at 31 July 2016

The Director of Finance, Robert Fraser, gave a presentation on the University’s financial statements for the year to 31 July 2016, Court having received the University Financial Statements for the said year.

Court noted a management accounts surplus for 2015/16 of £23.7m, £12.2m higher than the original budget. The statutory accounts surplus after exceptional items and tax was £13.5m. The main operational movements included: staff savings of £6.3m, £2.4m increase in tuition fees and increased other income of £2.4m. The Committee noted the additional movements which brought the statutory accounting surplus to £13.5m, including GSV (charge of £21.9m), pensions (charge of £3.5m), £6.6m increase in endowments and £6.7m positive impact of FRS 102.

At year end, cash and deposits totalled £194m, an increase of £40.2m in the year.

Court noted the impact of Financial Reporting Standard (FRS) 102 on the financial statements. Because a year on year comparison was required to be shown in the accounts, the 2015 financial statements had been restated. Due to the treatment of donations, grants and contracts under FRS 102, there would be increased volatility showing in the Income and Expenditure account.

The Committee noted capital expenditure for 2015/16 of £75.8m, an increase of £11.2m compared to 2014/15. The capital spend was split £17.1m on GSV, £47.3m on land and buildings, and £11.4m on equipment. Court noted the underlying commercial reasons for the GSV deal.

Court approved the University Financial Statements for the year to 31 July 2016. The chair of the Finance Committee, Ken Brown, and other members of Court thanked Robert Fraser and his team for their work.

CRT/2016/19.1.2 Universities Subsidiaries and Trust Financial Statements as at 31 July 2016

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

CRT/2016/19.1.3 Learning and Teaching Hub – Final Business Case

Finance Committee had agreed to recommend the project to Court. The matter had been considered under item 16.

CRT/2016/19.1.4 Capex Applications

The Committee had approved a CapEx application relating to: Water Source Heat Pump - Fees.

CRT/2016/19.1.5 Endowment Investment Report

Court noted an endowment investment report as at 30 September 2016.
CRT/2016/19.1.6 Financial reports

Court noted an overview of performance as at 30 September 2016.

The report was noted.

CRT/2016/91.2 Audit Committee

CRT/2016/19.2.1 Audit Committee remit

Court approved revisions to the remit of the Committee, which had been agreed and recommended to Court by the Committee following a review of best practice; and approved a change of the Committee’s name to the Audit and Risk Committee.

CRT/2016/19.2.2 Audit Committee annual report 2015/2016

Court noted the annual report of the Audit Committee, which was provided as a matter of good governance, and included its assessment of the adequacy of the University’s systems of internal control. The Committee was of the view that for the year past, 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 University generally had an adequate framework of internal control.

CRT/2016/19.2.3 Other Audit Committee business

At its recent meeting, the Committee had received reports on internal audit reviews of Data Governance, MyCampus enrolment, Risk Management Arrangements in Colleges, and Corporate Governance (Remuneration Committee). The internal auditors had provided the Committee with an annual report, which had concluded that for 2015/16, governance, risk management and control, and value for money arrangements in relation to business critical areas, were generally satisfactory, but there were some areas of weakness or non-compliance with processes which potentially put the achievement of institutional objectives at risk. The Committee had received the University's financial statements for the year ended 31 July 2016, noting the main areas where the 2015 Statement of Recommended Practice/FRS102 had impacted on them. The Committee had heard that on the basis of work performed to date, the external auditors anticipated issuing unqualified audit opinions on the University’s consolidated, parent and subsidiary entity financial statements. The Committee had noted the accounts for subsidiary companies and the University Trust.

The report was noted.

CRT/2016/19.3 Estates Committee

CRT/2016/19.3.1 Capital Plan

The Estates Committee had approved of the revised Capital Plan involving Phase 1a, Phase 1b and Phase 2. The Estates Committee had invited Court to consider an accelerated delivery programme and associated additional borrowing requirements to deliver Phases 1a and 1b of the Plan by 2021. The matter had been considered by Court under item 16.

Court noted the Estates Committee minute recording a comment about the potential impact of noise disturbance, supply chain and University resourcing implications resulting from a protracted programme.
CRT/2016/19.3.2 Learning and Teaching Hub

The Estates Committee had approved the Learning and Teaching Hub within the identified cost envelope of £86 - £97m. The matter had been considered by Court under item 16.

CRT/2016/19.3.3

Court noted Estates Committee’s approval of a CapEx application relating to: Water Source Heat Pump – Fees in the sum of £658k.

The report was noted.

CRT/2016/19.4 Human Resources Committee

The HR Committee had discussed the draft plan to address the Gender Pay Gap. This had highlighted the importance of increasing the number of female applicants to senior positions, addressing the apparent inequity of gender pay gaps within professorial pay zones, and exploring ways to address occupational segregation across the University. The Committee had also received an update on the Attraction and Recruitment of Talent and the proposal for an end-to-end process review: the level of recruitment activity remained high, and attracting, retaining and developing talent was critical to achieving the University Strategy. A report for the Committee had shown that the Staff Survey had revealed staff with a disability as less engaged and more dissatisfied, identifying some possible reasons for this and proposing action.

A report from the Director of HR, the Annual report from the Joint Committee of Consultation and Negotiation and the annual report of HR Analytics were received by Court and noted. The latter report now included additional information in relation to non-UK EU Nationals employed by the University. The chair of the HR Committee, June Milligan, highlighted to Court that this information would now be able to be tracked and trends identified to Court.

The report was noted.

CRT/2016/19.5 Remuneration Committee

[This item was dealt with as the final item of the meeting’s business, after items 20, 21 and 22].

The Principal and all members of senior management, with the exception of Christine Barr, left the meeting for this item.

The approach to the annual review of senior management pay had been agreed by Court at its October meeting, with comments made at that meeting having been incorporated into the process.

The Committee had supported a consolidated award being given to professorial staff assessed as having made a ‘Strong Contribution’, and whose salary was currently in the Lower Quartile of the relevant Professorial Zone. It was noted that such an assessment would not have led to a consolidated award for other staff. Court was advised that the Committee’s decision had recognised the fact that professorial staff did not have access to incremental progression and to the R&R process; and that the decision was helpful in addressing gender pay gap issues.

A comment was noted that the context card for the Committee should in future include details about equality impact. This would be taken forward by the Committee.

It was confirmed that the ‘salary augmentation’ arrangements agreed by the Committee in 2016 were cost neutral. Under these arrangements, and subject to certain criteria being met, the
University could provide an opportunity for high earning staff who withdrew from their occupational pension scheme to apply to receive a salary enhancement.

The report indicated that within the P&DR exercise in 2016, a lower proportion of exceptional ratings had been afforded to staff on lower grades, with 13% of staff in Grades 1-5 assessed as ‘exceptional contribution’, whereas across the institution the average had been 18%. Court noted a comment that this potentially reinforced the gender pay gap, noting also that the Director of HR would follow the matter up through the HR Committee agenda. Court also noted that the HR Committee would be updated on the spread of Professorial reward among Colleges, it being noted that, within an agreed budget, individual Colleges had discretion to determine the level of reward in relation to ‘exceptional contribution’ by professorial staff.

The report was noted.

CRT/2016/20. Communications from Meeting of Council of Senate 8 December 2016

The Council of Senate had received: a report on the 2016 Staff Survey; an update on the Estates Strategy; an update on research-related matters; a briefing from the Principal (the Convener) on a number of areas including Brexit-related implications for HE, and the Autumn Budget Statement; and details of acceptances received from nominees for Honorary Degrees in 2017.

The communications were noted.

CRT/2016/21. Any Other Business

The Convener reminded members to provide any comments to her, for input to a SMG discussion on the future relationship between Court and the Executive.

CRT/2016/22. Date of Next Meeting

The next meeting of the Court will be held on Wednesday 15 February 2017 at 2pm in the Senate Room.
### Court Context Card - Principal’s Report 15 February 2017

**Speaker:** Professor Anton Muscatelli  
**Speaker role:** Principal  

**Paper Description**  
For information / approval one item

<table>
<thead>
<tr>
<th>Topic last discussed at Court</th>
<th>Last report to Court was December 2016</th>
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<td>Committee members present</td>
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| Cost of proposed plan | NA |

| Major benefit of proposed plan | NA |

| Revenue from proposed plan | NA |

| Urgency | Low |
| Timing  | Various |
| Red-Amber-Green Rating | Green |

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<th>Paper Type</th>
<th>For information apart from Outcome Agreement, which is for approval</th>
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| Paper Summary | Updates on areas listed in the paper as follows; all for information except item 3  
1. Higher Education developments  
2. Universities Superannuation Scheme USS  
3. Outcome Agreement For approval  
4. Key activities  
5. Senior Management Group business |
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<th>Topics to be discussed</th>
<th>In line with paper’s headings</th>
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<tr>
<td>Action from Court</td>
<td>Requested approval of Outcome Agreement</td>
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**Recommendation to Court**

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<th>Relevant Strategic Plan workstream</th>
<th>Empowering People, Agility, Focus</th>
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<td>Most relevant Primary KPI it will help the university to achieve</td>
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<tr>
<td>Most relevant Secondary KPI it will help the university to achieve</td>
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**Risk register - university level**

**Risk register - college level**

| Demographics | Items mainly relate to the University as a whole  
USS applies to staff in that scheme |
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| Suggested next steps | NA |

| Any other observations | NA |

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**Court Context Card - Principal’s Report 15 February 2017**

**Speaker:** Professor Anton Muscatelli  
**Speaker role:** Principal  

**Paper Description**  
For information / approval one item

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| Cost of proposed plan | NA |

| Major benefit of proposed plan | NA |

| Revenue from proposed plan | NA |

| Urgency | Low |
| Timing  | Various |
| Red-Amber-Green Rating | Green |

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<th>Paper Type</th>
<th>For information apart from Outcome Agreement, which is for approval</th>
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| Paper Summary | Updates on areas listed in the paper as follows; all for information except item 3  
1. Higher Education developments  
2. Universities Superannuation Scheme USS  
3. Outcome Agreement For approval  
4. Key activities  
5. Senior Management Group business |
|----------------|------------------------------------------------------------------|

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<th>Topics to be discussed</th>
<th>In line with paper’s headings</th>
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**Recommendation to Court**

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<td>Most relevant Secondary KPI it will help the university to achieve</td>
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**Risk register - university level**

**Risk register - college level**

| Demographics | Items mainly relate to the University as a whole  
USS applies to staff in that scheme |
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<tr>
<th>Equality Impact Assessment</th>
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| Suggested next steps | NA |

| Any other observations | NA |
Items A: For Discussion

1. Higher Education developments

At the last meeting, I updated Court on current developments in Westminster and Holyrood, particularly the Higher Education and Research Bill and the Home Office consultation on student visas, on which areas the sector has been lobbying strongly; and I also updated Court on the Enterprise and Skills review.

I will give Court a further update on these items, and on the latest information regarding Scottish Institutions’ participation in the Teaching Excellence Framework.

2. Universities Superannuation Scheme USS

As I mentioned at the December meeting, the triennial review of the scheme will be undertaken in March 2017. I will provide an update at the February meeting, and will record an interest given my Directorship of USS.

Court may recall that as part of the last triennial valuation of 31 March 2014, during 2014-15 negotiations between the Employers Pension Forum of Universities UK (UUK) and UCU led to agreement on a joint proposal for, and subsequent consultation on, a revised benefit structure for USS, the reforms being designed to address the deficit in the scheme and to mitigate the risk that contribution rates would become unaffordable for employers and employees.

Final salary accruals ceased as at 31 March 2016, with benefits built up before this date being protected. Future defined benefits are grown in the Career Revalued Benefits section of the scheme, up to a threshold of £55k. Any pensionable salary over this threshold is pensioned through a new Defined Contribution section of the scheme. There is an option for all members to make additional contributions to the Defined Contribution section of the scheme and to claim an additional 'matched' 1% from the employer contributions, provided the member contributes an additional 1%. To fund the changes to the USS, employee contributions rose from 7.5% (Final Salary members) or 6.5% (CRB members), to 8% of salary. The University also pays more, contributing 18% of an employee's earnings to his/her pension, up from 16%.

The triennial valuation process has a date of 31 March 2017, but takes place over a period of time, rather than at a single point in time. This involves interacting with stakeholders, as well as the Trustee setting and consulting on the technical provisions which underlie the valuation and
the financial management plan submitted to the Pensions Regulator (tPR). The statutory deadline for the Trustee to submit the valuation results to tPR is 30 June 2018.

On the basis of the technical provisions set at the time of 2014 valuation the implied funding level of the scheme was funded at 83% at the time of the last USS published accounts (31 March 2016). This is despite an investment outperformance over the previous 5 years, because of the continuing low level of gilts yields.

3. Outcome Agreement

Updates have been provided to Court since 2012 on the content of our Outcome Agreement, which is required to be submitted to the SFC as a condition of funding. The Agreement sets out what we will deliver in return for Government funding, focusing on the contribution made towards improving life chances, supporting world-class research and creating sustainable economic growth for Scotland.

A new Agreement has been drafted for the period 2017/18 to 2019/20. We will however be expected to update this annually.

The new Outcome Agreement was created collaboratively with a small group of key personnel from around the university. The intention was to create a shorter sharper document with full alignment with both the University strategy and the Scottish Government priorities. The SFC required an initial draft to be submitted in December, and the University received very positive feedback from the SFC.

Specific points to note -

- There are many references to the Campus development and how this will impact on delivery;
- We continue to perform well in widening participation and this is highlighted in the main text and as an added Case Study;
- We have highlighted our many strengths in Innovation;
- Gender and Governance are big issues for the Scottish Government and our contribution reflects the range of work we are currently undertaking;
- There will be a separate Combined Outcome Agreement for Dumfries which will come to Court in due course.

The large majority of SFC funding will continue to be formula based, through allocations for teaching, research and knowledge exchange funding. Specific sums may be linked to the achievement of specific outcomes.

Professor Neal Juster will be able to respond to any questions that Court members may have.
Items B: For Information

4. Key activities

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

Academic Development and Strategy

19 December: Participated in an SMG Development Workshop.

10 January: Chaired an interview panel for a professorial appointment in MVLS.

31 January: Attended Universities Scotland Main Committee Meeting.

3 February: Attended a Collaboration Meeting which involved the Royal Scottish Conservatoire, Glasgow School of Art and BBC Scottish Symphony Orchestra, on a planned collaboration for 2018 to follow up on the ‘Dream On!’ Shakespeare centenary production in 2016.

Internationalisation Activities

6 February: Gave an interview in Glasgow to Malini Sen, Times of India.

Lobbying/Policy Influencing and Promoting the University

16 December: Hosted the Minister for Further and Higher Education and Science, Shirley-Anne Somerville, as she announced the new Commissioner for Widening Access, Peter Scott, at the University of Glasgow.

9 January: Attended a Glasgow City Region and Commission Meeting.

9 January: Attended a dinner discussion, which is held periodically, for the Principals of Edinburgh, St Andrews, Aberdeen and Dundee. Dundee was the host on this occasion.

12 January: Participated in a session with Michael Russell MSP, Minister for UK Negotiations on Scotland’s Place in Europe and the Chamber of Commerce & Glasgow Economics Leadership Board in connection with Brexit.

13 January: Attended a FinTech Meeting in London and Senior FinTech Steering Committee Meeting (by telcon) 8 February.
16 January: Filmed a short piece on one of 5 Universities Impact messages (‘The impact of international students and staff’) on behalf of Universities UK as part of its social media campaign which ran from 23-27 January.

16 January: Took part, with the Director of Estates & Buildings and Campus Services in a short film interview focusing in the Campus development, which is planned for release on or just after 16 February, the date on which Glasgow City Council is due to make a formal decision on our development plans.

16 January: Participated in UUK Directors on USS Board and Employers Pension Forum USS Group teleconference and on 25 January a USS Board training session, followed by a Trustees Board meeting.

18 January: Met with the Irish Consul General Dr Mark Hannify who was visiting the University.

18 January: Introduced and attended a lecture delivered by Rt Hon Lord Kerr of Kinlochard entitled “Brexit: Is the Train-Crash Avoidable?”. This was part of Policy Scotland’s Annual Lecture series.

19 January: Hosted a meeting with Wayne Powell, Principal and Chief Executive, SRUC.

19 January: Guest speaker at a Kynesis dinner for CEO and Non-Executive Directors.

20 January: Participated in an SFC Additional Finance Committee Meeting.

20 January: Met with Professor Mark Drakeford, Welsh Government Cabinet Secretary for Finance and Local Government.

23 January: Met with Rob Woodward (Chairman at City, University of London) and Professor Richard Verrall (Vice-President (Strategy & Planning) City, University of London) who had expressed an interest in hearing about our campus development plans given potential developments at their University. Professor Juster provided a presentation.

23 January: Jointly with colleagues, hosted a visit from Jesse Norman MP, Parliamentary Under-Secretary (Department for Business, Energy and Industrial Strategy) and Lord Dunlop who had expressed an interest in learning more about our work around the QuantIC Innovation Space.

25 January: Chaired and gave a presentation as part of a panel at the CASE Strategic Fundraising Meeting. The presentation was entitled Leading fundraising successfully in 2017: The opportunities and challenges ahead: The Leadership Perspective.

25 January: Attended a reception in Lancaster House to celebrate Robert Burns, hosted by The Rt Hon Sir Alan Duncan MP, Minister of State for Europe & The Rt Hon David Mundell MP, Secretary of State for Scotland.
26 & 27 January: Attended the meetings of the Scottish Government’s Council of Economic Advisers.

27 January: Interviewed by the Guardian.

30 January: Met with Tricia King, Vice President Global Engagement (CASE) in London; with a member of the Development Campaign Board and later in the afternoon with Paul Ramsbottom, Chief Executive, Wolfson Foundation.

31 January: Gave an interview to Italian radio station, Radio Uno.

31 January: Attended a seminar given by Carl Baudenbacher to our School of Law and invited guests. Professor Baudenbacher is a Swiss jurist who has served as a Judge of the EFTA Court since 1995 and as its President since 2003.

1 February: Attended House of Lords EU Committee - Evidence session in Edinburgh. This was part of the House of Lords’ short inquiry into Brexit: UK Devolved Administrations. Following a visit to Belfast earlier this year, the Committee visited Edinburgh and then Cardiff to take evidence on the implications of Brexit for Scotland and Wales.

1 February: Spoke at a Seminar on HE, Research and Brexit organized by Anderson Strathern, Edinburgh. Alastair Sim, Director Universities Scotland, and Dan Hurley, Director Universities UK also spoke and together we took part in a Q&A session and discussion.

2 February: Invited to give evidence to the Scottish Parliament’s Culture, Tourism, Europe and External Relations Committee.

6 February: Chaired a meeting of the Glasgow Commission on Economic Growth.

7 February: Spoke to the Russell Group Knowledge Exchange Directors who were attending a seminar in Glasgow.

7 February: Hosted a dinner in the Lodging for senior Editors from both print and broadcast medium to share our plans for the Campus development.

