



Court

A meeting of Court will be held on **Wednesday 25 September 2024 at 1.45pm in Senate Room**

Amber Higgins, Head of Court Office and Clerk to Court 330 4976 amber.higgins@glasgow.ac.uk

AGENDA

Item	Title	Lead	Paper No.	Page No.	Action
1.	Welcome, Apologies, Introductions, Noting of Pre-Court briefing, Declarations of Interest	Convener	Oral		
2.	Minutes of meeting held on Tuesday 18 June 2024	Convener	2.	3-18	For approval
3.	Matters arising not otherwise on the Agenda	Convener	Oral		
	Reports 4 to 8 below show some items as starred*. Starred items are the main items for discussion and/or approval.				
4.	Keystone Building <i>Papers withheld due to FOI exempt/Commercial sensitivity</i>	Frank Coton/ Gregor Caldow	4. and annex	19-67	For approval
5.	*Risk Register <i>Papers withheld due to FOI exempt/Commercial sensitivity</i>	Gregor Caldow	5. and annex	68-141	For approval
6.	*Report from the Principal <i>*Student Admissions including RUK *Political & Higher Education Developments *NSS Results & University Rankings *SMG Appointments</i>	Principal	6.	142-151	For information/ discussion
7.	*Report from the University Secretary <i>*Organisation Change Governance Committee *Convener of court Appraisal *Vice-Convener of Court *Court Strategy Day *Appointments *Court Business 2024/25 *SFC Assurance & Accountability *Student Contract *Resolutions</i>	David Duncan	7. and annexes	152-262	Items for approval/ otherwise for discussion/ information
8.	Student Matters, including: Rectors update, SEC Report, SRC President update	Pablo Moran Ruiz/ Rector/ David Duncan	oral update		For information/ discussion

9.	Reports of Court Committees				
9.1	Finance Committee	Jonathan Loukes	9.1 and annexes	263-328	Items for discussion/ information
9.2	Estates Committee	Stuart Hoggan	9.2	329-335	For information/ discussion
9.3	Audit & Risk Committee	Elspeth Orcharton	9.3	336-345	For information/ discussion
9.4	IPSC	Frank Coton	9.4	346-350	For information/ discussion
9.5	P&OD Committee	Kerry Christie	9.5 and annexes	351-364	For information/ discussion
9.6	Remuneration Committee	Kerry Christie	9.6	365-366	
10.	Any Other Business Court members are asked to inform the Secretary of Court 2 days in advance of the meeting, if they have items of Other Business for discussion	Convener	Oral		
11.	Date of Next Meeting Wednesday 20 November 2024 at 2pm. A Pre Court Briefing will be held at 12pm.				



Court – Overview Tuesday 18 June 2024

CRT/2023/52. Budgets 2024/25 and Financial Forecasts

Court received a presentation from Professor Frank Coton, Senior Vice Principal and Deputy Vice Chancellor (Academic), and Gregor Caldow, Executive Director of Finance on the Budget for 24/25 and the financial forecasts. Professor Frank Coton outlined the main themes in the budget submission.

Court approved the budget for 2024/25 and the financial forecasts.

CRT/2023/53. KPI

Court received a presentation from Professor Frank Coton, Senior Vice Principal and Deputy Vice Chancellor (Academic) on the KPIs. Court last reviewed the KPIs in June 2023 and the presentation provided an update on the progress since that date.

CRT/2023/54. Report from the Principal

CRT/2023/54.1 SFC Grants 2024/25

The Principal reported that the SFC had now published its final funding announcement for Academic Year 2024/25. There would be a £28.5m reduction in Higher Education resource funding for 2024/25, which would be implemented in part via a reduction of approx. 1200 Home student places across the sector which reversed the increase that had been provided as part of temporary budget uplifts linked to Covid SQA outcomes. Court noted that:

- Funding for Upskilling had been removed for 24/25 (-£7m). This would impact Glasgow, as the University had introduced a range of upskilling courses in response to SFC making this a priority – in essence it meant that while the courses would continue to run, there would be no funded places for them
- Main Teaching Grant had reduced by -1.5% (-£1,379k) compared to 23/24.
- Excluding one-off consequential funding received in 2023/24, the research and innovation funding had increased by 3.2% (£2,020k).