8 February: Attended and welcomed the Deputy First Minister to a University Careers Fair with the Head of School of Education. This involved the Government making an announcement about teacher training.

8 February: Met with senior representatives of Johnson & Johnson, the multi-national manufacturers of pharmaceutical, diagnostic, therapeutic, surgical, and biotechnology products as part of their visit to, and meetings with, MVLS.

8 February: Welcomed Tim Cook, CEO Apple to the University, to receive an honorary degree and take part in a discussion with students, staff and alumni.
9 February: Participated in a Panel Session at the Higher Education Strategic Planning (HESPA) conference and along with Rebecca Endean (Director of Research & Innovation Transformation at BEIS) and Lesley Thompson (Elsevier Director), spoke on the topic: Brave New World – the research revolution.

10 February: Met Philip John Rycroft Second Permanent Secretary at the Cabinet Office and Head of its UK Governance Group.

10 February: Met with Nicola Iberi and two colleagues from TES Global who were visiting the University and meeting with the Director and colleagues in MaRIO.

13 February: Met with Robin Walker MP, Minister at the Department of BEIS. The Director of Estates & Buildings and Campus Services joined the meeting to share our vision and plans for the Campus development.

Internal activities and Communications and Alumni events

20 December: Hosted a reception for colleagues who are involved in supporting and driving forward the Athena SWAN work in Schools and Research Institutes.

12 January: Hosted a Lodging reception and supper for the SMG.

13 January: Attended and spoke at a Burns Afternoon Tea event for alumni and then attended and spoke at a London Alumni Burns supper in the evening, both in the Caledonian club London.

17 January: Attended the General Council Business Committee Meeting and on 23 January, attended and spoke at the General Council Half Yearly Meeting which was hosted at the Kelvin Hall.

26 January: Attended, and spoke to, the MVLS College Management Group strategy away day.

2 February: Hosted Senate Assessors Dinner in the Lodging.

3 February: Welcome attendees to the Data Day: Glasgow conference organized by the University’s Big Data Network.

9 February: Attended Lady Marion Fraser’s Memorial Service in St Giles, Edinburgh.

Continued monthly meeting with the SRC executive.

5. Senior Management Group business

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

SMG meeting of 12 December 2016

- Campus Development - Capital Plan
  - Capital Plan
  - Governance Board Changes - Recommendations to SMG
• Estates Dashboards
• Budget

- Strategy Transformation Programme report
- Reviewing the Configuration of Glasgow’s REF2014 UoAs
- Interim Research Reviews
- Outcome Agreement 2017-18 to 2020-21

SMG meeting of 19 January 2017

- TRM System-launch
- 2017-18 Planning Round & February Budget meeting preparation
- LKAS Research Fellowships: Proposed Terms of a 3 + 2 Year Scheme

- Student Recruitment
  o Update on last year’s admissions cycle
  o Review of this year’s admissions numbers
  o Strategy around EU recruitment and PGT

- Ref Reviews
  o UoA 29 English Language and Literature
  o UoA 30 History
  o UoA 36 TFTS
  o UoA HATII
  o UoA 22, Social Work and Social Policy
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**Paper Summary**  
Report from Secretary on a number of items for Court’s discussion/decision and/or information, as follows (A items only):

- Proposed changes to University of Glasgow Trust; updates on governance matters including review of Committee composition, consideration of Court papers app and review of day and time of Court meetings; Proposals for administrative changes to Court Procedural Review Group; update on and Court opinion on steps for election of Rector.

**Topics to be discussed**  
As above plus any B items Court members may wish to discuss

- Listed under each item: specific decisions requested under:
  - A1 Court invited to give in-principle approval to proposed changes to structure of University of Glasgow Trust;
  - A2 Court invited to consider a recommendation relating to a review of Committee memberships, following publications of the revised Code and once changes to composition of Court are agreed;
  - A3 Court is invited to consider recommendations from the Court Procedural Review Group relating to it being renamed Organisational Change Governance Group and to it submitting an annual report;
  - A.4 Court to consider options for election of Rector.

- B items: approvals requested: amending staff representative election process to e-election rather than paper; Risk Register to be provided at June meeting; approval sought for reappointment of Head of School on non-standard basis

**Action from Court**  
Sought as above under relevant A items

**Recommended to Court**  
Empowering People, Agility, Focus

**Relevant Strategic Plan workstream**
- Most relevant KPI it will help the university to achieve: NA
- Most relevant Secondary KPI it will help the university to achieve: NA

**Demographics**  
- % of University: 100% Cross University application on several items
- % of college: NA

**Operating stats**  
% of

- Campus: All locations
- External bodies: University of Glasgow Trust, SRC, Scottish Government

**Conflict areas**
- Other universities that have done something similar: NA
- Other universities that will do something similar: NA

**Relevant Legislation**
- Trust legislation; Higher Education governance legislation; draft Bill Gender Representation on Public Boards

**Equality Impact Assessment**

**Suggested next steps**

**Any other observations**
A.1 **University of Glasgow Trust – Proposed Change of Structure**

The Trust was set up in 1984 as a vehicle for philanthropic donations. Discussions have been ongoing for some time around the current position of the Trust, precipitated by fluctuations in the financial market, which put funds raised from philanthropic donations held in stocks and shares at unacceptable risk.

In discussion with the Principal, the Secretary of Court, and the Director of Finance, the Chairman of the Trust queried whether an alternative method might be preferable to running an independent Trust with the associated risk, systems and administration, when the Trust receives so few unrestricted funds and therefore has limited decisions to make.

The Trust took legal advice and now wishes to conclude a Deed of Amendment to implement the advice received.

The Trustees agree that reducing their number from 11 to 5 would be sufficient for the input required to what is essentially a decreasing administrative function, and wish to propose the following membership:

- The Chancellor of the University of Glasgow and his successors in office (ex officio);
- The Principal of the University of Glasgow and his successors in office (ex officio);
- One person nominated by the University Court from among the current members of academic staff in the employment of the Court;
- One person nominated by the Business Committee of the General Council, from the current membership of the General Council of the University;
- One person to be elected by majority of those holding office or nominated and acting at the time in question for the Trustees noted above

There are also implications for the quorum, and a reduction in length of term.

With the launch of the Campaign to support the campus development, it is important that systems are streamlined and efficient, and ready to process smoothly the increase in philanthropic funds the campaign will inspire. The Development and Alumni Office are working closely with the Finance Office
on this, and the administrative function exists for funds to be directed to the University rather than the Trust. The Trust will continue in reduced format in order to accept any existing regular gifts or legacies directed to it.

The Trust is requesting agreement in principle from the University Court, following which the final document will be concluded.

**Is Court willing to agree in principle to the proposals outlined above?**

### A.2 Court and Committee governance

**i) Committee composition**

At the October Court meeting, Court conducted its annual review of Committee memberships and terms of reference. In the course of discussion, it was agreed to reflect on whether the current composition of Court committees is correct, and in doing so to consider how Glasgow’s approach compares with that of other universities.

This was taken forward by circulating an analysis of Committee composition, and of that in other Scottish universities, with comments invited from Court members.

The analysis did not identify any obvious features where Glasgow is at odds with practice elsewhere. One view was received to the effect that where Committees contain staff members, then elected Employee Representatives, and in future trade union nominees, should be considered as ‘staff’ alongside Senate Assessors. This comment is covered by point 3. below.

While there does not appear to be a strong basis, therefore, for recommending changes at this time, there are three factors which may make it timely to review Committee memberships later this year. These are:

1. The updated Code of Good HE Governance is expected to be published in April 2017. It is know that the reviewers have been giving consideration to the composition of governing body committees.

2. The composition of Court is currently being reviewed, led by a Court-Senate working group. This is considering how to address the requirement of the Higher Education Governance Act that there should in future be two trade union representatives on Court in addition to two staff representatives. Court has decided that it would like to address this requirement while retaining its overall membership at 25.

3. A concern has been expressed on several occasions at Court that staff membership of Court committees is drawn exclusively from the ranks of the Senate Assessors rather than other staff. To date, a consideration influencing this has been that there have been just two staff representatives on Court, compared with (until recently) 7 Senate Assessors. With changes arising from the review of Court membership, it may therefore be timely to revisit this.

The following table summarises the current composition of the Court Committees.
Committee Executive Senate Staff Student Lay Co-opted Total
Officers Assessors Members Members Members Members Members
Audit - - - - 2 3 6
Estates 5 2 - 1 2 2 12
Finance 2 2 - - 1 4 110
HR 7 - - - 2 2 13
Nominations 2 1 - 1 4 - 8
Remuneration 1 - - - 3 2 6
Health & Safety 13 - 7 2 - - 20

Court has a standing Governance Working Group, whose membership is Elizabeth Passey, Dave Anderson, Ken Brown, Ameer Ibrahim, Morag Macdonald Simpson and Duncan Ross.

It is recommended that, once the revised Code has been published, and once Court has agreed on the changes it would like to make to its membership in the light of the HE Governance Act, the Governance Working Group should initiate a review of Committee memberships, inviting inputs from each of the Court Committees, and reporting to Court early in Session 2017/18.

ii) Court papers app

As reported at the December meeting, colleagues from the Court Office have been considering the merits of procuring a web-based application (app) that would provide Court and Committee papers in electronic format to PCs and mobile devices. In January, in order for a user assessment to be undertaken, a small cross-section of Court members, and two colleagues from IT Services, met with an app provider.

The group was impressed with the functionality of the app, particularly the easy retrieval and filing of documents, its speedy document updating/replacing facility, and its ability to allow typed or ‘handwritten’ (and transferable) notes on papers. However, there were concerns about cost; about control of data being outwith the University; about storage matters relating to individual devices; about the Print function; and about whether the likely uptake would justify the expenditure. Currently, 17/24 Court members request a hard copy of papers, either as the sole method of receipt or in conjunction with the e-copy.

One area the Group was interested in exploring was whether we might be able to make better use of existing software already provided within the University. This is now being explored with IT Services, with a view to encouraging wider and more effective use of Sharepoint, which allows documents to be read and annotated with a number of standard apps that some members already have. This would provide some improved functionality on what is currently available, while Court members wanting hard copies will still be able to request these from the Court Office.

iii) Court meeting day and time

From time to time, the Court Office has canvassed members’ opinion on what the preferred timing is for Court meetings. We have undertaken such an exercise over the past few weeks. There was near unanimous agreement (all
responses bar one) that Wednesday 2pm meetings remain convenient, and although there was some support for other days of the week - particularly Monday or Friday - being set aside for the Court meeting, there were a number of members for whom neither of these days would suit. No other significant suggestions were made, therefore meeting days/times will remain as now.

A.3 Court Procedural Review Group

On Court's behalf the Court Procedural Review Group considers proposals on organisational change. It has the authority to instruct management to implement proposals. Alternatively, it may decide not to authorise the proposals, and/or to refer them to Court for discussion. Membership of the CPRG is currently: Ken Brown, Morag Macdonald Simpson, Karen Lury, David Milloy and Duncan Ross.

In December, the Group agreed that management should be given authority to implement organisational change in Campus Services. The proposal, which arose from a need to reduce the number of residential units in Hillhead Street to accommodate growth in the Department of Psychology, involved a reduction in staffing of approximately 2 FTE.

CPRG has given consideration recently to the way in which it reports to Court, and also to the name of the Group, which currently does not convey clearly its purpose. **CPRG recommends to Court:**

1. that the Group be re-named the ‘Organisational Change Governance Group’; and

2. that it submit an annual report to Court.

If Court agrees with these recommendations, an annual report will be brought to Court in April.

A.4 Election of Rector

As previously reported, Edward Snowden’s term of office ends in March 2017. The student body was due to elect a successor in February, but no nominations were received by the due date.

It is for Court now to decide when nominations should next be invited for the post of Rector. There appear to be two options:

1. reopen nominations shortly after the February Court meeting, allowing elections to take place in w/b 20 March, which is the last week of undergraduate classes;

2. defer the process until early in Session 2017/18.

Discussions have been taking place within SRC on which of these approaches would be preferable. The SRC President will update Court.
SECTION B – ITEMS FOR INFORMATION / ROUTINE ITEMS FOR APPROVAL

B.1 Higher Education Governance (Scotland) Act

At the last meeting, Court agreed to arrangements for a proposed Court and Senate Working Group, which is looking in particular at the composition of Court in light of the requirements of the Higher Education Governance (Scotland) Act. The group met recently and will have further meetings ahead of recommendations coming to Court. Members will be kept updated.

B.2 Annual Court Self-Assessment and Convener appraisal

As in previous years, a questionnaire for Court self-assessment/feedback on performance will be circulated. The Court Governance Working Group will consider the outcomes of this and will also refer to the Code, to ensure that the University is addressing all its responsibilities in terms of good governance. The working group will report to Court in April or June.

Murdoch MacLennan will also undertake an appraisal of the Convener's performance.

B.3 Election of Staff Representatives to Court

The terms of the two staff representatives on Court, Dave Anderson and Margaret Anne McParland, do not finish until 2018, but I am seeking Court’s agreement in good time in case elections are required next year. The process for appointment of the employee representatives to Court involves the Joint Union Liaison Committee nominating a candidate, following which the University staff community is asked if there are other nominations. In the event of more than one candidate emerging from the JULC/staff body, an election is held. The current election process requires a postal ballot. Court’s agreement is sought to the process being amended so that if a ballot were required, it would be conducted electronically. Provision would be made to ensure that all members of staff were able to vote, including those who do not normally have access to IT facilities.

B.4 Risk Management Processes

At the October meeting, Court members received a high level summary of the University Risk Register, and provided some comments on the format, both at that meeting and subsequently in correspondence with me. Having discussed this topic with the chair of the Audit Committee, Heather Cousins, our proposal is that, once annually, Court should receive the full Risk Register, including mitigating actions, rather than the shorter version it received in October. Our suggestion is that Court should next receive the Risk Register in June, at the same time as reviewing the University’s progress against its Key Performance Indicators.

B.5 Consultation on Draft Gender Representation on Public Boards (Scotland) Bill

The University received a consultation document on the draft Bill, which in summary would require named public bodies, including HEIs, to aim for 50/50 male:female balance in non-executive appointments over which the public body has control. Positions nominated/elected by others are not
included. In effect the Bill would cover the co-opted members of Court at Glasgow, and would mean we would need to aim for a 4:5 balance (female:male or male:female) within the 9 co-opted positions. The requirement applies in the event of equally qualified candidates emerging following a recruitment process.

The requirement only covers non-executive appointments over which Court has control, therefore all staff positions on Court, and any positions elected or nominated by other bodies, would be excluded.

There will also be a duty to take steps, as appropriate, to encourage persons of the underrepresented gender to apply to become a member of a public body.

A response will be submitted indicating support for the aims of the Bill.

B.6 Nominations Committee business

A Co-opted position on Court was advertised in October, to replace Margaret Morton. No suitable applications were received by the deadline of 4 November and the post was re-advertised in January. Applications are now being considered by the Nominations Committee and interviews will be held later in February or in March.

B.7 Review of Code of Good HE Governance

The current Governance Code for Scottish Higher Education was published in July 2013, with a commitment to a review after 3 years. As previously advised, a Review Committee was established last year. The outcome of the review is now expected in April 2017.

B.8 Head of School Appointment – Psychology

The current Head of the School of Psychology is also the Director of the Institute of Neuroscience and Psychology, and was reappointed to the latter role for 5 years, in 2015, having originally been appointed in 2010.

At the same time (2015) he was also reappointed to the Head of School position for 2 years, in line with the normal (2-year) term for any reappointments of Heads of School.

The Head of College of Science and Engineering has requested that there be a further re-appointment of the individual to the School headship, to align the Head of School term with that of the Director of Institute term, so that both terminate in 2020.

As this is a non-standard proposal, and would not involve consultation with the School, I would like Court’s specific approval for the proposed approach.

B.9 April 2017 meeting of Court

The 12th April meeting will take place at the Dumfries campus. Coach transport has been arranged and is likely to depart about 10am.
**Court Context Card - SRC Annual Report 15 February 2017**

<table>
<thead>
<tr>
<th>Speaker</th>
<th>Mr Ameer Ibrahim</th>
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</thead>
<tbody>
<tr>
<td>Speaker role</td>
<td>President SRC</td>
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**Paper Description**
For information

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<td>Cost of proposed plan</td>
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<tr>
<td>Major benefit of proposed plan</td>
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**Revenue from proposed plan**
For information only

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<td>Paper Type</td>
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**Paper Summary**
Court members have received a copy of the SRC Annual Report 2015/16. Ameer Ibrahim will brief Court at the meeting, highlighting key points and achievements

**Topics to be discussed**
None highlighted

**Action from Court**
For information/discussion if desired

**Recommendation to Court**
None

**Relevant Strategic Plan workstream**

<table>
<thead>
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**Risk register - university level**

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**Demographics**

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<td>% of college</td>
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**Operating stats**

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**External bodies**

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**Other universities that have done something similar**

<table>
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<th>Other universities that will do something similar</th>
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**Relevant Legislation**

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**Suggested next steps**

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<th>Any other observations</th>
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   6. HIGHLIGHTS
   8. GOVERNANCE

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   12. COUNCIL & REPRESENTATION
   14. ACTIVITIES WITHIN THE UNIVERSITY
   19. EXTERNAL ACTIVITIES
   22. POSTGRADUATE ENGAGEMENT
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1
WELCOME &
INTRODUCTION
Welcome to the ninth Annual Report from the University of Glasgow Students’ Representative Council (GUSRC).

In 2015/16, following extensive consultation, we finalised and approved our new Strategic Plan 2015-2020. The excitement and renewed focus in the organisation drives us to build on our successes across the range of services and activities we provide. We are proud to be making a significant positive contribution to student life at the University of Glasgow.

This annual report will set out the work and success we have had across our key strategic aims of representation and engagement; support and wellbeing; volunteering and community engagement. Our aims remain largely unchanged from our previous strategy, with the only major change being a refocusing around community engagement to reflect our values as a socially responsible organisation; promoting social good inside and outside the University community. In seeking to enhance our accountability we have developed more firm success indicators across our key aims, allowing us to better demonstrate our successes and assisting us in reviewing our operations where we deviate from our stated direction.

Highlights this year have included the sixth consecutive year-on-year increase in STA nominations to 1,250; Advice Centre financial wins for students of £62,271 (always an extremely conservative estimate); a record total of 324 affiliated student clubs and societies with a membership of 15,500 and the development of our new online student volunteering portal.

We had another exciting and successful Freshers’ Week focused on making all students feel welcome to the University and wider Glasgow. Through a range of events, some targeted to specific groups of ‘non-traditional’ students, we complemented the more traditional Freshers’ Week activities undertaken by the University’s student unions.

Whilst we continued to make significant progress in 2015/16 it was not without its challenges: increased demand on services has been stretching our staff team; a diversifying student body needs much more diverse engagement; and the dramatically changing policy environment, such as the Higher Education Governance (Scotland) Act, the forthcoming TEF, and of course Brexit, has created uncertainty and complexity. All this has added to existing pressures we experience on student and staff officer capacity and from the uncertainty and complexity of the University’s Campus Redevelopment plan.

That being said, we are proud to have the continued confidence of our key stakeholder, the University. The University demonstrated its faith in us by accepting our arguments and rationale for a small increase in the block grant in what are straitened times and University Court has endorsed the strength of our Strategic Plan 2015-2020. For a small organisation, we punch well above our weight and we go into 2016/17 ready to have the tough conversations, and win for our students.

Liam King  
GUSRC President 2015/16

Bob Hay  
Permanent Secretary

Bob Hay
HIGHLIGHTS OF 2015/16

ELECTION SUCCESS
Both of GUSRC’s annual elections had strong voter turnouts and candidate numbers in 2015/16, with the Autumn 2015 showing consistency with the previous academic year and the Spring 2016 election setting a five-year record for voter turnout.

PAGE 12

PATRIARCHITECTURE PROJECT
Launched in 2014/15, GUSRC’s patriarchitecture project came to fruition in the past academic year, with the first building renamed in late 2015. The project aims to highlight the diversity of the University community and alumni network, with further changes planned for forthcoming academic years.

PAGE 16

RECORD VOLUNTEER YEAR
GUSRC’s Student Volunteer Support Service experienced a landmark year, with over a thousand students registering to be part of the service for the first time in history, and the number of active volunteers significantly increased from 2014/15.

PAGE 35

STA GROWTH
The GUSRC organised Student Teaching Awards affords students the opportunity to recognise the work of lecturers, tutors and other members of University staff. In its sixth year, 2015/16 saw a record number of nominations submitted by students, the fifth time in six years that the initiative has shown a year-on-year increase in growth.

PAGE 15
Subcity Radio, one of the four GUSRC-supported student media outlets, celebrated its twentieth anniversary of broadcasting during the academic year, marking the occasion with a series of special events across Glasgow.

Launched in 2014/15 as a cross-campus project to encourage students to use their time at the start of second semester to try new things, Refreshers’ Week was rebranded in 2016 as simply Refreshers to allow for an extended program of events.

GUSRC launched an initiative, in collaboration with Glasgow Taxis, to help safeguard the wellbeing of students who find themselves financially unable to get home. Launched early in the academic year, the initiative was well received by the student population.

The shift in culture of student life towards socialising through clubs and societies continued, with GUSRC affiliating a record number of clubs for the fifth consecutive year. The academic year ended with another successful Volunteering, Clubs and Societies event hosted by GUSRC.
GOVERNANCE

University of Glasgow Students’ Representative Council (GUSRC) is a non-incorporated organisation and is a registered charity (Scottish Charity No SC006970). It is the main representative body of students of the University of Glasgow.

All students registered at the University of Glasgow are automatically members of GUSRC. Students can opt out once per academic session. Membership entitles students to vote and stand for election. Where students opt out they can still use GUSRC facilities and services.

MISSION

“TO PROVIDE EFFECTIVE REPRESENTATION, SUPPORT, OPPORTUNITIES AND SERVICES FOR AND ON BEHALF OF THE STUDENTS OF THE UNIVERSITY OF GLASGOW.”

AIMS

GUSRC operates according to three high level aims which define the three key roles of the organisation on campus.

REPRESENTATION & ENGAGEMENT

Ensure the interests and views of our members are represented and addressed throughout the University and externally.

SUPPORT & WELFARE

Promote the wellbeing of existing students and potential students by providing independent professional support services which reflect the diversity of the student body.

VOLUNTEERING & COMMUNITY ENGAGEMENT

Contribute to a thriving campus life and individual personal development through provision of opportunities and activities which meet the intellectual, cultural and social needs of our members.

OBJECTIVES

The objectives of GUSRC as set out in the constitution are:

OBJECTIVE 1
To represent and promote the general interests of students of the University.

OBJECTIVE 2
To advance civic responsibility by providing a recognised means of communication between students and the Court and Senate of the University.

OBJECTIVE 3
To prevent and relieve poverty and to advance health by providing welfare services for students and potential students.

OBJECTIVE 4
To advance the arts, culture, education, heritage, science and sport by providing amenities and supporting activities for students.

OBJECTIVE 5
To promote equality of opportunity amongst students and challenge all forms of discrimination whether based on sex, age, race, ethnicity, sexuality, disability, religion, cultural background or other such status.
GUSRC COUNCIL

Council is the governing body of GUSRC. Members of Council are elected through secret ballot of all students. The constitution makes provision for a Council of not more than 49 members, including an Executive of the Permanent Secretary and four sabbatical student officers: President, Vice President-Student Activities, Vice President-Education and Vice President-Student Support. One of the organisation’s three Vice Presidents also serves as Depute President. Additionally Council comprises of:

- Four College Convenors
- Four Postgraduate Convenors
- One Postgraduate Taught Convenor
- Nine Welfare and Equal Opportunities Officers
- Four General Student Representatives
- Two First Year Representatives
- Eighteen School Representatives

The structure of GUSRC Council reflects the University’s own structure in that it includes elected College Convenors and School Representatives to match the College and School structure of the University. Ideally these academic representatives link with and support the University’s 1,000 class representatives. There is also provision for five ex officio members of Council. Council meet monthly to discuss GUSRC business and items raised by students and all Council members have one vote.

Council elections take place biannually. A candidate can stand for one position at one election. Members can only vote and nominate candidates in academic constituencies (i.e. the School or College) to which they belong. Votes are cast online.

All student officers are elected for a minimum one year term. The officers are supported by a staff team who fulfil a combination of secretariat, advisory, support and developmental functions. Throughout the year the strong, positive working relationship between staff and student officers contributed to the organisation’s successes.

GUSRC officers sit on an extensive range of committees and working parties within the University, currently over sixty with a campus-wide remit, plus a significant number of college and school level committees. GUSRC’s staff team are allocated specific committees and will meet with the nominated student officers prior to these meetings and prepare briefing materials as and when required. This ensures a degree of continuity as well as assisting informed, empowered student involvement.

GUSRC’s structure helps to ensure that its campaigning priorities and policy development process are evidence based and informed by the current issues affecting students. Matters emerging as a result of senior officers’ participation in University committees are communicated back to Council in the required council report format for discussion and, where appropriate, agreement on future action.
STRATEGIC PLAN 2015-2020

Following extensive consultation our strategy for the next five years was approved by our Trustees at a full meeting of Council in November 2015. It was presented to University Court in February 2016.

The Strategic Plan sets out our key values, vision, mission as well as key strategic aims and objectives which will underpin our work over the next five years. Where possible we have sought to align our aims with those of the University strategy: Glasgow 2020 – A Global Vision. We also gave consideration as to how our work will complement the University’s Learning and Teaching Strategy, adopted by Senate in October 2015.

A slight delay in the finalisation of the strategy means some of our processes and systems are still being refined to enable us to report against stated priorities and success indicators. We have however interspersed paragraphs outlining progress against stated success indicators.

The strategy document can be downloaded from the GUSRC website.

PARTNERSHIPS

In recent years the GUSRC and the University have worked closely together in establishing and developing meaningful informed student engagement. The University’s reflective analysis for ELIR 3 demonstrates the strength of this relationship:

“A fundamental element of student engagement is the relationship between the University and the SRC and since ELIR 2, this relationship has been further consolidated as a working partnership as articulated by the SRC in its Strategic Plan: “The strategy of GUSRC [...] is both complementary and supportive of the University’s aims, whilst retaining the organisation’s independent status and role as critical friend of the University”

The aforementioned document further elaborates on the University and GUSRC’s working relationship and confirms the intention to maintain this strong partnership:

“In the latest wave of the International Student Barometer (Summer 2015), GUSRC scored 97.3%. This was an increase of 3% on the 2014 score and our highest rating ever. We were the most highly rated support service at the University of Glasgow and 2nd highest in the Russell Group.

**SUCCESS INDICATOR:**

Our Strategy States “We will retain a satisfaction rating of 95% or above in the International Student Barometer” and we’re pleased to achieved well beyond this.” With relatively limited resources and limited opportunities to market and promote ourselves directly amongst international students 97.3% response is beyond our expectations and gives us new levels to aspire to.

<table>
<thead>
<tr>
<th>GUSRC ISB SATISFACTION RATING</th>
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<tbody>
<tr>
<td>2012/13</td>
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<tr>
<td>2013/14</td>
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<tr>
<td>2014/15</td>
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We will be the student voice across the University decision making structures and beyond, influencing the design and delivery of learning & teaching, student services, and estates development to collaboratively ensure a positive student experience.
COUNCIL & REPRESENTATION

OFFICER ELECTIONS

Historically, turnout at GUSRC autumn elections has been comparatively low in relation to the spring elections. Unique voter numbers for the 2015 election reached 2,141, consistent with the number of voters in 2014.

<table>
<thead>
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<th>Year</th>
<th>Turnout</th>
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</thead>
<tbody>
<tr>
<td>2012</td>
<td>1732</td>
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<tr>
<td>2013</td>
<td>2586</td>
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<tr>
<td>2014</td>
<td>2162</td>
</tr>
<tr>
<td>2015</td>
<td>2141</td>
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</tbody>
</table>

The spring elections in 2016 saw forty candidates contesting 27 positions. Ten candidates contested the four Sabbatical positions, an increase from eight in 2015. Spring 2016 elections saw 4,033 unique voters, the highest of the past five years. Over one hundred students participated in the heckling meetings each evening, similar to the previous year, with hundreds more tuning in online.

<table>
<thead>
<tr>
<th>Year</th>
<th>Turnout</th>
</tr>
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<tbody>
<tr>
<td>2012</td>
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COUNCIL SUPPORT & TRAINING

GUSRC provides a comprehensive training and induction programme for the trustees with a particular focus on the four sabbatical officers. A rolling training programme is delivered for the President and Vice Presidents throughout the summer period. Council members are required to attend an introductory training event plus additional sessions during the year. The training programme incorporates a range of areas relating to effective governance and an inclusive, informed approach to organisational development. It includes the following:

- Introduction to internal policies and procedures (including financial controls)
- Governance (roles and responsibilities)
- Financial management and budgeting skills
- Managing professional relationships
- Planning and Objective Setting
- Managing professional relationships (Roles of Officers/Staff)
- Creating/Managing Change
- Equal Opportunities
- Organisational Planning and Goal Setting

In addition to sabbatical officers, GUSRC works to ensure that all members of its governing body (Council) receive adequate support to fulfil their roles.
CLASS & PGR REP TRAINING

GUSRC and the University have joint responsibility for the organisation and operation of the class and postgraduate research representation system. Glasgow students benefit from the bespoke University of Glasgow focussed training developed by GUSRC.

We recruit and train around eight students per year to deliver the class rep training. As all trainers are students, they are familiar with the structures and systems of the University. As well as training on the main campus, we also provide class representative training for students at the Dumfries Campus, and for students on partnership programmes at the Singapore Institute of Technology and at the UESTC in Chengdu, China via video link (see below).

GUSRC runs one block of training per semester. During this academic session, we trained a total of 732 class representatives, a number comparable to last year’s total of 758. Those who complete the training are asked to complete an evaluation, which this year yielded 716 responses.

There was little change in the demographics of participants. As would be expected the majority were undergraduates at 71%, with 26% being postgraduate taught and 3% postgraduate research students. Only 1% of trainees were part-time students. There was almost double the number of females participating to males (67% to 33%) and only 4% of those participating considers themselves to have a disability.

- Statement: “The training developed my understanding of the rep role.” - 95% positive score.
- Statement: “The training defined the student learning and development experience.” - 95% positive score.
- Statement: “The training explored how I can gather student opinion about learning/research issues.” - 96% positive score.
- Statement “The training introduced skills and methods needed to present information to staff and fellow students.” - 95% positive score.
- Statement: “The training gave me a good overview of the feedback processes here at the University of Glasgow.” - 94% gave a positive score.
- Trainer’s “knowledge of subject” and skill at “involving the group.” - 98% positive score.
- Would recommend the training to other class reps. - 96%.

SUCCESS INDICATOR:
Our strategy states “We will train an average of eight hundred class reps per year over the five years of this plan and maintain a satisfaction rating of 95% with the training”. Whilst numbers were slightly down, the target satisfaction percentage was attained. We will continue to review and develop training to ensure standards are maintained.

A class representative survey was also piloted towards the end of 2015/16 and the results and recommendations arising from this will be collated and presented to Student Support Development Committee in the next cycle of meetings.

STUDENT REPRESENTATIVES TRAINED

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<thead>
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<td>2014/15</td>
<td>758</td>
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<tr>
<td>2015/16</td>
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ONLINE TRAINING:
As the number of distance learning courses at the University grows, we are developing new ways to deliver class representative training of the same quality as that offered to campus-based class representatives.

The training for online distance learners was piloted for the first time in early 2016. This involved adapting existing materials to provide ‘pre-reading’ for the participants, an online quiz, and a one-hour online seminar conducted via Big Blue Button software. Unfortunately, a range of technical issues impacted on the success of the trial. GUSRC expressed concerns about the capacity of Big Blue Button to deliver a quality learning experience and it was agreed that Skype for Business will be piloted as a potential software solution in 2016/17. Alongside this, we are working to provide learning support flexible enough to meet the needs of students across widely differing timezones.

SUCCESS INDICATOR:
Our strategy states: “In partnership with the University we will have established an online class representative training system for distance learning students by year two of this plan.” As we go into year two we hope that, through joint working, online class rep training for distance learners will be established and fit for purpose.
ACTIVITIES WITHIN THE UNIVERSITY

PERIODIC SUBJECT REVIEWS

Over the year student panel members participated in seven Periodic Subject Reviews (PSRs):

- Archaeology
- Dentistry
- English Language
- English Literature
- School of Mathematics & Statistics
- School of Interdisciplinary Studies
- Scottish Literature

Once again the Senate Office, GUSRC and the Academic Development Unit ran a mini-review training event, including pre-course preparation, for student panel members. Following feedback, the session was moved to January, to be closer to PSR dates. The course provided an overview of PSR in relation to the Scottish Quality Enhancement Framework, as well as highlighting what is expected from student panel members.

Following feedback received last year, more time was included in the training to look at the documentation in greater detail; copies external examiner reports, Course Annual Monitoring reports, programme specifications, results from PTEs and NSS, course material and Staff Student Liaison Committee minutes were provided to participants to ensure the reviewers were familiar with what to look for.

The course evaluation again was extremely positive, particularly in relation to increased confidence in reviewers.

SUCCESS INDICATOR:

Our strategy states: “We will participate in 100% of PSRs and 100% of feedback will agree that the student representative made a constructive contribution to the process”. The Senate Office assisted by introducing a PSR Feedback form for clerks. Within this all seven Clerks (100%) agreed / strongly agreed that Student Reps made a constructive contribution to PSR?
2015/16 saw the sixth annual Student Teaching Awards organised by GUSRC. The awards were created as a way for students to recognise the work of lecturers, tutors and other members of University staff. As in previous years, all students of the University were able to nominate staff members across fifteen categories including best teacher in each University college, best support staff, and best feedback.

A record-breaking 1,250 nominations were received for this year’s awards, a 19% increase on last year’s total which was in turn a record-breaking number of nominations. We believe the continued growth of the awards demonstrates increasing interest and engagement from students in their learning, and recognising the work of staff.

We marketed the awards widely, for the first time receiving nominations from all University campuses. As part of our aim to increase engagement with postgraduate students we made a concentrated effort to engage with this group. We were pleased that this resulted in 21.6% of nominations from postgraduates.

We are in the process of preparing a report for consideration by the University, highlighting areas of good practice and trends identified through the nominations by students. It is hoped that, by recognising the impact of excellent tutors, lecturers, support staff and individual contributors to the student learning experience, the STAs will assist GUSRC and the University in shaping the learning experience of the future.

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<thead>
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<td>2013/14</td>
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<td>1050</td>
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<tr>
<td>2015/16</td>
<td>1250</td>
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We continue to develop our engagement with carers through small social events in the form of networking lunches. These regular events allow us to consult with carers regarding issues that may be affecting them collectively or as individuals. Following a request from GUSRC, the University has agreed a change to the registration process to allow students to self-identify as carers at registration from the academic year 2016/17 onwards. This information should assist Advisers of Studies to reach out to individual carers to discuss their needs and advise on support available via the Carers’ Policy. In addition, this new registration information should enable the University and GUSRC to see for the first time how many student carers are enrolled, and plan support activity and allocate funds for the activity accordingly.

As more information is gathered we hope this will enable GUSRC and the University to work together in addressing and enhancing the experience of this particular group whilst studying at the University.
PRESSURE AND DEMAND FOR STUDENT ENGAGEMENT HAS INCREASED CONSIDERABLY AS THE NEW CAMPUS DEVELOPMENT GATHERS MOMENTUM. THE INCREASING NUMBER OF BOARDS AND ANCILLARY COMMITTEES RELATING TO ESTATES DEVELOPMENT CONTINUE TO REPRESENT A SIGNIFICANT CHALLENGE IN TERMS OF SUPPORTING AND SUSTAINING EFFECTIVE STUDENT ENGAGEMENT.

As demand increases, the existing student representatives are spread more thinly. Demands on their time mean they are less able to engage with our internal staff support framework which is, in turn, struggling to meet the demands placed upon it. We are currently reviewing our engagement with the estates strategy with a view to develop new ways to address aforesaid challenges.

WORK & STUDY DIGNITY

GUSRC representatives were involved in contributing suggestions for the content and layout of the publicity materials to help maximise the impact of the Full Stop campaign. The campaign aims to raise awareness of the Dignity at Work and Study Policy, using a high-profile poster campaign throughout campus.

GLASGOW ARM

GUSRC continues to work with Glasgow ARM (Aid for Rwandan Medics professionals). The charity, developed through discussions between medical students and a University Professor currently working in Rwanda, aims to provide support for Rwandan Medical students, many of whom lack the necessary equipment to complete their studies and some of whom are unable to focus because of a lack of food.

We initially worked with ARM to assist with the development of the constitution and registration as a charity. We continue to maintain involvement with the group through organisational membership of its board and ongoing input at this level.

NON-ACADEMIC DEBT

Following Competition & Markets Authority’s (CMA) action against University College London in November 2015, GUSRC wrote to them outlining concerns about the University’s current debt policy in January 2016. GUSRC forwarded along details of the previous correspondence and negotiations with the University on the issue. In June the CMA confirmed that they had investigated our complaint and were in discussions with the University on their policy.

DYSLEXIA SCREENINGS

We were approached by a UoG student who had been advised that appointments for dyslexia screening with the University’s Disability Service were only available from semester 2 onwards. Further investigations highlighted that this was standard policy, a policy which left affected students without dyslexia support for the entirety of their first semester at the University.

After challenging the policy with the Disability Service directly we raised the issue via the University’s Disability Equality Group and suggested several alternative options including the implementation of online screening for dyslexia for those without a prior diagnosis.