CRT/2023/55. Report from the University Secretary

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

CRT/2023/55.1 Glasgow Green - The University of Glasgow's Climate Change Strategy and Action Plan

Dr Roddy Yarr, Director of Sustainability, provided an update to Court on *Glasgow Green - The University of Glasgow's Climate Change Strategy and Action plan*.

CRT/2023/55.2 Standing Orders

Court approved the Standing Orders which would come into immediate effect.

CRT/2023/55.3 Principal and VC Search

Court noted that following the announcement that Professor Sir Anton Muscatelli would be retiring in 2025, recruitment consultants Saxton Bampfylde had been supporting the University with the appointment of the next Principal and Vice Chancellor.

CRT/2023/55.8 Honorary Fellowship

Court approved the nomination for the award of an Honorary Fellowship to Klaus Mayer.

CRT/2023/55.9 Goudie Endowment Fund

Court approved the application for change of use of a restricted fund to the Office of the Scottish Charity Regulator (OSCR).

CRT/2023/55.10 Draft Resolution – Endowment Changes

Court approved Draft Resolution 708 - Reorganisation of Restricted Funds (Goudie and Stevenson funds) to move forward for public consultation.

CRT/2023/56. Student Matters, including: SEC Report; SRC President update

CRT/2023/56.2. SRC update

The SRC President provided a presentation to Court on the SRC Annual Report.

CRT/2023/57. Reports of Court Committees

CRT/2023/57.2 Divestment

Gavin Stewart, chair of the Finance Committee, Jonathan Loukes, chair of the Divestment Working Group and the University Secretary outlined the report from the working group.

Following a full discussion, Court endorsed the draft responses put forward by the working group, acknowledging that this represented the majority of views in the room, and that there were some dissenters.

With regard to investments, Court recognised the important role that the campus community plays in shaping the University's values and how they might be reflected in the investment strategy. Consequently, the University would:

- Undertake a full consultation with the University community on its Socially Responsible Investment Policy with a view to revising and strengthening it (this work should be completed as soon as possible and no later than November). The consultation would encompass the investments in specific sectors including the defence sector.
- Following Court's approval of the revised SRI Policy, the University would, if appropriate, re-tender that part of the University's fund management arrangements that still allowed investment in the defence sector (recognising that one part of the fund management arrangements was already held in funds which excluded investments in arms).
- Student representatives and the campus trade unions would be invited to join a task group which would shape the University's ongoing response to the humanitarian crisis in Gaza which included external experts.

CRT/2023/57.5 Remuneration Committee

Court agreed that the Convener of Court daily rate would be increased on an annual basis in accordance with any pay award agreed nationally and that the maximum number of days that could be claimed would remain at 50 days per year.

CRT/2023/57.6 Nominations Committee

Court noted that the Nominations Committee was recommending the following appointments:

- the appointment of Lorraine McMillan to Court as a Co-opted Member of Court from 1 August 2024 to 31 July 2028
- the appointment of Mary Jane Brouwers to Court as a Co-opted Member of Court from 1 October 2024 to 30 September 2028
- the appointment of Martin Sinclair to Court as a Co-opted Member of Court from 1 October 2025 to 30 September 2029
- appointment of Jonathan Loukes as the Chair of the Finance Committee replacing Gavin Stewart.

Court approved the appointments as outlined above.