We were pleased when, in May 2016 the Disability Service confirmed that from September 2016 they would begin offering online screening for dyslexia for all students from semester 1 onwards, with students showing high probability for dyslexia in these tests then being referred on to an educational psychologist.
SENATE CODE REVISIONS

We enjoy a strong positive working relationship with the Senate Office over a considerable range of academic matters. Over the year we were invited to have input into reviews of important areas of academic policy including the following:

FITNESS TO PRACTICE

Our sabbatical officers worked with members of the Advice Centre team in developing recommendations for revisions of the Fitness to Practice procedure, that would enhance fairness and consistency.

We raised concerns around timescales and information given to students during the process, and lack of student representation on the Fitness to Practice Committee, the latter being particularly important given the lessening of the connection between Fitness to Practice and Student Conduct procedures. These matters are to be discussed further with a view to resolution during 2016/17.

CODE OF STUDENT CONDUCT

In June 2015 we were invited to comment on the Senate Office’s revised version of the Code of Student Conduct. We recommended several amendments the most notable of which related to the University’s ability to suspend students from campus pending the outcome of criminal/conduct proceedings.

The code has subsequently been amended for the 2016/17 onward to permit a review of any suspension imposed that the student believes has been made based on an error in fact.

PROPORTIONALITY IN STUDENT CONDUCT CASES

Through Advice Centre casework we became aware of a particular issue in plagiarism cases where the penalty handed down to some students went beyond what we would regard as a proportionate response. We wrote to the Senate Student Conduct Committee to remind them of a need for proportionality to be considered when delivering penalties to students. In a particular case of plagiarism, a standard penalty had been handed down, but it had the effect that the student could no longer obtain their degree. In our correspondence with the senate office we stated:

“If the intention of the punishment for committing severe plagiarism is to effectively bar students from the Masters Programme, then the SRC argue that such a grave penalty should be made transparent at the conclusion of the interview and declared as the punishment. It is hoped that the punishment should be proportionate to the crime committed, and justice is designed to act not only as deterrence, retribution, or incapacitation, but also to offer opportunities to the offender for reparation and rehabilitation. In other words, allowing those to learn from their mistakes and to improve. Awarding an ‘H’ grade certainly fulfils the functions of retribution and incapacitation (and possibly deterrence) but offers little in the way of rehabilitation or ‘making good’ on the mistakes if the Master’s Degree is subsequently and suddenly impossible to achieve.”

In the letter we suggested alternative penalties which might be imposed. We continue to monitor conduct outcomes as far as possible, and to maintain dialogue with the Senate Office in the hope of working towards fair outcomes for all students who are subject to such procedures. This work shall be ongoing in 2016/17.
EXTERNAL ACTIVITIES

PRIVATE ACCOMMODATION VIEWING SERVICE (PAVS)

The pilot Private Accommodation Viewing Service (PAVS) was implemented in late Summer 2015, as a partnership project between the Advice Centre and Student Volunteer Support Service, working together to recruit and train volunteers, advertise the service, allocate viewings and feedback information to service users. The aim of the service was to provide students overseas with objective information about a property they are thinking of renting in order to prevent them falling victim to scams and misrepresented properties. An evaluation was conducted and presented to Student Support Development Committee (SSDC) in October 2015. SSDC recorded its thanks to GUSRC “for undertaking this important work”. The service will be relaunched in Summer 2016 when students abroad start to look for accommodation in Glasgow for the coming academic year.

SUPPORT FOR CARERS ADVISORY GROUP

GUSRC sits on the panel of CPAG’s ‘Students and Benefits Project’. This project aims to increase the number of low-income students who are able to access further and higher education. It also aims to reduce the impact of poverty on students who access such educational opportunities.

The membership of this group is wide-ranging; the project has a Scotland-wide remit and includes representatives from the Scottish Funding Council. GUSRC’s participation provides an opportunity to input into CPAG’s national campaigning and information activities as well as keeping up to date with national policy developments which may impact on students.

SAFE TAXI SCHEME

In partnership with Glasgow Taxis, GUSRC implemented a safe taxi scheme. This initiative ensures that students who find themselves alone and stuck without money far away from their home at night can still make it back safely by using their student card as guarantee of payment in emergency situations. The process is a simple one whereby the student calls the taxi firm quoting ‘Get Home Safe’ and ‘GU1’. Once home they sign the driver’s receipt and hand over their student card, GUSRC pays the taxi fare, and is reimbursed by the student 24 hours later, when the student’s card is also returned. Students who don’t have their card are not disadvantaged as we have made arrangements with University Security who will confirm their identity to the taxi firm.

LETTING AGENCY MYSTERY SHOPPING

Whilst GUSRC can’t actually recommend a particular landlord or letting agent (due to potential conflicts of interest) we do seek to enable students to make an informed choice before entering a tenancy agreement. In September 2015, we undertook a mystery shopping exercise of 28 of the most popular letting agencies in Glasgow and gathered information such as whether they continued to charge illegal fees, would let to students, require a guarantor etc. We published the results in an accessible, easy to read format on our website. Although we provide a tenancy agreement checking service we are aware that not all students will come to us. By proactively offering this information, the aim is that more students will be empowered to make an informed decision when choosing which agency to rent from and reduce the likelihood of exploitation.
In 2014 the Scottish Government began consulting on the introduction of a new type of private sector tenancy for Scotland. After responding to this initial consultation in 2014 we submitted a detailed response to the second consultation in May 2015. The Private Housing (Tenancies) (Scotland) Bill was passed in the Scottish Parliament in March 2016.

GUSRC’s response, along with several other organisations advocating from a tenants’ perspective, contained several suggestions including the scrapping of the “no fault” eviction ground and the introduction of no minimum term for private rented tenancy agreements. These amendments were introduced and we believe have created both a more secure yet flexible option for students renting in the private sector.

PRIVATE TENANCIES REFORM

GUSRC’s Advice Centre was approached by several students who had been required by their accommodation provider to sign up for a rental guarantor service with a company called Housing Hand. After signing the agreement, it emerged that the students were required to pay an additional fee on top of their rent and deposit to secure the services of a corporate guarantor.

We consulted with our lawyer (Govan Law Centre) on the legality of offering a tenancy on the condition of signing up to this type of service. The subsequent legal advice confirmed our suspicion that this type of agreement was unlawful in Scotland under the Rent (Scotland) Act 1984. We wrote to Housing Hand who failed to reply so we shifted our attention to the accommodation providers who had been forcing prospective tenants to sign up with Housing Hand, namely CRM Accommodation and Victoria Halls and wrote to them both advising of our concerns.

Because of our intervention, CRM and Victoria Halls agreed to cease working with Housing Hand forthwith, thus ensuring students were afforded the legal rights and protection to which they were entitled under the Rent (Scotland) Act 1984.

IN THE MEDIA

GUSRC once again enjoyed considerable positive coverage in the national media. The GUSRC President ensured high profile coverage for the organisation around the Scottish Government’s approach to higher education governance. The President’s public criticisms were used widely to reflect frustration with higher education policy decision-making, including various major Scottish and UK media outlets. Furthermore King was directly quoted in the parliamentary debate on the Higher Education Governance (Scotland) Bill (Scottish Parliament 08/04/16), with an MSP sharing the President’s words: “as ramshackle and embarrassing, in producing a Bill which ultimately threatens to undermine a proud Scottish tradition, democracy in Scotland’s universities, and good governance.”

We successfully highlighted the issue of student exploitation by letting agents through illegal letting fees. The GUSRC President highlighted the fifty cases per annum dealt with by our Advice Centre as only the ‘tip of the iceberg’ to the BBC. We also campaigned through the media for a national system of rent controls and better protection for the rights of students in private rented accommodation, to be introduced through the Private Housing (Tenancies) Bill.

Traditionally, GUSRC has maintained a positive working relationship with both local and national media outlets. Independence from the National Union of Students ensures GUSRC has freedom to comment on matters independently, thus reflecting the interests of the specific students it represents. Some of the media in which GUSRC featured include:

› The Times
› The Scotsman
› The Herald
› BBC Scotland
› Evening Times
› The Guardian
› Daily Record
› The Independent
› Common Space
› STV
› The Herald
The academic year 2014/15 was the second full year for the redeveloped glasgowstudent.net web portal, GUSRC's own website including information about all its functions, personnel and services.

Overall, the website proved successful by a number of metrics. After an 11% decline in unique visitors in 2014/15, the website drew over 131,000 unique users in the past academic year, a 19% increase. Pageviews increased 2% vs 2014/15, taking the total above 900,000 for the first time on record. There were slight negative movements in the number of pages per visit, average duration of visit to the site and bounce rate (those who visit just one page of the website before exiting), which could suggest that users are navigating the website better or that new content was perhaps less engaging or frequency compared to previous years.

In terms of integration with the University’s own website, the percentage of students who visited the GUSRC website using a referral a link on the University’s site was consistent with the past two years, hovering around 48% of referral traffic, and 11% of the total traffic to the website. GUSRC appreciates the mutually beneficial relationship that the two organisations’ online presences share.

Trends of popular content on the website closely mirrored previous years, with the increased number of affiliated GUSRC clubs and societies being mirrored in an increase of users searching for information about this. 46% of all traffic to the website was to content related to clubs. The volunteering section of the website attracted 6% of traffic, while the Advice Centre traffic represented 5% of the total visitors pageviews. GUSRC’s services including printing, minibus and Jobshop accounted for less than 25% of visits, a decline on 2014/15, which is to be expected with the cessation of the minibus service.

The amount of traffic driven from GUSRC’s Facebook and Twitter accounts to the glasgowstudent.net website continued to decrease as the social media platforms are used in different ways in line with trends. Referral traffic from the platform totalled 5%, down from 8% in 2014/15.

Though referrals to the website declined from Facebook, the page was used consistently to advertise news, events and provide updates on GUSRC activities. Once again, popular posts from the year included photo galleries of GUSRC events and election content and updates. In 2014/15, the number of subscribers (those who have ‘liked’ the page) to GUSRC’s Facebook increased 14% with a total subscriber base over 75000 with content reach of over 500,000 in the academic year.

GUSRC’s profile on Twitter allowed further, instantaneous engagement with students, staff, external organisations and other University services. Growth of GUSRC’s Twitter account slowed compared to previous years, with follower total rising by under four hundred new followers, down from over six hundred in the previous academic year. This can be partially attributed to the GUSRC operated individual sabbatical officer twitter accounts which diversify messaging from the organisation, but potentially fragment the audience. These accounts continued to show strong growth.

In September 2014, GUSRC also launched its own Instagram profile for photo sharing in event and campaign promotion. The account attracted around 250 in its second year of use, adding to the four hundred followers gathered in its first year.

GUSRC continues to monitor statistics for all digital media presences, to gauge how students interact with the organisation’s online content and how effective it is. Where possible, GUSRC continuously seeks to improve its output and use digital media as a way of determining the level of success for its events, services, strategies and content.

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We continue to develop the Welcome Fortnight concept as a mechanism for introducing an alternative to Freshers’ Week for postgraduates beginning their studies at University of Glasgow. The programme of events was chosen once more with the intention of being quite different to what was on offer at the student unions, and to reflect what is generally a slightly older and more international demographic of postgraduate students coming to Glasgow. Events this year included comedy, Celtic music, whisky tasting, and Oktoberfest.

There was some research focused events organised in tandem with university services but these had noticeably lower footfall – perhaps reflecting the fact that the postgraduate cohort was at the beginning of postgraduate research and had little engagement with this side of academic life yet. Nevertheless, the events programme provided in 2015/16 evidenced the fact that the Welcome Fortnight initiative is now well-established, and well attended.

Through the Gilchrist we continue to offer meeting and social space for postgraduate groups and networks. This year we established a regular programme of small evening events which included film screenings from the Mexican Society, board game nights and music sessions run by University staff to encourage student musicians to get involved. In an attempt to stimulate interest in the bar area in evenings, we entered into partnership with Drygate craft brewers, and updated the drinks range to cater to demand. We have also been working with subject areas to hold small gatherings in the club. We anticipate much more demand here in the future.

As well as simply providing a venue, we offer support to postgraduate students in developing and organising their own academic events. The seminar room now has a very regular programme of small conferences, with the majority being co-ordinated and led by PGR students. We are more than happy to offer support in the organisation of such events as and when students require it, though increasingly the available space is restricted to evenings, such has been the success here.

There are still considerable challenges to be addressed in terms of postgraduate representation and we have specifically referenced this as a priority in the organisation’s new strategy. These challenges were acknowledged by the University in the Enhancement-led Institutional Review 2014: Year-on Response (December 2015).

“Another aspect where we recognise scope for improvement in relation to our PGR students’ experience is in student representation. Analysis of the student representative figures before and after the introduction of Student Voice shows a small increase. While this increase is positive, the issue remains challenging, with further work to be done to engage PGR students more fully in representation structures. A number of activities are under discussion with the SRC.”

Postgraduate representation is an issue across the higher education and student representation sector, with no one as yet appearing to have reached an ideal model. We are optimistic though, that, over time, a joint University and GUSRC approach, will yield positive results.
STUDENT MEDIA

Glasgow University’s student media plays two key roles for students of the University. The first is to provide with opportunities to learn new skills and share in common experiences; in this respect the media organisations are similar to clubs and societies. The second function of the media is to provide engaging, informative and entertaining content for students and the wider Glasgow community. This dual role played by the student media highlights its importance to GUSRC, the University and the students. GUSRC continues to support media organisations both with funding and with administrative and developmental assistance. Below is a summary of the achievements of each of GUSRC’s supported media bodies in the academic year 2015/16. GUSRC continues to support a range of student media, attracting over 1,000 volunteers per annum and providing a host of personal development opportunities whilst promoting student engagement and encouraging discourse and debate.

GUARDIAN

The Glasgow Guardian published five issues over the year, with 4,000 copies of each edition printed. Coverage of student elections was completely online with a focus on delivering high quality digital content instead of the traditional student elections print edition. The Guardian team recorded, edited and published video interviews with all of the candidates in the contested elections at all four of the student bodies. This was demonstrably, a considerably more effective way of engaging students on social media, particularly in comparison to the outdated transcript interviews that the paper has published on polling day in the last four elections.

It was an attempt to modernise coverage of student elections, using social media to engage a greater number of students in the democratic process. The Glasgow Guardian website was viewed approximately 41,000 times in the fortnight leading up to polling day.

While work on a new website continues, social media outlets have further assisted in expanding the newspaper’s readership. It currently has 7,280 Twitter followers and 3,322 Facebook likes. Content continues to be a balance of campus-specific and student-related news, along with in-depth feature articles, high-profile interviews, reviews and sports coverage. During the year, the paper led with a number of investigative articles which garnered much attention from the national media, including an investigation into the Glasgow University Charity Fashion Show; overcrowding on the Gilmorehill campus; and the cost of living in the University’s halls of residence.

The newspaper continues to train a number of contributors and editors in writing, editing and design. A new session, open to all, focussing on effective news writing, was also added to the training programme.
Subcity Radio is GUSRC’s student-led radio station, broadcasting from Glasgow to the world via the subcity.org website. The station is known for its openness, inviting not only students, but members of the local community, to be part of its infrastructure, from management through to content development. It is managed by a committed team of around fifty individuals and features contributions of nearly two hundred content creators from around the city.

In the last year, the station has received tens of thousands of listens worldwide, giving an unparalleled creative platform to students and local contributors. In addition to this success, the station has held numerous large-scale events in a variety of venues across Glasgow, including:

100% BEEF
Held at the SWG3 event space, a clubnight pitting DJs against one another in three rounds, featuring guest and returning station DJs alongside current contributors.

ROOM 601
A sold out night taking place across three floors of the Brunswick Hotel in late February in Glasgow’s Merchant City.

LAST NIGHT A DJ TOOK MY LIFE
The latest of Subcity’s annual, themed Hallowe’en parties, taking place at the Buff Club.

Furthermore, the station recorded and broadcast numerous live music sessions with local bands and artists, reinforcing its role as a pivotal part of the Glasgow music scene. The enduring success of the station is manifest in the achievements of its alumni and in its receipt of press during the 2015/16 academic year from The Skinny and Synth.

In 2015 Subcity celebrated twenty years of broadcasting, marking the occasion in a number of ways. In the time running up to the anniversary, Subcity produced a feature-length documentary about the station’s history, featuring interviews with and contributions from members of the current team and hosts and team members from previous years. The documentary premiered at a screening in The Art School, alongside an exhibition of archival content, including publicity materials, artwork and event photography. The culmination of the anniversary festivities The celebrations culminated in an appropriately grand celebration, held once again at The Art School.

In October 2015, on the anniversary of the station’s founding, a brand new website was launched, featuring improved usability and easier access to the vast amount of content produced by the station.

With plans for further expansions in outreach for the next academic year already underway, the station’s prospects continue to grow.
GUM

Glasgow University Magazine (GUM) is the oldest student publication in Scotland and offers a blend of fashion, art and politics in a high quality publication. Over the year three issues were produced with a circulation of 4,000 distributed at the University and throughout the wider Glasgow area, specifically targeting arts, culture and student-oriented venues for distribution.

In 2015/16, each issue featured content centred on a specific theme. Issue one in first term was the ‘nostalgia issue’. Issue two in second term was the ‘future issue’ and the third magazine of the year, launched during exam season, was the ‘sex issue’. Each issue launch was marked with an event featuring live music and DJs, in addition to readings and other spoken word performances. Further contributor events were held in the form of ‘GUM socials’, giving the chance for writers, photographers and illustrators to meet and discuss outside of magazine production meetings.

GUM continued to host additional content on its website, with traffic growing compared to 2014/15. The website and content were promoted using social media, with GUM’s profiles also showing similar levels of growth as website traffic.

With increased pressure on student media to become self-sustaining and to reach out and be more inclusive, GUM ran several events over the course of the academic year.

GUST

Glasgow University Student Television welcomed many new members this year, adding to the productive team creating original video content for the student community and beyond. Content is hosted on the GUST website, in addition to being mirrored on the GUST Youtube channel.

GUST covered campus news such as the GUSRC Elections and the current campus redevelopment plans, developed documentaries about important subjects such as transgender rights and mental health issues, produced viral comedies and offered a platform for student musicians and societies to present their work. In March 2016, GUST collaborated with the Glasgow TEDx organisers in order to provide live broadcasting of the talks as they happened.

The student-run group landed successes with the annual Freshers’ Week coverage as well as an original Christmas video with Choral Stimulation, and represented the University of Glasgow at the National Student Television Association Conference & Awards in Leeds.

The GUST Alumni Network initiative was launched at the end of the academic year to encourage former contributors to keep in touch and share successes.

GUST socials took place throughout the year with highlights including a contributors Christmas dinner and end-of-year dinner.
“We will promote the wellbeing of existing and potential students by offering unique support services which contribute to an inclusive and supportive campus environment.”
THE ADVICE CENTRE

GUSRC’s Advice Centre employs four full time staff members and provides high quality, impartial advice and advocacy on a range of welfare and academic issues to students and prospective students of the University. The Advice Centre also plays a key role in informing and legitimising the organisation’s policy development and campaigns. This section focuses on the casework element of the Advice Centre. The rest of the work is subsumed within other elements of this report.

CASEWORK ACTIVITY

As with previous years, the Advice Centre recorded detailed information about the work it undertook in 2015/16. There were 766 anonymous enquiries, down from 926 the previous year, 1,315 new cases (2014/15 - 1,377) and 12,932 casework entries (2014/15 - 13,326) in the academic year. The number of anonymous enquiries continues to decline, whilst the number of cases and casework represents a slight decline against 2014/15, though both of these figures experienced increases of over 25% in the previous year.

The majority of the Advice Centre’s users continues to be undergraduates, making up 56% of the total recorded clients for the year. This proportion is slightly down from last year’s figure of 63%, with a slight increase in postgraduates using the Advice Centre, 26% of the total recorded users, up from 22%. The rest of Advice Centre enquiries come from prospective students, students’ parents, guardians or family members, University staff members and former students. 5% of clients were not identified as part of any particular group.

The Advice Centre recorded a slightly increased proportion of international students using the service in 2015/16, with 48% of users who gave geographical information identifying as international students (non-UK), up from 44% in 2014/15. This breaks down as 33% of international users from outside the EU, and 15% international students from within the EU. Over the last couple of years, the figures seem to show a trend towards increased use of the service by International (non-EU) students and a decrease in use by Home (Scotland) students.

CASEWORK CATEGORIES

GUSRC tracks and monitors the types of problems that students approach the Advice Centre for assistance with, in order to monitor trends in student issues and ensure team members are suitably equipped to deal with different types of problem.

By far, University or academic issues continue to make up the biggest proportion of the Advice Centre workload, with a total of 7,738 casework entries logged in 2015/16, up from 7,115 the previous year. Historically, this has been the biggest casework area for the past seven years as there are no other alternatives to the Advice Centre for advice when it comes to matters such as academic appeals.

As reported elsewhere within this report, accommodation continues to be a major concern for students, with the high demand for private rental accommodation and students’ relative inexperience in finding property making them likely targets for exploitation. It’s therefore no surprise that the second biggest category of casework undertaken by the Advice Centre is accommodation problems with 3187 casework entries this year, a slight decline compared to the 3658 in 2014/15.

**CASES + ANONYMOUS ENQUIRIES**

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**ACADEMIC OUTCOMES**

Where possible, the Advice Centre will record the outcome of any enquiry or case, however in many cases the client is empowered with information to act for themselves and will not revert to the Advice Centre unless further assistance is required.

For academic appeals in 2015/16, there were 58 completed cases, of which 36 were successful. This represents a significant increase in the number of successful cases, up from 25 last year.

The numbers of completed and successful student conduct cases dramatically increased with 85 completed cases of which 49 were successful. These numbers are up from 50 and 26 respectively in 2014/15.

Finally, the number of complaints processed increased to 16, from 11 last year. Of those completed ten were successful, compared to six last year. The percentage of successful complaints increased from 2014/15, with a success rate of 63% up from 55% the previous academic year. This figure has shown fluctuations in recent years, but has remained consistently above 50% for the past six years.

It is worth noting that quantitative data can only express a certain amount about the work undertaken and that the nature of each academic case can be very different.

**POSITIVE FINANCIAL OUTCOMES**

Where possible to record, financial gains for Advice Centre users for the 2015/16 academic year totalled £62,271, an increase of 13% against last year’s figure of £55,110. This total represents the outcomes for 44 individuals.

Recorded financial gains came from a variety of sources across all categories of GUSRC Advice Centre work. These include:

- Assisting students to obtain fee waivers when withdrawing under exceptional circumstances
- Challenging unlawful tenancy fees
- Resolving SAAS funding issues
- Assisting students to challenge errors in their financial records
- Challenging tenancy deposit deductions
- Assisting with having benefits reinstated

Whilst we continue to be proud of the work undertaken to benefit students financially through the Advice Centre, financial gains figure is always a significant underestimate of the true financial gain as GUSRC is only able to record gains which are confirmed. In the majority of cases where there is a potential financial gain, it is most typical for these clients to not return to advise of the outcome.

**NON-FINANCIAL OUTCOMES**

We recorded 356 non-financial gains over the year, which represents an increase of 106% on last year. This includes 22 students accepted back onto their course, 24 resubmissions/re-sits granted, 15 housing repairs carried out, nine grades reviewed, four apologies received and homelessness prevented in four instances. In over 250 cases the student gained information on their rights and responsibilities which helped them to make an informed decision on what further action to take.

**CASE STUDIES**

**Student A**
Withdrawn from study the previous year due to medical circumstances, but was being continually chased by SAAS in respect of an alleged overpayment. He had had conflicting information from different officials at SAAS, and no-one at the University seemed to be able to give SAAS the information they needed in order that the overpayment could be cancelled. The situation was causing the student considerable stress. The Advice Centre contacted members of University staff on the student's behalf, and once the overpayment situation was resolved, we helped him to complain to the University and SAAS about the way his situation had initially been handled. The student eventually received an apology from the University and a promise that the system would be reviewed for future cases. SAAS did not acknowledge any problem with the advice they had given, but the student decided not to pursue matters further.

**Student B**
A full-time student who had completed the relevant forms and was eligible for Council Tax Exemption. His flat mate, Student Y, was at another University, only lived at the flat intermittently and didn't communicate with Student B. The council had said that Student Y was no longer a student so Student B was now liable for Council Tax as there was joint liability. The Advice Centre advised Student B to get copies of his exemptions for past two years and gave him details of the relevant legislation stating that in Scotland, a student who is jointly and severally liable for the property because they are a joint tenant with someone who is not a student is exempt from liability for Council Tax. The council accepted this and withdrew demand for payment.

**Student C**
This student was caught with notes in an exam and attended a meeting with the Senate Assessors for Student Conduct where he was given an H grade with no chance to re-sit. This outcome meant the student could not continue with his undergraduate degree course. As the student had been experiencing extreme medical circumstances at the time of his exam, we assisted the student to submit a retrospective application to have the “incomplete assessment as a result of good cause” regulation applied. This application was accepted and he was permitted to sit the exam in the upcoming August exam diet at a first sitting.
SAFETY & WELFARE

MINIBUS SERVICE

Sadly, 2015/16 year saw the cessation of the GUSRC halls-to-campus minibus service after many successful years. Over the years the service had benefited many students, whether taking them on a two-minute journey to Cairncross or the ten minute journey to Wolfson Halls, feedback consistently showed that students appreciated a service that ensured safe, dry transportation between campus and University halls of residence.

However, a review of the service identified that, although minibuses regularly catered to over 60,000 student journeys per year, only an extremely small percentage of students actually benefited. Questions were raised in regards to funding being used to benefit only halls students, when others who lived in private rented accommodation or resided with family members, and often lived further away, did not enjoy similar free transport.

Initially, a reduction in service levels was planned, however the demise of Glasgow Student Village created a £50,000 per annum funding gap which could not be made up from other funding.

Students in the Wolfson Halls are now offered subsidised fares on public transport, in part as recognition of the distance of these particular halls from the central University campus. GUSRC continues to offer free minibus usage to affiliated clubs and societies using the preexisting request and booking system.

STUDENT CONDUCT TRAINING

As part of GUSRC’s discussions with the Senate Office around Student Conduct hearings, originating from concern at the role of qualified legal representatives in such hearings, we recommended that the process could be made more robust through the development of training for members and chairs of Student Conduct Committees. This year we have been involved in training for committee chairs, enabling us to highlight the role of the Advice Centre in representing students and giving perspective on the essential elements of a fair hearing. It is anticipated that the training will be repeated in future years.

HARASSMENT ADVISERS NETWORK

As part of the Harassment Volunteer Network, Advice Centre staff have continued to attend scheduled meetings, and have input into the Full Stop Campaign to promote the University’s Dignity at Work and Study policy, and raise awareness of the support and help available. The Advice Centre team continue to monitor the number of harassment cases (although this number is still very low) and submit anonymised returns to Equality and Diversity Unit.

ACCOMMODATION OPTIONS FORUM

GUSRC were, once again, invited to participate in the Accommodation Options Forum event which is run annually, in February, by Residential Services. GUSRC staff talked directly to 192 students and many more collected information. This event is clearly a useful vehicle for promotion of the Advice Centre as a source of information and advice on housing as well as serving as a good source of information for students seeking private sector accommodation.
INTERNATIONAL STUDENT TENANCY RIGHTS

In early 2016 the Advice Centre team were invited by International Student Support team to give a presentation and question and answer session on the private rented sector to a group of international students. Feedback was positive and it is planned to continue this working partnership next year.

LANDLORD FRAUD

The growth in student numbers from overseas has sadly afforded new opportunities for landlords to exploit students who lack knowledge of the Scottish housing rental sector and associated rules and norms. Our Advice Centre deals with an increasing number of cases where international students have been defrauded, sometimes out of thousands of pounds, by rogue landlords.

New webpages and a leaflet entitled ‘10 Tips to avoid Housing Scams’ went live in August 2015. The Marketing, Recruitment and International Office agreed to send a link to all incoming international students and advise them to contact us if they were at all suspicious.

PROHIBITED MATERIALS IN EXAMS

Students who are caught cheating in exams often say that they did not know something was prohibited or they forgot they had notes with them. Advice Centre staff developed highly visible posters for the exam venues as a last-minute trigger to remind students of the risk in cheating. An electronic version was also distributed to staff who might be doing exam preparation lectures/tutorials. It has proved impossible to evaluate the impact of the posters. Discussions between GUSRC, Senate office and key members of College staff around this issue are likely to be ongoing.

THIRD PARTY REPORTING

GUSRC has an integral role in developing and supporting the University’s Equality and Diversity agenda and therefore opted to become a Third Party Reporting Centre (the only such centre on campus). Any student who wishes to report a hate crime but does not want to speak to the police can now report it anonymously and more comfortably than previously. Staff from the GUSRC’s Advice Centre, the Permanent Secretary, and the Vice President-Student Support have all undertaken Third Party Reporting training.
FRESHERS’ WEEK

GUSRC continues to carry the responsibility of co-coordinating and administering Freshers’ Week, working with the University and facilitating linkages with the other student bodies. We have responsibility for the marketing and administration of the Freshers’ Pass Programme as well as development, operation and maintenance of online pass sales system and coordination of marketing.

Pass sales recorded in 2015 were the lowest recorded since 2007 with only 2837 passes sold. The increase in the pass price (from £40 to £45) and the competition from Glasgow city centre events have impacted on the popularity of the week. GUSRC’s work around the marketing, administration, and sale of the passes this year generated £29,277 (£31,127 in 2014) for each of the Unions and £17,195 (£18,281 in 2014) for the SRC and for GUSA. This percentage split is historical and has no objective rationale.

The majority of GUSRC events during Freshers’ Week are focused on non-alcohol-related activity and are, in some cases, targeted to specific groups of students and designed to be attractive to ‘traditional’ and ‘non-traditional’ students alike.

REFRESHERS’

To welcome new and returning students in January a range of events were organised under the updated Refreshers’ brand. This was previously known as Refreshers’ Week, but the name was amended due to the burgeoning number of events and activities stretching towards a fortnight. Refreshers’ was coordinated by GUSRC in collaboration with the other student bodies. A Refreshers Fair provided a platform for eighty clubs and societies to showcase their activities and recruit new members.

We offered an eclectic range of activities intended to amuse, interest and engage. From yoga sessions to chess tournaments, to meditation to news writing workshops to a magic show (attended by nearly 200 students) The idea was to provide opportunities where the focus was away from alcohol but generate energy and activity for the new academic session.

Some events were intended to encourage particular demographics to engage such as the International Ceilidh at the University Chapel, the Mature Students Mixer at the QMU, or the Postgraduate engagement event at the Gilchrist.
The Welcome Point remains the key contact point for events such as Applicants’ Visit Day and Open Day. It is an ideal showpiece for new visitors to campus with the student-staff team happy to engage and inform visitors. We open the space at weekends for University events such as Open Days and are happy to consider other events. The Welcome Point handled 32,178 enquiries, a rise of 11% on 28,830 the previous year. The space is also available for small exhibitions and displays, and is currently being used to display banners and models demonstrating the proposals for the new campus development.

We are working with the chairperson of the University’s Community & Engagement Group to build the profile of the Welcome Point and increase usage further. In particular, reviewing the fixtures and fittings.

SUCCESS INDICATOR:
Our strategy states: “We will work with the University to increase the number of ‘campus visitor’ Welcome Point enquiries by 5% per annum over the life of this plan”. We managed to go beyond the 5% indicator and hope that refreshing the image of the Welcome Point will increase usage further.

Jobshop is a free job and skills matching service, provided to all students and employers. Employers contact GUSRC with employment opportunities which are then advertised to students through GUSRC’s website.

GUSRC also produce information for students about their employment rights and joining trade unions in order to prevent/minimise employer exploitation. Our employment rights booklet, Wage Slave or Winner can be found on the GUSRC website.

GUSRC continues to assist the University in the planning and activities associated with both University Open Days and Applicants’ Visit Days. Both GUSRC and the Advice Centre take active roles in new student visit days, participating in cross-campus events, offering guidance and distributing materials.

GUSRC’s role in open days and visit days continues to develop further as the Welcome Point becomes more established as an important focal point on campus.
THE GUIDE

The Guide, produced by GUSRC, has long been seen as the key introductory document to life in Glasgow in general, and the University of Glasgow in particular. Produced to high quality print and design standards, normally 5,000 copies of The Guide are distributed directly to new undergraduate and postgraduate students as part of the registration process. Following a request from the University's Business School an additional 2,000 copies of The Guide were produced and distributed directly to Business School students. The additional production costs were funded by the Business School.

The Guide is not produced as a throwaway document. The high standard of presentation, quality of writing and range of information ensures that The Guide is kept and used as a reference book throughout the year. As with last year, all aspects of The Guide were reviewed, including design, content and structure in order to produce a stylish and up to date document which will hopefully serve as a useful introduction to life at the University and in the city, itself.

STUDENT DIARY

GUSRC again produced a diary targeted at first year students, with the aim of enhancing learning and contributing to student retention through:

- Encouraging time management, good learning practices and organisational skills.
- Assisting integration and participation in a range of activities.
- Highlighting the range of Support Services offered by the University and GUSRC, to ensure that students know who can help them with any issues.
- Assisting students settling into the city and settling into the University environment.
- Encouraging a sense of belonging.

Although the diary undergoes an annual redesign, it retains basically the same format and includes similar (but updated) information.
2.3
VOLUNTEERING & GRADUATE ATTRIBUTES

“We will enhance the cultural and community life of our students by promoting personal development and encouraging active citizenship.”
The Student Volunteer Support Service (SVSS) continues to provide students at the University of Glasgow with the opportunity to gain skills and experience through volunteering on campus and in communities throughout Glasgow. Through administrative support and guidance, along with advice on legal compliance, the service makes a significant contribution to the University’s graduate attributes agenda by facilitating over 800 volunteer placements annually.

During the year the service invested in the development of a volunteering portal to enable students to browse options and submit applications online. This has streamlined the volunteer registration process and enabled greater flexibility in the range of opportunities offered. Streamlining the process however has to be balanced with the need to ensure quality opportunities, advise students on the most appropriate choice for their interests and aspirations and ensure that the HEAR criteria are met for verification purposes. Whilst the service offers access to increased opportunities, resource limitations render it impossible to provide the necessary induction support which may be reflected in the dropout rate.

During the year 1,264 students registered to volunteer via this portal, a substantial increase on the 722 who registered in 2014/15. While some people subsequently dropped out, 807 students were actively engaged in activities on campus or in the community.

Of the 807 active volunteers, 227 were from the College of Arts; 223 from the College of Medical, Veterinary and Life Sciences; 101 from the College of Science and Engineering and nine of unknown origin.

Undergraduates made up 80.5% at 650 registered users and postgraduates 17.3% (140), the remainder declined to provide the information. 487 volunteers came from the UK and Northern Ireland, and 318 came from the EU/Rest of World. Unknown origin accounted for 66 users.

**SUCCESS INDICATOR:**

Our strategy states: "We will sustain twenty Volunteer projects per year placing an average of 800 volunteers per year over the life of this plan" For the year we supported 807 recorded volunteers. We’re still in the process of developing recording processes and we believe the actual number will be shown to be considerably higher once our information gathering procedures are fully developed.

**DEMAND**

The success of SVSS belies its limited resources. There continues to be latent demand amongst students for volunteering opportunities but capacity to meet demand is extremely limited.

SVSS’s partnership with the library, where students are given an opportunity to speak to organisations directly, is one measure which assists in reducing the pressure on the service. Unfortunately, this year the library redevelopment had an unavoidable impact on the popularity of the café space, with the SVSS stall having to be located in a less obvious location. Nevertheless, there was some use by external charity partners such as Alzheimer Scotland. Affiliated clubs and societies continued to make good use of the space. There are high hopes that the popularity will increase when work is completed.
The Higher Education Achievement Report (HEAR) allows students who engage in certain extracurricular activities to have their participation recorded on their academic record. In the 12 months up to the end of 2015, a total of 765 students received a HEAR verification through their involvement with GUSRC. This figure includes clubs and societies office-bearers but does not include class representatives.

GUSRC recently reviewed and updated reflective log templates to assist students in identifying attributes, skills and knowledge developed through their activities, as well as encouraging them to note how they feel participation in extracurricular activity has contributed to their overall University experience. The intention is for students to gain experience in discussing their skills and achievements outside their studies. Volunteering, in particular, gives students practical experience and encourages them to record and articulate this, something increasingly in demand by employers.

Volunteers who wish to take part in projects which see them regularly working with children or protected adults, are required to undergo a “disclosure” process through the Protection of Vulnerable Groups (PVG) scheme. This system is complex and expensive. SVSS provides such groups with a free PVG service, advising on compliance matters and liaising with Central Registered Body for Scotland (CRBS) to secure free access to the scheme for students involved in each project (otherwise costs are £59 per individual and £18 per update).

The PVG support service plays a significant role in enabling volunteers to find placements in after school projects or care homes, for example. In addition, we assist projects such as Student Volunteers Abroad (SVA) and Students for Kids International Project (SKIP) in processing students to enable them to travel to work with children abroad.

Over the year we processed 339 student PVGs as either applications or updates. Savings to students against these costs totalled £13,600 over the year. Over £4,000 more than last year’s figure of £9,500.

For the first time GUSRC organised a stand-alone volunteer information session during Fresher’s Fair, and attracted a group of approximately eighty first year students to hear the experiences of existing volunteers and receive information about options available.

GUSRC continues to build upon our use of social media to reach the student population, in addition to the Volunteering at Glasgow University Facebook page, an @VolunteerGU Twitter account was created. Deliberate cross-posting between these accounts and general GUSRC accounts, plus other University departments such as Careers and CoSS Employability, has enabled SVSS to give regular updates about new opportunities and reach a wider audience.

As part of an aim to increase the number of volunteering opportunities and promoting them to students we developed the first ever Volunteering Week. GUSRC organised a range of events where current volunteers talked to students about the benefits of volunteering as well as a discussion session with Dr. Dickon Copsey around the topic ‘The personal and professional benefits of volunteering’.