Draft Court

Minute of Meeting held on Tuesday 18 June 2024 held in the Senate Room, Main Campus and via Zoom

Present:

Ms Elizabeth Passey Co-opted Member (Convener of Court), Dr Ghassan Abu-Sittah (Rector), Professor Sarah Armstrong (Elected Academic Staff Member), Professor Tara Brendle (Elected Academic Staff Member - Zoom), Kerry Christie (Co-opted Member), Professor Nicola Dandridge (Co-opted Member), Mr David Finlayson (Co-opted Member), Stuart Hoggan (General Council Assessor), Dr Bo Hu (Chancellor's Assessor - Zoom), Mr Christopher Kennedy (Elected Professional Services Representative), Professor Simon Kennedy (Elected Academic Staff Member), Mr Laic Khalique (Co-opted Member), Jonathan Loukes (Co-opted Member), Paula McKerrow (Trade Union Nominee), Dr Christine Middlemiss (General Council Assessor), Pablo Moran-Ruiz (SRC Assessor), Professor Sir Anton Muscatelli (Principal), Ms Elspeth Orcharton (Co-opted Member - Zoom), Professor Richard Reeve (Trade Union Nominee), Mr Gavin Stewart (Co-opted Member), Hailie Pentleton-Owens (SRC President), Professor Bethan Wood (Elected Academic Staff Member).

Attending:

Gregor Caldow (Executive Director of Finance), Professor Frank Coton (Senior Vice Principal and Deputy Vice Chancellor (Academic)), Dr David Duncan (Chief Operating Officer [COO] & University Secretary), Professor Martin Hendry (Clerk of Senate), Amber Higgins (Executive Officer and Clerk to Court), Alistair Wilson (Deputy Secretary and Head of Legal), Dr Roddy Yarr (Director of Sustainability) for Item CRT/2023/55.1 only, Lesley Newdall (External Lay Committee Member – ARC) observing.

Apologies:

Cllr Susan Aitken (Glasgow City Council Assessor), Shan Saba (Co-opted Member).

CRT/2023/49 Announcements and declaration of Interests

The Convener welcomed Dr Ghassan Abu-Sittah (Rector) to his first meeting and Pablo Moran-Ruiz who was attending in his new role as the SRC President-Elect. The Convener also welcomed Lesley Newdall (External Lay Committee Member – ARC) as an observer to the meeting.

There was the following declaration of interest in relation to business to be conducted at the meeting: Dr David Duncan as a member of the UCEA - National Negotiating Team.

Court noted that a tour led by Dr Roddy Yarr had taken place prior to the Court meeting to the estate land above Cochno Farm to learn more about the work that was being undertaken there in relation to sustainability, tree planting, and potential options for the future. Court's thanks were noted to Dr Roddy Yarr (Director of Sustainability) and George King (Farm Manager).

A pre-Court briefing on the Fundraising Campaign and next steps was presented by Rachel Sandison (Deputy VC and Vice-Principal (External Relations)), Fran Shepherd, (Director of Development and Alumni) and Margaret Clift (Head of Strategic Philanthropy). Court's thanks for the briefing were recorded.

Court also noted the display by Archives which detailed the '*Inventory of voluntary contributions to building and furnishing of Library*' dating from 1654, and including Charles I signature. Events prevented Charles I from paying the sum, and it was noted that Oliver Cromwell (the Lord Protector) had honoured the commitment and paid the two hundred pounds in 1654. Court thanked Michael Gallagher (Archivist - University Heritage Collections Engagement) and Moira Rankin (Senior Archivist).

Court was reminded that papers and business were confidential.

CRT/2023/50. Minutes of the meetings held on Wednesday 17 April 2024

The minutes were approved.

CRT/2023/51. Matters Arising

No substantive items were raised.

CRT/2023/52. Budgets 2024/25 and Financial Forecasts

Court received a presentation from Professor Frank Coton, Senior Vice Principal and Deputy Vice Chancellor (Academic), and Gregor Caldow, Executive Director of Finance on the Budget for 24/25 and the financial forecasts. Professor Frank Coton outlined the main themes in the budget submission. It was noted that the HE sector was facing challenging times with ongoing real-terms reductions in government funding and reduced international recruitment. These issues were creating significant financial pressures, with almost 60 institutions announcing severance schemes. The financial sustainability of the sector as a whole was under threat.

The Executive Director of Finance reported that two budgets had been prepared, one assuming no growth (Scenario two) and another assuming a return to the modest growth trajectory outlined in last year's budget (Scenario one). Initial budgets would be set at Scenario two and would then be uplifted based on the final student recruitment position. While there was still uncertainty on the final international student recruitment position forecasting to date indicated the University expected to land between scenario one and two. However, this would need to continue to be monitored through to September, particularly as the University experienced reductions at the end of last year's recruitment cycle.