A volunteer fair was organised in the Bute Hall where a steady stream of students visited over the two-hour period. A range of our partner agencies took up the offer of having a stall, including: Food Train, Meal makers, Sense Scotland, Cornerstone, Whizz Kids, Phoenix Futures, Chest Heart and Stroke Scotland, Alzheimer Scotland, Cranhill Community Trust, Action on Hearing Loss, Shelter, Save the Children, Quarriers, SKIP, SVA, GUSH and Conversational English.

Feedback was positive and there was a surge in volunteer applications from students during the following week. This was the first time such a range of events had been attempted; it’s hoped that the success of the week will be built upon in forthcoming academic years.

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NEW VOLUNTEERING PROJECTS

SVSS continues to develop new and diverse opportunities that will benefit students and community alike. Examples of new partnerships and roles developed this year include:

**DRINK WISE, AGE WELL**
Phoenix Futures and Addaction’s project - Group work with people in recovery from addiction issues, or in promoting healthy lifestyles avoiding excessive alcohol consumption

**CHARITY SHOPS**
An increased number of charity shop opportunities with three new partner organisations (Shelter, Save the Children and Age Scotland). These opportunities are particularly valued by students who still find English challenging.

**PLUSONE**
A mentoring programme for vulnerable primary school children who live in the East End of Glasgow. Plusone is part of the A Community in Motion (ACIM) partnership with four schools and the Violence Reduction Unit. Both group work and one-to-one mentoring is available, and student volunteers receive six weeks’ youth work training, access to external accredited training, a Community Achievement Award Level 6, and invaluable experience to help employment.

**MEAL MAKERS**
Matching up students with isolated elderly people so that students can provide cooked meals and human contact.

SHORT TERM & FLEXIBLE OPPORTUNITIES

Some students are not seeking or able to participate in a long term volunteering commitment but still wish to participate in aspects of Glasgow community life. SVSS has therefore started to work with organisations that are only looking for short term commitments. These have included “Gibson Street Gala”, “The Big Gay Ball” during summer 2015, and NVA’s “Hinterland” event as part of the Festival of Architecture in March 2016.

Other flexible opportunities include the Cranhill Development Trust, a community development organisation which offers a range of options for working with the community in the north east of Glasgow. Options include helping with ESOL classes, basic numeracy and literacy classes, gardening groups, cooking classes and reception duties, and students can volunteer on a one off/short term or regular basis without need to undertake PVG’s.

SVSS has also widened our range of learning opportunities by working alongside organisations such as Lingo Flamingo, (which offers tailored foreign language workshops to vulnerable adults to help battle against dementia, brain ageing and other forms of mental illness), Phoenix Futures (which uses volunteers as peer mentors for people in recovery from addiction issues, and offers a range of social activities) and West Glasgow Young Carers Centre (offering a summer programme of residential and social events, and regular peer support meetings).
CONVERSATIONAL ENGLISH
This service continues to be in high demand, and in the year 2015/16 we matched 94 people seeking help to improve their conversational English with another student.

Feedback has shown that volunteers enjoy participating in the project, often learning about their partners own language, culture and country and developing friendships. One volunteer commented of their experience: “I think the conversational English programme is a very interesting programme and something that all students, who want to help others and help themselves in improving their language skills, should definitely have a go. It was a very enjoyable experience and it gave me the chance to make a new friend”.

BEFRIENDER PROJECTS
SVSS continues to offer these types of opportunities with people in recovery from health problems (MacMillan Cancer Care/Chest Heart and Stroke Scotland,) people with disabilities (Sense Scotland and Cornerstone) and older people (Alzheimer Scotland). These options involve lengthy processing time via the partner organisations, with interviews, PVG, references and training before any matching takes place.

Barriers include the processing time mentioned above, possible lack of fluency in spoken English, unfamiliarity with Glasgow, and inability to sustain a regular meeting time due to changing schedules. This year SVSS have offered all students applying for these opportunities the opportunity to speak to the SVSS Coordinator to help clarify suitable options.

133 students registered an interest in befriending projects and were passed to the relevant organisation contact person for completion of process.

GLASGOW UNIVERSITY SERVICE TO HOMELESS PEOPLE
SVSS continues to work closely with this service and provide management and administrative support as well as funding the purchase of new equipment. It still proves to be a highly popular opportunity and is a great way for international students who are less fluent in English to be involved in a task based activity where they have other students to help them.

This year two hundred students registered to volunteer with GUSH, and 100% coverage was maintained throughout the year, including during the summer months when many student volunteers either leave Glasgow for holidays or graduate. The GUSH committee have looked to find new ways to use volunteers, and introduced a new “hot meal” shift once a month, where more volunteers can be involved in the preparation of pasta at the local Emmaus project, and then distribution at a local soup kitchen venue.

GU TOURS
The tours provide an opportunity for University of Glasgow students to work as tour guides, develop their communication skills and share their pride in the University with visitors from around the world. GUSRC continues to promote the tours through local guidebooks and websites such as VisitScotland, though feedback suggests a considerable percentage of visits are spontaneous, in response to campus-based promotional materials. Over the year over 1,600 visitors participated in the tours, including repeat customers from visiting French schools and the provision of tours in conjunction with the Development and Alumni Office and other University departments.

The above success has led to trials of extended opening during the summer months, and a new team of guides have been recruited and given professional guide training from a ‘blue badge’ guide in preparation for six-days-per-week opening from July 2016.
CLUBS & SOCIETIES

Clubs and societies are a key element of the student experience. The clubs affiliating to GUSRC for 2015/2016 numbered 324, around 10% up on the previous year’s total of 287. Total student membership of affiliated clubs and societies has increased to 15,500 from 14,000 in the previous year. Affiliates are eligible to receive administrative and developmental support from GUSRC. Affiliated clubs and societies continued to benefit from advice and support on issues as diverse as governance, constitutional frameworks, charity registration, risk assessments, publicity, and event management. GUSRC continues to provide free minibus bookings to facilitate trips in the UK and travel to conferences and meetings, as well as free room hire, photocopying and IT access.

GUSRC continues to review and improve clubs and societies induction sessions, which help to strengthen the links between clubs and societies and the organisation, encouraging dialogue and mutual support throughout the year.

GUSRC notifies all eligible office bearers about HEAR, collects completed forms and updates student records accordingly. This year 452 office bearers applied to have this activity recorded in their HEAR, almost one hundred more than the previous year.

Clubs and societies remain an integral part of GUSRC’s Freshers’ Week with 136 stalls allocated to clubs and societies each day of Freshers’ Fair. Other clubs and societies’ Freshers’ Week events included cultural fairs, sword fighting displays and meet and greets with society members.

GUSRC’s grant allocation system seeks to balance accountability with ease of access. Clubs and societies are required to advise on potential outcomes that grant funding will enable them to achieve and are invited to make a presentation to the members of the Clubs & Societies Committee. The system is one-tier and straightforward and there has been a year on year upsurge in applications from clubs.

GUSRC AFFILIATED CLUBS AND SOCIETIES

<table>
<thead>
<tr>
<th>Year</th>
<th>Members</th>
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<tr>
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<td>2012/13</td>
<td>240</td>
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<td>2014/15</td>
<td>287</td>
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<tr>
<td>2015/16</td>
<td>324</td>
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VCS AWARDS

Now in its eighth year, the VCS Awards continue to recognise the great work of volunteers, clubs and societies from across campus. Each category was, once again, heavily contested, ensuring that the judges had difficult decisions to make, and also highlighting the extraordinary range of work undertaken by students at the University. The number of nominations this year far surpassed that of previous years, with 202 VCS nominations, a 25% increase on last year’s 155, almost four times more than 2013 total of 60 and nearly six times the 2012 total of 35. This steady growth is a positive indicator as we seek to highlight the work of student volunteers and encourage recognition of their activities.

The winners for 2015/16 are listed below, with each winner picking up their trophy at a dedicated event to which members of GUSRC Council, staff and University staff are also invited.

- Best New Club – FREEDA Freestyle Dance Association
- Students and Communities Award – Enactus
- Publicity Award – Student Volunteers Abroad
- Volunteer of the Year – Irene Tortajada Querol
- Campaigns Award – GU Amnesty for ‘Let’s Talk’
- Exceptional Event – Glasgow University Muslim Students Association
- Fundraising Award – Charity Fashion Show
- Innovation Award – GUDEV
- Most Dedicated Member – Sarah Battensby & Fergus Taylor
I hope you enjoyed reading about our work over the past year and I look forward to building on the successes of last year’s executive, tackling new challenges and progressing new initiatives. At the same time, we’ll continue to deliver our broad range of services and represent and support our diverse student population at all levels across the University.

It’s exciting times to be at the University of Glasgow, in the next few years over £1billion will be invested through the University’s Campus Development project bringing over 2,500 jobs to the city and promising to make significant enhancements to the student experience. I look forward to participating in the discussions and working with the University in developing mechanisms that enable the student voice to be heard.

Whilst the Estates Development is progressing we shouldn’t allow ourselves to be distracted from the everyday issues that continue to impact on students. Our recently developed strategy sets out our aims across all areas of our activities and I’ll work to ensure we deliver on our stated aims.

Ameer Ibrahim
President 2016/17
FINANCE

GUSRC recorded a surplus this year of £2,789 (2015 - £38,091 deficit).

The block grant from the University was £585,054, the same as was received in 2015. There is an additional £27,000 allocated to this heading as the University’s notional building rental charge.

Total reserves at 30th June 2016 stand at £408,971 (201 - £406,182). It is the policy of the organisation to maintain funds at a level to provide sufficient costs to cover contractual liabilities should the organisation have to close.

The loss of the grant from Glasgow Student Village (£47,880) rendered it necessary to discontinue the Halls to Campus Minibus Service this year rather than phased closure as advised in the Service Review. We received a contribution of £4,250 additional from the University Residential Services department to assist with drivers’ exit payments.

NOTES

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## Court Context Card - Finance Committee Report 15 February 2017

### Speaker
Ken Brown

### Speaker role
Finance Committee Convener

### Paper Description
Finance Committee Report to Court

### Topic last discussed at Court
Dec-16

### Topic discussed at Committee
Jan-17

### Paper Description
Finance Committee to Court

### Committee members present
Court members present at last meeting: G Bissett, K Brown, C Goodyear, A Ibrahim, R Mercer, E Orcharton, E Passey, D Ross

### Coat of proposed plan

### Major benefit of proposed plan

### Revenue from proposed plan

### Urgency
High

### Timing
Immediate

### Red-Amber-Green Rating
Green

### Paper Type
Discussion

### Paper Summary
Minutes of last meeting, and 2 annexes for information:

#### CA/2016/43 - Finance Committee noted the Endowments Investment Reports

#### CA/2016/45 - Finance Committee noted a report showing the Overview of Performance as at 30 November 2016

### Topics to be discussed
Amendment to Treasury Management Policy; Endowments Investment Reports; Period 4 Overview of Performance

### Action from Court
For noting

### Recommendation to Court
n/a

### Relevant Strategic Plan workstream
Agility, Focus

### Most relevant Primary KPI it will help the university to achieve
Cash generation

### Most relevant Secondary KPI it will help the university to achieve
S. Financial Resource

### Risk register - university level

### Risk register - college level

### Demographics

#### % of University
100% undergraduates
100% postgraduates
100% home students
100% overseas students
100% staff

#### Operating stats

#### % of
100% revenues
100% of costs
100% of profits
100% real estate - land
100% real estate - buildings
100% of total assets
100% of total liabilities

### Campus
All

### External bodies

### Conflict areas

### Other universities that have done something similar

### Other universities that will do something similar

### Relevant Legislation

### Equality Impact Assessment

### Suggested next steps
Finance Committee to review Treasury Management Policy in March 2017

### Any other observations
University of Glasgow
Finance Committee
Minute of Meeting held on Wednesday 18 January 2017
Melville Room

Present:
Mr Graeme Bissett, Mr Ken Brown (Convener), Mr Robert Fraser, Dr Carl Goodyear, Mr Ameer Ibrahim, Prof Neal Juster, Prof Anton Muscatelli, Ms Elspeth Orcharton, Ms Elizabeth Passey, Dr Duncan Ross, Mr Iain Stewart

In attendance:
Mrs Ann Allen, Mr Gregor Caldow, Mr Ronnie Mercer, Mr David Newall, Ms Fiona Quinn

Apologies:
Ms Heather Cousins

CA/2016/40. Minutes of the meeting held on Wednesday 16 November 2016
The minutes of Finance Committee held on 16 November 2016 were approved.

CA/2016/41. Conflict of Interest
No new conflicts of interest were noted.

CA/2016/42. Treasury Management Policy (paper 5.1)
Finance Committee received a paper seeking approval for an amendment to the Treasury Management Policy, for an increase in the counterparty limit to £50m for banks with an A rating or better.

The Committee noted the objective was to provide capacity to manage received funds, restrict the use of banks with lower ratings and achieve a higher rate of return on cash holdings. The additional flexibility was required as significant tuition fee research income and grant receipts would be forthcoming in the next month.

Finance Committee approved the policy as a temporary measure, noting that the counterparty limit would be reviewed again in March.

CA/2016/43. Endowments Investment Reports (paper 6.1)
Finance Committee noted the Endowments Investment reports as at 30 November 2016. In response to a request from the Committee, the Director of Finance agreed to seek a one-page report from the Convener of the Investment Advisory Committee to each meeting of Finance Committee, in order to provide context and background information.
CA/2016/44. Minutes of the Investment Advisory Committee meeting held on 18 November 2016 (paper 6.2)

Finance Committee noted the minutes of the Investment Advisory Committee meeting held on 18 November 2016.

CA/2016/45. Overview of Performance as at 30 November 2016 (paper 7.1)

The Director of Finance presented the overview of performance for Period 4. Finance Committee noted that the Year to Date surplus stood at £29.7m, £4.5m higher than budget. The projected surplus at full year stood at £35.2m, which was £5.4m higher than budget and £2.3m higher than the outlook at Period 3. The Committee noted that salaries were £0.7m lower than budget as a result of voids and salaries which will now be paid from research awards. Tuition fees were £1.7m higher than budget. The Committee noted a £0.9 decrease in tuition fee income against budget in MVLS mainly due to a drop in international and home PGT student numbers. The Committee discussed this, noting that it was a recurring issue for MVLS, and the Principal noted that he was discussing student recruitment targets with the Vice-Principal and Head of College of MVLS.

The Committee noted net funds at Period 4 were £223.2m, representing a cash inflow of £39.5m for the year to date.

CA/2016/46. Debtors Reports as at 30 November 2016 (paper 7.2)

Finance Committee received an update on debtors as at 30 November 2016. Overall debt stood at £96.59m in comparison to £88.98m at November 2015.

Student and sponsor debt totalled £66.96m at 30 November 2016 compared to £62.27m at 30 November 2015. The Committee noted that the top ten sponsor balances represented 86% of total sponsor balances outstanding. Commercial debt totalled £25.81m at 30 November 2016 compared to £23.91m at November 2015. This increase was explained by increased billing.

CA/2016/47. Cash Balances Report as at 5 January 2017 (paper 7.3)

Finance Committee noted the summary of cash balances, totalling £240m at 5 January 2017.

CA/2016/48. Date of next meeting

Wednesday 29 March 2016, 2pm, Melville Room.

Prepared by: Fiona Quinn, Clerk to Committee, Fiona.Quinn@glasgow.ac.uk
Last modified on: Monday 6 February 2017
<table>
<thead>
<tr>
<th>Speaker</th>
<th>Mr Ronnie Mercer</th>
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<td>Speaker role</td>
<td>Estates Committee Convenor</td>
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<tr>
<td>Paper Description</td>
<td>Report from Estates Committee (meeting on 13 January 2017)</td>
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<td>Topic discussed at Committee</td>
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<td>Committee members present</td>
<td>Mr A Ibrahim, Mr R Mercer (Convenor), Mr D Milloy,</td>
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<tr>
<td>Cost of proposed plan</td>
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<td>Paper Summary</td>
<td>Update covering Estate Strategy, Capital Plan, Programme and Project progress</td>
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**Topics to be discussed**

Highlighted in particular for noting: Detailed Planning Consent received for Learning and Teaching Hub; £75.5m allocated for Phase 1a & 1b Infrastructure as part of the Capital Plan; Forecast reduction in capital receipts from £50m to £43m

**Action from Court**

Note

**Recommendation to Court**

Note

**Relevant Strategic Plan workstream**

People, Place and Purpose

**Most relevant Primary KPI it will help the university to achieve**

All

**Most relevant Secondary KPI it will help the university to achieve**

Effective use of the Estate

**Risk register - university level**

Risk 1 - Delivery of Estate Strategy

**Risk register - college level**

Not Applicable

**Demographics**

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<td>External bodies</td>
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<tr>
<td>Conflict areas</td>
<td>Not Applicable</td>
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**Other universities that have done something similar**

Swansea

**Other universities that will do something similar**

Building and Planning legislation

**Relevant Legislation**

On a building by building basis/by CapEx, where applicable

**Suggested next steps**

Any other observations
Present: Mrs A Allen, Mr R Fraser, Mr A Ibrahim, Professor N Juster, Mr R Mercer (Convenor), Mr D Milloy, Mr D Newall, Mr A Seabourne

In Attendance: Mrs N Cameron, Mrs L Duncan, Mr P Haggarty

Apologies: Professor K Lury, Professor A Muscatelli (Principal), Mr D Smith, Mr R Smith, Professor P Younger

EC/2016/17 Minute of the meeting held on 2 September 2016
The minute was approved as an accurate record.

EC/2016/18 Matters Arising
There were no matters arising.

EC/2016/19 Declarations of Interest
There were no declarations.

EC/2016/20 Strategies and Performance

EC/2016/20.1 Estate Strategy

EC/2016/20.1.1 Dashboards

(a) Workstream 1a - Masterplanning
The Director of Estates had attended a City Council pre-determination planning hearing on 10 January 2017. This was convened ahead of the Full Planning Committee to consider a perception of potential departure from the Local Plan. The hearing was satisfied with the University’s responses to its concerns and it was expected that a recommendation to proceed would be provided to the Planning Committee.

Detailed planning consent had been received for Learning and Teaching Hub with minimal conditions/reserved matters, and that these were all manageable.

The Committee noted that following Court’s approval of staged delivery of the Capital Plan a detailed piece of work was underway to develop interim phasing proposals, aligned to the Capital Plan priorities.

(b) Workstream 1b – Infrastructure
The Committee noted that as part of the Capital Plan approval, an infrastructure budget of £75.5m had been allocated for Phase 1a & 1b and that delivery phasing options were being developed.

It noted that discussions were on-going with Scottish Power for provision of a new primary sub-station in the preferred Thurso Street location.

Feasibility studies for the proposed Water Source Heat Pump were progressing and a recommendation report would be presented to the January 2017 Infrastructure Governance Board.

The Committee noted that a revised enabling works tender was due for return on 27 January 2017.

(c) Workstream 2 - Key Projects (Design and Construction)
The Committee noted that a detailed programme was being developed to reflect phasing and project management requirements of the approved Capital Plan. Design team procurement strategy was being prepared and would be completed by the end of January 2017.

(d) Workstream 3 - Procurement and Appointment of Lead Contractor (Construction)
The Committee noted that short-listed bidder presentations would be made to SMG, Finance and Estates Committee members on 18 January 2017.

It was anticipated that a recommendation on a preferred would be known by the end of February 2017 and that following a due diligence process a final recommendation would be made to the Programme Governance Board in March 2017.
(e) Workstream 8 - Strategic Investment and Disposal

The Committee noted that significant progress had been made on understanding the portfolio potential. Work had been undertaken to test market interest and consider a strategic market approach. Work was also underway to analyse revised Capital Plan priorities and phasing against potential vacant possession challenges. It was noted that early disposals would be focused on vacated properties.

The Committee noted the potential capital receipts from disposals had been revised from £50m to £43m.

EC/2016/20.1.2 Risk Register

The Committee noted the current risk register which remains largely as previously reported in November 2016. It noted that risks were generally shifting from those concerned with approval and permissions to those focused on site and ground conditions.

In relation to Risk 16 (electrical network capacity), the Committee noted meetings were scheduled with two of the main suppliers.

EC/2016/20.2 Sustainability Strategy

It was agreed that this would be deferred to May 2017 and thereafter Committee would receive an annual report on sustainability matters.

EC/2016/21 Projects

EC/2016/21.1 Approved Projects Status (RAG) Report

The Committee noted the current status of all current projects and that the report had been updated to align with the revised Capital Plan.

It noted that there were four Amber status projects:

Garscube/Development for Virology/External Works - estimated cost out-turn £40k over approved CapEx although it was noted that it formed part of a series of interlinked CapEx approvals, the total of which would not be exceeded.

Garscube/Acre Road/Wind Tunnel – the project remains incomplete. The University Engineering department were undertaking controls activities, estimated to take four months.

Gilmorehill/James Watt South/Reconfiguration Works – completion date extended to January 2017, primarily due to additional asbestos removal works.

Gilmorehill/General/District Heating Scheme – anticipated final costs expected to result in 2% overspend although a review of professional fees had yet to conclude.

EC/2016/22 Any Other Business

EC/2016/22.1 Programme and Project Governance

The Committee welcomed the revised proposals for Capital Programme and Project governance. These would result in retention of strong, clear governance with full accountability of Governance and Development Boards, which was less resource intensive than previous arrangements.

EC/2016/22.2 Estates Working Group

The Committee agreed that the Group would be dissolved. It wished thanks to be conveyed to all members of the group, who contributed to achievement of Court approval on the Capital Plan.

EC/2016/23 Schedule of Meetings for 2016/17

Friday 17 March (Committee Room 251, Gilbert Scott Building)
Friday 12 May 2017 (Committee Room 132, Gilbert Scott Building)
<table>
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<tr>
<th>Court Context Card - HR Committee Report 15 February 2017</th>
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UNIVERSITY OF GLASGOW
Human Resources Committee

Minute of meeting held in the Melville Room, Main Building
on Tuesday 17 January 2017

Present: Ms J Milligan (JM), Professor A Muscatelli (AM), Mr D Newall (DN), Mrs A Allen (AA), Ms S Ashworth (SA), Mrs C Barr (CB), Professor E Cameron (EC), Ms Susan Campbell (SC), Mr R Claughton (RPC), Professor L Farmer (LF), Professor N Hill (NH), Dr M Macdonald Simpson (MMS), Professor R O Maolalaigh (ROM), Mr R Goward (RG)

By Invitation: Mr E O’Grady (EO’G) (Item 3)

Apologies: None. Professors Farmer and Hill had to leave after item 5 (HR/16/64).

HR/16/60 Opening Remarks & Apologies
JM noted that the agenda included a scoping paper relating to the Learning and Teaching Hub following discussion at the December meeting of Court. She indicated that she would work closely with CB to ensure that the Committee had the opportunity to discuss the people implications of strategic discussions taken by Court, not least, as they relate to culture, efficiency and changes to working practices and processes. JM alerted the members of the committee to the Scottish Government’s consultation regarding gender balance on boards and also referred to a recent e-mail, sent to all members of the Committee, sharing a new tool kit on diversity produced by the Leadership Foundation for Higher Education and commended it to them.

HR/16/61 Minute of the Meeting held on 14 November 2016
The minute of the previous meeting was agreed as drafted.

HR/16/62 Employee and Organisational Development – Strategic Update
EO’G joined the meeting to give an update on the activities and strategic focus of the Employee and Organisational Development function within HR. These take the People Strategy as the starting point and are hence structured around the three core themes of Attracting Talent, Supporting Development and Leading Transformation. Key achievements delivered during 2016 include the Leadership Behavioural Framework, the refocused tiered approach to Leadership Development and a set of tools to support Succession Planning and Talent Management. The Early Career Development Programme had also been reviewed and the development offering refined, this is now being actively deployed to participants.

Other areas of focus during 2016/2017 include developing a competency framework to support the deployment of the Glasgow Professional model, reviewing the set of management training materials and programmes and supporting cultural development and change management activities in accordance with the needs identified at a local level with the support of the relevant OD/L & D partner. In line with the University Strategy, the service will also continue to review its effectiveness and seek new ways to measure impact and contribution.

Members of the Committee had a wide-ranging discussion about the importance of succession planning both for managerial and leadership roles in both professional services and academic functions but also more widely in terms of workforce planning. The wider benefits of developing a more multi-skilled workforce in support of the campus development were recognised in terms of opening alternative career path options for staff and mitigating the risks associated with an aging workforce in Operational and Technical roles.

The importance of communicating development options widely and supporting managers as they carry out PDR and career discussions was also discussed and it was recognised that wider use of succession and talent management tools would support staff development, help address people risks and aligned well with the philosophy behind both the Leadership Behavioural Framework and Glasgow Professional.
HR/16/63  Developing the HR Service Model

RPC spoke to the paper, which provided an update on work being carried out to support the People strategy and enhance the effectiveness of the HR Service across the University. This aims to support increased self-service by both individual employees and managers by improving the presentation of information and guidance on the HR Webpages, introduce greater standardisation for transactional activities and release time for the HR professionals to support managers on more complex cases and strategic organisational developments. These developments, aimed at providing an integrated client centred HR Service Delivery model, are conducive with longer term plans to introduce such a Service Delivery model across University Services in the fullness of time.

Members of the Committee welcomed the steps being taken and stressed the importance of ease of access to information and making systems, particularly Core HR, as intuitive and straightforward as possible. This would encourage managers and senior administrators to use these and reduce reliance on the HR function. The partnership model was strongly endorsed and the link to improving leadership development capability and management training noted as an enabler of such cultural change. Ultimately, the goal is to deliver a technologically enabled integrated service model and the HR team is hence working closely with IT colleagues as they explore options for introducing enhanced service related software.

HR/16/64  Learning and Teaching Hub – Operating Model Discussion Paper

CB introduced the considerations being given to the future operating model and wider access matters for the new Learning and Teaching Hub. This presented an opportunity to review the service model across the University, developing a more customer-focused service that would support changes in our working practices in streamlining our processes and deliver efficiencies outlined in the University Strategy.

The work would consider job and organisational design, which the recent structural merging of Estates and Building and Campus Services would help facilitate. AA agreed that this provided the opportunity to deliver services, to both students and staff, differently but also could represent a significant change and there would be need to develop staff and support them through the transition. Thinking is at a very early stage but the importance of considering the way that students access support as well as utilising the building itself is recognised as critical to realizing its full benefits whilst also facilitating cultural change across the wider organization.

JM closed the discussion and noted that time would be allocated at future meetings to enable the committee to make this strategic people contribution to discussions about the Campus Development and improving the student and staff experience.

HR/16/65  HR Directors’ Report

CB spoke to her HR Director’s report, which informs and prompts the oversight role of the Committee.

CB reported that SMG had recently approved a Strategy Transformation Plan, which would continue to deliver the aims and objectives set out in the University Strategy. Engagement sessions continue across the University to enable staff at local levels to share their experience and reflect on the outcomes of the cultural diagnostic and Staff Surveys.

CB’s report included a detailed report of the completion rates and summary outcomes of the recent PDR process and highlighted the need to continue to focus on performance management and the development of our people. The report also covered the evolving use of pay for performance across the University, which had also been discussed by the Remuneration Committee. In relation to managing the potential risks associated with Brexit, CB shared summary information gathered from a survey of non-UK EU staff to which nearly 50% of eligible employees had responded. The vast majority of those responding have neither citizenship nor formal residency though a significant proportion are now considering
it. Respondents have provided a clear indication of those areas upon which they are likely to seek advice once the situation and impact on our people becomes clearer.

The review of the recruitment process is continuing to schedule and potential improvements and efficiencies, particularly during the initiation stages of the hiring process, have already been identified. Separately the HR function across the University is carrying out an internal audit of UKVI documentation to ensure we have all the necessary paperwork associated with employing staff who do not have an automatic right to work in the UK.

The paper also provided an update on Equality and Diversity and work underway to review the University’s Outcomes as part of the Public Sector Equality Duty. Following the success of the Full Stop campaign, a further iteration would be developed to support the outcomes identified. Finally, there was a brief discussion regarding the management of absence and a desire to see rates reducing following the introduction of the new Attendance Management Policy that had been previously reviewed and approved by the committee.

HR/16/66 HR Analytics – Regular update
The paper was taken as read and there were no substantive questions.

HR/16/67 Draft minute of the EDSC meeting held of 05 December 2016
The paper was noted

HR/16/68 Matters Arising from 14 November 2016
The Committee noted that there were no outstanding actions, which were not covered in the HR Director’s Report or other agenda items.

HR/16/69 Closing remarks
There was no other business raised and the meeting closed.

HR/16/70 Date of Next Meeting
The next meeting will take place on Wednesday 15 March 2017 at 2pm in the Turnbull Room.
**Court Context Card - HSWC report 15 February 2017**

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<th>Mr David Newall</th>
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| Paper Summary | At its meeting on 13 December 2016, the Committee received: an update on the central recording of overseas travel; an introduction to the newly appointed Business Continuity Officer (BCO); an update on DSE software; an Estates and Buildings update from the Deputy Director of Construction; a stress risk assessment review from the Director of Health, Safety & Wellbeing. The Committee covered its usual range of business in reviewing standard reports on Occupational Health activities, Audit updates, Accident reporting, Employee counselling and Minutes from the US H&S Committee. |

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| Any other observations | |
University of Glasgow

Health Safety and Wellbeing Committee

Minute of Meeting held on Tuesday 13 December 2016 at 10:00 AM in the Melville Room

Present: Ms Louise Bowden, Mr Richard Cloughton, Mr James Gray, Mr Peter Haggarty, Mr Christopher Kennedy, Mr David McLean, Mr David Newall, Mr Deric Robinson, Mrs Kathleen Simmonds, Ms Aileen Stewart, Mr Graham Tobasnick, Ms Selina Woolcott, Ms Erin Ross, Ms Jessica Brown, Dr Craig Daly

In Attendance: Ms Debbie Beales, Mr Colin Montgomery

Apologies: Ms Gillian Shaw, Mr David Somerville, Dr Jane Townson

HSWC/2016/1 Minutes of the Meeting held on Tuesday 20 September 2016

The Minutes of the meeting held on Tuesday 20 September 2016 were approved.

HSWC/2016/2 Matters arising

HSWC/2016/2.1 Safety for overseas workers (verbal update SW)

Ms Woolcott informed the Committee that a 3 month pilot was due to be launched in February 2017 involving the School of Medicine, The Business School and MaRIO. Overseas travel would be recorded on CORE within the annual leave section and included an authorisation process via the line manager and a link to the risk assessment template. There would be a follow up email reminding the individual to take out University travel insurance and a link to the insurance website. Ms Woolcott agreed to update the Committee at the March meeting.

HSWC/2016/2.2 Business Continuity Officer (introductions)

The Committee welcomed the University's new Business Continuity Officer, Mr Colin Montgomery to the meeting. Mr Montgomery informed the Committee that he had commenced his new role in October and was currently working with Schools/RI's and University Services to assist in implementing bespoke business continuity plans for their areas. His aim was to have these in place with training and support by the end of his 18 month post.

HSWC/2016/2.3 Audit programme (Paper 1)

The Committee noted the Paper that was circulated. Mr McLean informed the Committee that the current audit actions were progressing well. Although Biodiversity and Psychology were still showing as 0% complete, he was happy that these would show significant progress by the next Committee meeting in March. Actions showing as 100% complete were for information only and would be removed for the next report. Four new audits were planned for 2017 with The College of Arts and Biological Services being audited first. The Committee would continue to be updated at each meeting.

HSWC/2016/2.4 DSE software (verbal update DMcL)
Mr McLean informed the Committee that the University had recently purchased 2,000 DSE (Display Screen Equipment) training and assessment licenses from Posturite. These would be delivered as a self-service product with staff using their GUID and password to access the course (currently via the University's business systems page). This could be accessed via a link on the SEPS web pages. The course would be advertised via Campus E-News.

HSCW/2016/3 E&B Update

Mr Haggarty informed the Committee that the Estates & Buildings Health & Safety Committee continued to meet quarterly. He also met with the Director of Health, Safety and Wellbeing on a monthly basis to discuss health and safety issues.

E&B Initiatives over the past 12 months included:

- Stop/Challenge/Suggest a safer way initiative. This encouraged people to help the University to improve safety on University sites.
- It was now mandatory for the Senior Management Team to inspect all sites on a monthly basis.
- A Contractor's Forum took place every August to encourage engagement between the University and all contractors on Campus.
- A new controlled roof access policy was now in place which meant that those requiring access to roof areas would now have to seek access to these areas from one of four designated key holders.

E&B Initiatives within the next 12 months would include:

- The demolition of buildings on the former Western Infirmary site.
- Preparation for the construction of the new Mathematics and Statistics Building.
- A poster campaign entitled 'Don't Walk By' to encourage the reporting of health and safety issues.
- Contractor Management. E&B would now be conducting random quality assurance on external contractors

The Committee thanked E&B for their hard work over the past year and recognised that health and safety management within E&B had improved significantly.

HSCW/2016/4 Stress risk assessment review (Paper 2)

The Committee noted the Paper that was circulated and expressed concern about the rising number of days lost through sickness absence, particularly in relation to operational staff and to University Services as a whole. Ms Woolcott informed the Committee that she had looked at a variety of data from the staff survey to provide a snapshot of stress within the workplace. The survey used classifications derived from the HSE survey of 136 UK organisations and used a traffic light scoring system for each question. Survey findings included:

- No significant change since the previous survey in 2014. Control and overall work demands had the poorest scores followed by demand, relationships, role, change and support.
- Scores for support from peers and managers had sustained the improvement seen at the previous survey.
- There had been a 10% increase in total number of days lost due to poor mental health. This however was not reflected in OH activity where numbers referred on account of poor mental health had decreased by 12%. This could be a result of the
loss of self-referrals to OH or perhaps a lack of management intervention in absence due to mental health.

- 27% of staff (down by 4%) felt unduly stressed at work with the most common reason being individual workload (72%).

Ms Woolcott informed the Committee that she had so far attended 20 School, RI and Service Management/Executive Groups to present the stress survey findings. The predominant themes that had emerged from these meetings were:

- Bullying. A number of groups felt that it would be helpful to identify whether this was coming from within the Unit, wider College/Service, from another part of the University or out with the University. Ms Woolcott would look at this for the next staff survey with perhaps an additional question at this section.
- Control. Issues included a ‘bureaucratic’ and non-user friendly P&DR process, an unhelpful University website that lacked an intuitive search engine and unwieldy management and financial processes.
- Demands. Most groups discussed staff working excessive hours and dealing with an increased workload with the same amount of staff. There was a feeling that this was widespread and an unspoken expectation.

Ms Woolcott informed the Committee that moving forward the University had produced a stress management action plan which was currently in draft form. The Committee would be kept updated on the progress of this plan. Initiatives that had been implemented after the last staff survey in 2014 would continue. Initiatives being considered for the future included mental health first aid, healthy working lives and mindfulness.

The Committee agreed that the action plan would be extremely important as mental health illness was on the increase throughout the world and the University of Glasgow needed to be able to provide support to those who needed it.

**HSWC/2016/5 Risk Register (Paper 3)**

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

**HSWC/2016/6 OH Report (Paper 4)**

The Committee noted the Paper that was circulated. Ms Stewart informed the Committee that management referrals had increased slightly compared to the same quarter last year with referral review appointments up by around 20%. This quarter was always the busiest time at OH for student work which included bloodwork, health screening and vaccinations for MVLS students. The Committee thanked the OHU for what had been an extremely busy quarter.

**HSWC/2016/7 SEPS Report (Paper 5)**

The Committee noted the Paper that was circulated. Mr McLean informed the Committee that there were no unusual anomalies to report. A new category had been created within the report to show the number of injuries that were not work related.

**HSWC/2016/8 EAP Report (Paper 6)**

The Committee noted the Paper that was circulated. Ms Woolcott informed the Committee that utilisation of the service continued to increase with no complaints being received.
Compared to the same period last year telephone counselling had increased by 21% and face to face counselling by 71%. 66 employees had used the service during this quarter which was 21 more than the same period last year. 86% of employment issues were attributed to work related stress, the highest proportion of which was due to demands at work (42%).

**HSCW/2016/9 Draft Minute US H&S Committee (Paper 7)**

The Committee noted the Paper that was circulated. Mr Claughton informed the Committee that the draft Minute was for information only but that the US H&S Committee had asked that two issues be brought to this Committee. These were:

- **Responsibility for H&S management within shared occupancy buildings.** The Committee agreed that this could prove problematic for buildings without a building superintendent and recommended that users of these buildings should hold building user group meetings to discuss H&S issues such as maintenance of communal areas and fire alarm testing.
- **Siting and payment of Defibrillators.** The Committee agreed that there was no legal requirement for defibrillators on Campus apart from areas where a risk assessment had shown a need for one such as a sports complex. The risk in an office based environment was extremely low and SEPS had no statistics that showed a need for more defibrillators on Campus.

**HSCW/2016/10 Any Other Business**

**HSCW/2016/10.1 Building ownership/management**

This was discussed and recorded under Paper 7.

**HSCW/2016/10.2 Street lighting on University Place**

The Committee were informed that though this was mainly under the remit of Glasgow City Council, E&B were already aware of this issue and were working to ensure that this was rectified within a fortnight.

**HSCW/2016/10.3 Asbestos Register**

The UNISON H&S rep raised some concerns regarding the Asbestos Risk Register. The Committee noted that the register is a set of ongoing documents, kept up to date as and when new information becomes available. This information is made available to contractors who may be working in areas with known asbestos. UNISON wished to understand to whom concerns should be raised if it was felt that information was not being utilised appropriately. The Committee agreed that concerns should be raised with local management or E&B in the first instance with regard to specific works. If concerns became broader and more about the systems in place, then these issues could be brought back to the HSCW.