It was reported that the priority themes of People First, Research Power and Funding, Enabling Growth, Student Experience and Service Excellence were the priorities for the budget period. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Court noted that the Finance Committee had agreed to recommend to Court the final budget for 2024/25 together with the forecast to 2027/28 and the associated investment plan. The Finance Committee had also noted that the University had a robust financial framework in place. It was important that the University stayed within this framework to ensure that it continued to be financially sustainable.

During the discussion it was noted that the budgets would be adjusted depending on the final student recruitment figures and that the budget set a base which could then be uplifted by the agreed margin. It was reported that the Senior Vice Principal and Deputy Vice Chancellor (Academic) continued to work closely with schools to ensure that staff were supported and that any mitigating steps could be put in place as soon as possible.

A query was raised about the impact of staff student ratios on the student experience and it was noted that steps were being taken to improve this in the high-growth schools but it was acknowledged that work was still required in some areas. Court noted that all schools and colleges were involved with the budget setting from the early stages and that the Senior Vice Principal and Deputy Vice Chancellor (Academic) and Executive Director of Finance went through the submissions closely to ensure that all key areas had been identified.

Court noted the number of international students coming to the UK had declined over the last 12 months and it remained uncertain for 2024/25. It was also noted that although online learning had been a key element during Covid, students generally preferred a large portion of their course to be in person.

Court approved the budget for 2024/25 and the financial forecasts.

CRT/2023/53. KPI

Court received a presentation from Professor Frank Coton, Senior Vice Principal and Deputy Vice Chancellor (Academic) on the KPIs. Court last reviewed the KPIs in June 2023 and the presentation provided an update on the progress since that date.

Court noted the presentation which provided a light-touch, mid-term review of the progress with the strategy and, in particular, current performance against KPIs, feedback from the 2023 strategy engagement sessions, and an overview of investments made in support of the strategy. The purpose of the light-touch, mid-term review of the strategic plan was to provide

an opportunity to reflect on the extent to which investment and activity aligned to the core themes and KPIs and to understand, on the basis of feedback from colleagues, how the lived experience of staff and students of the University aligned with the strategic intent.

During discussion it was noted that progress against the KPIs had been affected by the Covid period and the differential rate of growth of the University in comparison to the University's peers in the first half of the cycle. Consequently, some KPIs were unlikely to be met by the end of the cycle and progress was slower in some areas than others. Court noted that it would be important to demonstrate further progress in these areas in the latter half of the cycle.

Professor Coton reported that the next strategy planning process was starting and feedback received on previous strategies had been that the University had too many strategies and that it would be beneficial to bring them together into one strategy with clear strands focusing on the core missions – teaching and research. It was also noted that there were several areas where it had been difficult to make progress that had come up repeatedly over the last 15 years in the strategies and it would be beneficial to move these areas forward.

Court thanked Professor Frank Coton for the update on KPIs and looked forward to engaging at an early stage with the next strategy.

CRT/2023/54. Report from the Principal

CRT/2023/54.1 SFC Grants 2024/25

The Principal reported that the SFC had now published its final funding announcement for Academic Year 2024/25. There would be a £28.5m reduction in Higher Education resource funding for 2024/25, which would be implemented in part via a reduction of approx. 1200 Home student places across the sector which reversed the increase that had been provided as part of temporary budget uplifts linked to Covid SQA outcomes. Court noted that:

- Funding for Upskilling had been removed for 24/25 (-£7m). This would impact Glasgow, as the University had introduced a range of upskilling courses in response to SFC making this a priority – in essence it meant that while the courses would continue to run, there would be no funded places for them
- Main Teaching Grant had reduced by -1.5% (-£1,379k) compared to 23/24.
- Excluding one-off consequential funding received in 2023/24, the research and innovation funding had increased by 3.2% (£2,020k).

CRT/2023/54.2 Principals Report

Court also noted the following areas:

- Government changes – John Swinney MSP had been sworn in as Scotland's new First Minister on 8 May 2024. A UK election had been announced for 4 July 2024.
- The Migration Advisory Committee had published its review of the Graduate Visa Route and recommended the retention of the route. The review concluded that the Graduate route had broadly achieved the government's objectives and recommended that the route remain in place in its current form.
- SFC Changes to regulation – a new Outcomes Framework and Assurance Model would be introduced from 2024/25; the new plans would remove the detailed annual negotiation of specific actions and targets, and replace them with a retrospective examination of outputs against a national framework. Commentators had noted this had some similarities to the conditions of registration in other parts of the UK.
- University rankings – The University had placed 12th in the world (3rd in the UK and

first in Scotland) in the Times Higher Education Impact Ranking 2024. The overall QS World Rankings 2025 were also recently published and the University had dropped two places to 78th in the world. In the Complete University Guide 2025 the University was placed 29th in the UK rankings, a drop of 3 places compared to 2024.

CRT/2023/54.3 Institutional Response to Refugee Crisis

The Principal reported the University of Glasgow had made a public commitment to providing relevant and appropriate support to refugees, asylum seekers and forcibly displaced migrants whilst collaborating across the higher education sector, and with governments and NGOs, to contribute to the delivery of the UNHCR 15 by 30 pledge – to guarantee that 15% of refugee youth would have access to the transformative power of higher education by 2030.

It was noted that the University had been proactively exploring ways to provide immediate as well as long-term support to those seeking sanctuary, building on the activities undertaken through the UK-Ukraine twinning programme, #TwinforHope. This included more Sanctuary Scholarships (now 30 available), support for up to eight Fellows through the Council for At-Risk Academics (Cara), and bilateral partnerships with institutions seeking support. Most recently an MoU has been signed with the Arab-American University Palestine to support Medical students in the first instance.

The Principal also reported that the University was looking to progress with the Technical Education Support Initiative (TESI). TESI was an initiative spearheaded by An-Najah National University (ANNU) along with Palestinian Students Scholarships Fund (PSSF), Mediterranean Universities Union (UNIMED) and delivered in collaboration with 40+ university partners. In Gaza, 70% of universities had been destroyed and 90,000 university students had lost access to higher education. TESI's underlying principle was that everyone had the right to an education, even in times of crisis, and resuming education was an essential part of restoring hope and rebuilding the lives of those impacted by the conflict. Further updates would be provided to Court in September 2024.

The Convener thanked the Principal for the update.

CRT/2023/55. Report from the University Secretary

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

CRT/2023/55.1 Glasgow Green - The University of Glasgow's Climate Change Strategy and Action Plan

Dr Roddy Yarr, Director of Sustainability, provided an update to Court on *Glasgow Green - The University of Glasgow's Climate Change Strategy and Action plan*. It was noted that the University was committed to achieving net zero carbon by 2030. Court was provided with a number of examples of joint working activities between the University and other organisations. These included:

- The Clyde Mission Net Zero and Adaptation Groups
- Sustainable Glasgow Hubs
- Glasgow Riverside Innovation District (GRID)
- Sectoral advice and best practice for sustainability
- Strategic advising for the University's Glasgow Changing Futures Institute
- Climate Ready Clyde
- Clyde Climate Forest
- Glasgow Metro

- Capacity building

Dr Yarr reported that a number of feasibility studies were being planned which would support the drive towards Net Zero. Regarding the University's current carbon footprint, Court was informed that, due to the reduction in estate usage and international travel during the COVID-19 Pandemic, the University had significantly overperformed in meeting its targets for the 2019-20, 2020-21 and 2021-22 academic sessions. However, the University's 2022-23 carbon footprint (52,571 tonnes), was slightly above target.

A query was raised about the University's efforts to reduce carbon emissions from business travel. Court was informed that the University would not, at this stage, be introducing mandatory measures to prevent members of staff from attending overseas engagements via air travel. However, the University had developed sustainable travel guidance and had made modifications to the travel booking system in order to make it easier for staff to choose more sustainable modes of transport. The measuring of sustainability/carbon as part of the supply chain was also an area University could look at.