**HSCW/2016/11 Date of Next Meeting**

The next meeting on the HSCW will take place at 10am on Wednesday 8 March 2017 in the Senate Room.
University of Glasgow

University Court – Wednesday 15 February 2017

Communications to Court from the meeting of Council of Senate held on 02 February 2017

(All matters are for noting)

1. **Implementation of the HE Governance (Scotland) Act 2016 – Measures Concerning the Senate of University of Glasgow 2017: Report from Working Group.**

The Clerk of Senate reported that the HE Governance (Scotland) Act became live on 31 December 2016 and it had been confirmed that full implementation was required by 31 December 2020. It was recalled that the proposals developed by the Working Group for the new arrangements for Senate were closely modelled on those for the Council of Senate. Legal advice on the proposals had now been obtained from the University's solicitors.

The meeting with the University's lawyers had been very positive. It had been confirmed that the proposals were consistent with the terms of the 2016 Act, other than in one respect. It had been hoped to be able to implement a requirement that the gender balance of the elected membership of the new Senate would be 40% female, 40% male and 20% of any gender. However, while the target could be expressed as a desire, subject to final confirmation, legal advice on the matter was that to express this as a requirement would be open to challenge and could be considered unlawful.

To ensure continuity of business during the transition from the current Council to the new Senate, it had been hoped that it would be possible for the elected members of the council to complete their periods of appointment and to avoid across the board fresh elections to the new Senate. The solicitors had confirmed that this would be permissible; appropriate wording of the Ordinance on the composition of the new Senate which would be required would permit dovetailing of the elected membership between the Council of Senate and the new Senate.

It had also been confirmed that, as was planned, it would be permissible to co-opt those elected as Senate Assessors on Court onto Senate if they were not already members of Senate. It was also reported that it had been confirmed that the quorum had not been altered in the 2016 Act and would remain at one-third of the total membership. The Clerk of Senate was also pleased to report that it had been confirmed that it would be permissible for the new body to be called Senate.

It had also been confirmed that there was no necessity for a quorate meeting of the full current Senate to be convened in order to approve the proposals for the new Senate. The procedure for the approval of the Ordinance involved consultation with Senate, but this took place outwith a meeting.

Approval of some measures that would be proposed lay within the authority of the Council of Senate (acting in line with its remit) on behalf of the current Senate; others would require the approval of the University Court; and others would be approved by means of the new Ordinance on the composition of Senate. It was now planned to revise the Working Group's proposals in light of the legal advice and to submit final proposals to the Council of Senate at its next meeting, on 13 April. If approved, these would then be forwarded to Court for approval as appropriate and, with the endorsement of Court, the new Ordinance would then be drafted and consulted upon in line with the procedure outlined above.
2. **Education Policy and Strategy Committee: Report from the meeting held on 14 December 2016**

Council of Senate received a report from the Education Policy and Strategy Committee held on 14 December 2016 from Professor Coton, Vice Principal for Academic & Educational Innovation and were asked to note approval of the following:

- International Masters degree in Children Literature, Childhood Culture and Media (IMCLCCM)
- International Masters degree in ‘Central, East European, Russian and Eurasian Studies’ (IMCEERES)

3. **Estates Strategy: Presentation by Senior Vice Principal**

Senior Vice-Principal Professor Neal Juster, presented an update on the Estate Strategy and Capital Plan. It was reported that the development of the campus following acquisition of the Western Infirmary site constituted the third transformational development of the estate in the history of the University – the others being the move from the city centre to Gilmorehill and the expansion of the campus in the mid-twentieth century. It was noted that every world class university was investing in their estate and it was essential for the University of Glasgow to do so also.

The University was working closely with Glasgow City Council to ensure that the development also included refurbishment of Byres Road, with new walkways to the River Kelvin. This would create a ‘cultural spine’ running north to south, at which the University would be at the centre. It was reported that there were currently talks about the creation of an Innovation District in the west of the City, from the Queen Elizabeth University Hospital to Gilmorehill.

It also was noted that the Hydro development had helped to regenerate the area of Finnieston and that the regeneration had extended westwards towards Partick: this was consistent with the aims of the University’s estate development. The aims of the Western site was to make the University fit with its 21st-Century aspirations to be attractive to staff and students, to enhance the student experience more widely, and to enable efficiencies and enhance the quality of the estate.

Professor Juster explained that the University’s ambition was to excel in an increasingly competitive global HE sector. Proposals within the capital plan had been tested against key strategic criteria (academic excellence; enhancing the student experience; supporting student and research growth; industry collaboration; protecting income; and allowing new ways of working). They had also been developed to promote collaboration through ‘flexing’ College-focused projects in order to maximise the benefit for the entire institution.

The University Court had approved the Full Business Case (value £97M) to deliver the Learning and Teaching Hub and had approved the Capital Plan projects, and the phasing of developments - with Phase 1a being completed in 2022 at a cost of £433.5m, and Phase 1b completed by the middle of 2026 at a cost of £98.5m.

It was reported that the phasing of development had been considered carefully to ensure that disruption was minimised and to allow flexibility to enable downside risks for income generation to be managed; benefits associated with early development to be achieved; and to allow borrowing to benefit from advantageous financial market conditions.
Phase 1a included:

- Decant the School of Mathematics and Statistics
- Clear Western Site
- Learning and Teaching Hub
- Research Hub
- Institute of Health and Wellbeing
- Adam Smith Business School and PGT Space
- College of Arts - partial co-location
- Significant repairs to Joseph Black Building

Phase 1b:

- School of Engineering teaching and research space
- ‘Innovation Quarter’ on Church Street
- Chronic Diseases research (externally-funded) inc. adjacent biological services facility (University-funded)
- Parts of Social Justice Hub to Main Building
- Fit out the top floor of the Research Hub

Phase 2 had not yet been approved, but the plan was to include:

- Complete the move of the College of the Arts
- Complete School of Engineering move
- Move School of Education onto main campus
- Connectivity with Social Justice Hub
- Relocate University Services back to main campus
- Move School of Maths and Statistics to a permanent location

It was reported that, at its meeting on 14 December 2016, Court had approved the Framework for the Capital Plan. It was highlighted that only the Learning and Teaching Hub had full approval for work to start at this stage, and that all other developments were subject to further approval, with a business case for each project to be considered by Court. The full business cases would now be developed for the remaining projects in Phases 1a and 1b of the capital plan: a. Research Hub; b. Institute of Health and Well-being; c. Adam Smith Business School; d. Arts and Humanities Building (phase 1); e. Joseph Black Building refurbishment; f. Infrastructure; g. Engineering (phase 1); h. Social Justice Hub (part of) move to the Gilbert Scott Building. Construction would only commence upon Court approval of a full business case for each development with clarity about the context of each project within the programme package, the external environment and detailed evidence on income streams and the project’s impact on the affordability of subsequent projects.

Phase 1a would begin in 2017-18, and the Learning and Teaching Hub would be open for 2019-20.

Professor Juster reported that there were opportunities to develop Lilybank car park, which the University owned, and opportunities as a result of the College of Arts move from Gilmorehill Halls. It was also reported that the square planned on Church Street would include commercial space. It was stressed that the plans were careful to ensure that the developments would enhance the environment.
It was also reported that there was agreement to invest £15-20M per annum in refurbishment and upgrades of the existing estate, and that there were £75M of projects already planned for over the next 6-7 years to enhance the current estate.

It was the intention that the Research Hub would allow space for multi-disciplinary teams to be brought together. The design phase for this was underway. The institute of Health and Wellbeing would also bring together world class research.

The Adam Smith Business School and PGT space would protect that income stream and it was recognised that all areas of PGT were growing but that there was not sufficient space to accommodate the growth. The new location for the ASBS would form part of the Innovation Quarter.

Relocation of part of the College of Arts to reduce its geographical spread and was due to be completed by 2022-23. In terms of the Joseph Black Building repairs, the aims were to secure and safeguard the home of Chemistry on campus. The work would involve: repair of basic building fabric, modernised research infrastructure and some expansion space for research.

It was noted that the Rankin Building and the Adam Smith Building were at the end of their useful lives.

It was anticipated that the College of Arts and School of Engineering buildings would be completed by 2026 at a cost of £200M.

It was intended that, at this stage, staff in Tay House would be moved back onto campus and the permanent building for Mathematics and Statistics would be developed. There would also be repurposing of some of the other buildings that would be vacated. Professor Juster provided assurances that the first phases of the development had taken into account concerns about overall impact of the development project and management of the disruption. Phases 1a and 1b would mean that the development would relatively quickly look like a campus to minimise the sense of a building site as far as possible.

It was reported that accessibility issues had been taken into account and were a major consideration in the development plans. The development of the temporary location for Mathematics and Statistics had demonstrated that development could be managed with minimal disruption.

All developments were controlled by one delivery partner, and the planning had taken into account of, for example, exams periods.

Some concerns were voiced about the financial impact of the development. Professor Juster reiterated that, although Court had agreed the plans overall, each building required individual approval on the basis of affordability.

Concerns were also expressed about the potential security issues for a public square within the campus, which had been highlighted as part of the design for the re-development of the Western site. Professor Juster reported that the plans had taken into account other campuses, such as MIT, where there were no visible external boundaries to the University, which meant that the outside space of the campus was accessible, but that access could not be gained by members of the public to university buildings. It was recognised that it was necessary to ensure that the balance was correct.
Members were interested to find out about the plans for University Gardens. It was reported that plans had not been finalised, but that there was consideration of the space being used as a hotel or as accommodation for visiting scholars. It was confirmed that this space would be retained by the University and would not be sold.

It was noted that Bute Gardens was problematic for a number of reasons and it would eventually be disposed of.

Members also asked whether other sites around the City of Glasgow had been considered for the developments, particularly areas that would benefit from regeneration. It was reported that research undertaken had established that the best option was to develop the existing campus, rather than to have a campus that was spread across the City. It was noted however, that the Queen Elizabeth Hospital was situated in Govan, which was beneficial to the local community as well as the University.

In terms of ensuring that current buildings are fit for purpose, Mrs Ann Allen, Director of Estates and Buildings, reported that there had been a great of work in the last 18 months and there had been a change to the way maintenance was approached to gain efficiencies and better service. There was better engagement to ensure effective prioritisation and there was a protected budget for maintenance; it was very much recognised that the current estate could not be ignored. It was reported that £15M per year already was committed to maintenance of existing buildings; the additional £15-20M which mean that ~£31M p.a. would be spent on maintaining the current estate. £75m was reported to have been already allocated to projects.

4. REF2021 consultation: Presentation by Vice Principal (Research)

Professor Miles Padgett, Vice-Principal Research, reported that, on the 8 December 2016, the Higher Education Funding Council for England (HEFCE) issued a consultation, on behalf of the UK Higher Education Funding Bodies, on the format of the next REF exercise. The consultation was about the implementation of the recommendations included in Lord Stern’s review of the REF published in July 2016. The consultation was open for 14 weeks; however, institutions were invited to submit their preliminary comments to the Russell Group by the 5 January 2017, to shape the Group’s own response. An initial response from the University of Glasgow with input from SMG was provided to help inform discussion.

Professor Padgett highlighted that the key issues raised in the consultation were:

General:

- How to define “research-active” staff
- Institutional vs UoA-level submission of environment and impact

Outputs:

- Minimum/Maximum number of outputs per individual
- Practical ways of achieving non-portability
Impact:

- Link between impact and underpinning outputs

It was reported that the proposed response was that the University of Glasgow supported the use of staff returned to HESA 'Academic professional' code and an academic employment function of 'Teaching and Research' and also supported additional inclusion of staff returned to HESA as 'Research only', provided a measure of independence is also introduced. Therefore, eligibility for an all-staff return would include all R&T and R only staff.

In terms of the question on decoupling staff from outputs, the proposed response was that the University of Glasgow favoured a maximum contribution of six outputs per individual staff member. This allowed the research of a small number of exceptional researchers to be better represented whilst still ensuring that the whole return remains representative of the unit as a whole. The response proposed two on average, with a maximum of six for any one individual, and a consensus that there should be a minimum of one per individual, because any less meant the idea of an all staff return was not logical.

The Stern Review proposed that outputs should stay with the institutions, rather than move with staff. However, there was some concern that this could be disadvantageous to Early Career Researchers and impact on their development. It was noted that, if portability was reinstated then it would be likely that the maximum outputs per individual would be reduced from six to four.

In terms of the question on Institutional-level submissions ('What are your views on the introduction of institutional-level assessment of impact and environment?'), the proposed response was that the University of Glasgow was not convinced of the merits of this proposal. Much of the activity that it was thought that the REF aimed to measure happened at the local level. There was not a close correspondence between the quality of an institutional strategy and the degree of excellence in each of its units: as was exemplified by the results of past assessment exercises, quality was variable across disciplines in an HEI.

Members raised concerns about the tension between not being able to transfer outputs and this not disadvantaging ECR or internationals recruitment. It was reported that the Stern Review had recommended that outputs belonged to the institution at which they were accepted. It was recognised that the date of publication was considered the only auditable date. Therefore, if someone were to leave the institution, the question arose whether the university concerned would return the paper. It was identified that this led to multiple complications. However, it was recognised that the intention behind the recommendation in the Stern Review was to try to forestall the difficulties brought by a researcher transfer market. It was reported that there was lots of resistance to the non-portability of outputs and there had been a suggestion that there could be some exceptions for first publications, so as not to disadvantage Early Career Researchers.

Members of the Council of Senate voiced concerns about the potential for colleagues being ranked against each other in order to agree a spread of outputs amongst individuals. Professor Padgett responded that the flexibility of outputs proposed should recognise the fact that the exercise should be seen as team approach.

The approach that would be taken in terms of interdisciplinary research was also raised. It was suggested that while interdisciplinary research was encouraged, the structures in place seemed to disadvantage those that engaged in it. Professor Padgett reported that there had been a mechanism to bring in appropriate experts from other fields in the REF'14, but that if there were constructive suggestions about how else this might be approached, then these could be incorporated into the University response to the consultation.
Equality was also highlighted as a potential consideration in relation to the inclusion of women in the return. Professor Padgett reported that Equality and Diversity Unit had been consulted on the draft response, as had the Gender Equality Champion, but that, if there were specific concerns about the response in terms of equality, then these would be considered.

5. Convener's Business

5.1 Brexit

The Principal noted that the White Paper on Brexit had recently been published. It was noted that reference was made to freedom of movement for staff in Higher Education and the protection of the rights of EU citizens. Early indications regarding EU students were that they there needed to be reassurances that it was not a question of facing a cliff edge with respect to entitlement to remain in the UK.

5.2 SFC Funding

The Scottish Funding Council draft budget had been issued and indicated a reduction in revenue spend. Although there was an uplift in capital, this was largely committed to the rebuild of the Glasgow School of Art and other loans, which meant that effectively there was a cut overall in funding.

It was reported that there was protection for funding for widening access, teaching and research, with the consequence that reductions would come from other areas of activity. There would be a reduction to funding for PGT and the replacement of fee payment arrangements by a loan scheme.

The Principal noted that it had been a very difficult funding round.

6. Clerk of Senate's Business

6.1 Election of Rector

The Clerk of Senate reported that the term of office of the current Rector, Edward Snowden, would end in April 2017. Nominations had been invited for his replacement with a deadline of 24 January 2017; however, unfortunately, no nominations had been received. Revised arrangements for the nomination and election process for the Rector would be discussed at the Court meeting to be held on 15 February.

6.2 Honorary Degrees Committee Report

Council of Senate received the oral report from the Honorary Degrees Committee concerning recommendations for the conferment of honorary Degrees in 2017.

The Clerk of Senate reported that following acceptances had been received from nominees to receive Honorary Degrees in 2017:

DOCTOR OF ENGINEERING (DEng)
Professor Yanrong LI
President of UESTC, University of Electronics & Technology of China

DOCTOR OF THE UNIVERSITY (DUniv)
Rose GENTLE
Campaigner

The names noted above of those who had accepted the offer of an Honorary Degree were now in the public domain.
Further replies are awaited and will be reported to the next meeting of Council of Senate.

6.3 Senate Guest Night 9 March 2017

The Clerk of Senate reminded members that the next Senate Guest Night dinner would be held on 9 March and the guest speaker on this occasion will be Val McDermid, best-selling author.

7. Intimations

The Council of Senate stood in silence to mark its respect for former members of Senate whose deaths had been announced during the session:

Professor Nenad Bicanic

Professor Nenad Bicanic died at his home in Croatia on Saturday 8 October 2016. Nenad was the 9th incumbent of the Regius Chair of Civil Engineering, holding the post from 1994 to 2010. After his retirement in 2010, he took up a part-time position at Rijeka University for 5 years.

Professor Peter Flynn

Professor Peter Flynn died on 3 April 2016. Peter was Lecturer in Latin American Studies at the University from 1967 to 1968, and Director of the Institute of Latin American Studies from 1972 to 1997. He was appointed to a personal professorship of Latin American Studies in 1995.

Professor Andrew Furlong

Professor Andy Furlong, who died on Monday 30 January 2017, was an internationally renowned sociologist of youth. Andy held academic posts at the Universities of Edinburgh and Strathclyde before joining the Sociology Department at the University of Glasgow, where he established the Youth, Education and Employment Research Unit and also became Head of the Department. He moved to the Department of Management, where he was Professor of Sociology, and was subsequently appointed as Professor of Social Inclusion and Education in the Department of Education at Glasgow.

In 2014 he was appointed Dean of Research in the College of Social Sciences. He was appointed as a Fellow of the UK Academy of Social Sciences in 2011 and a member of the Research Methods and Infrastructure Committee of the ESRC. He held Honorary Professorial positions at Deakin University, the University of Melbourne and University of Newcastle in Australia and held a Fellowship from the Japanese Society for the Promotion of Science. Andy studied Sociology at Leicester University, where he went on to obtain his doctorate. Andy was awarded a DLitt by Leicester University in 2012.

Professor Christian Kay

Professor Kay died on 4 June 2016. She began working at the University in 1969 and retired in 2005 as Professor of English Language. She worked on English linguistics with a focus on the history of the language, and in 2009 a lifetime of patient research came to fruition with the publication of the Historical Thesaurus of English – a triumph for Glasgow, this work is
the world's largest thesaurus, the most complete thesaurus of English, and the only historical thesaurus ever compiled of any language.

While Christian Kay retired in 2005, she remained highly active as a researcher and facilitator of the research of others, including acting as co-investigator on major externally-funded grants until 2015. The University awarded her an Honorary DLitt in 2013.

**Professor Keith Vickerman**

Professor Vickerman died on 28 June 2016. Keith Vickerman was an Honorary Professor in the Division of Environmental and Evolutionary Biology. He was titular Professor of Zoology from 1974 until his appointment to the John Graham Kerr Chair of Zoology in 1979, and he was Regius Professor of Zoology from 1984 to 1998. He became a Fellow the Royal Society of Edinburgh in 1970, the Royal Society in 1984 and of the United Kingdom Academy of Medical Sciences in 1998.

**Professor Mark Ward**

Professor Ward died on 14 April 2016. He was Professor of German Language and Literature within the School of Modern Languages and Cultures and Dean of the Faculty of Arts from 1996 – 1999, after which he served for a period as Director of the then Crichton University Campus.