During the discussion Court noted that there was still a large amount of work to be done and it was key that the sustainability team were involved at an early stage in all projects. The Principal noted that the funding allocated was indicative at this stage and that all projects would undergo a full business case review before being approved. It was noted that achieving the University's financial target would help support the University's ambitions to achieving Net Zero by 2030.

Court noted the sustainability Risk Review and also the metrics, targets and reporting that could be used to monitor progress. Court also noted that as part of the Court Effectiveness Review the governance of this area would be considered.

Court thanked Dr Roddy Yarr for his informative update.

CRT/2023/55.2 Standing Orders

The Deputy Secretary reported that following discussion at the last Court meeting a discussion had taken place with a number of the staff representatives on Court to address the concerns they had raised with regard to the earlier draft. The final draft of the Standing Orders had now been agreed and was being put to Court for formal approval.

Court approved the Standing Orders which would come into immediate effect.

CRT/2023/55.3 Principal and VC Search

Court noted that following the announcement that Professor Sir Anton Muscatelli would be retiring in 2025, recruitment consultants Saxton Bampfylde had been supporting the University with the appointment of the next Principal and Vice Chancellor. A number of town hall sessions had taken place along with an online survey. It was also noted that Court members had been invited to a specific stakeholder meeting. The role had been advertised with applications now closed.

It was reported that the Search Committee would meet on the 20 June to review the applications with a view to creating a long list of candidates for Saxton Bampfylde to meet with. The Search Committee would then meet with Saxton Bampfylde to discuss the findings before shortlisting candidates.

CRT/2023/55.4 Court Effectiveness Review – Autumn 2023

Court noted that over the coming months the Court office would work with the Court Governance Review (CGR) working group to oversee implementation of the recommendations and action plan with an update provided at the next Court meeting.

CRT/2023/55.5 Organisational Change

Court noted the paper which outlined the proposals that Organisational Change Governance Committee (OCGC) had discussed. Concerns were raised about specific points in the notes in relation to the Social and Public Health Sciences Unit. It was noted that no decision had been made and that the Committee had not given the proposition initial sign off.

Court agreed that the notes from the meeting would be reviewed by the Committee to ensure that they were accurate.

CRT/2023/55.6 Court Strategy Day 2024

Court noted that the Strategy Day was scheduled for Tuesday 24 September and the programme for the day was currently being drafted and would be circulated to members shortly.

CRT/2023/55.7 Head of School Appointments

Court noted the following changes and congratulated the individuals on their new roles:

College of Medical, Veterinary and Life Sciences

Head of the School for Health and Wellbeing

Professor Frances Mair had been appointed as the Head of the School for four years from 1 August 2024 for 4 years.

CRT/2023/55.8 Honorary Fellowship

Court approved the nomination for the award of an Honorary Fellowship to Klaus Mayer.

CRT/2023/55.9 Goudie Endowment Fund

Court noted that the Goudie endowment fund was created by Professor William Goudie, who was James Watt Professor of Theory and Practice of Heat Engines between 1921 and 1938, through a bequest to the University Court in 1945. The purposes for which the fund was established did not align with modern academic and teaching practice or research interests and, as a result, the revenue of the fund had not been fully utilised for a number of years.

It was therefore being proposed to seek permission to change the conditions under which the Fund revenue may be spent to allow more general support to the programme of research of the Chair holder. Court noted that the James Watt School of Engineering had initiated the discussion and was supportive of the proposed changes. A query was raised about the potential future use of the fund and if this moved away from its initial endowment. The Deputy Secretary confirmed that OSCR would look closely at this and if they felt it was too removed from the original endowment they would not allow the changes to be made but it was felt that the proposal did align with the original endowment.

Court approved the application for change of use of a restricted fund to the Office of the Scottish Charity Regulator (OSCR).

CRT/2023/55.10 Draft Resolution – Endowment Changes

Court noted the draft resolution for the approval of a restricted funds reorganisation. It was proposed that the draft resolution would go out for one month's public consultation and would come back to the Court meeting in September for final approval.

Court approved Draft Resolution 708 - Reorganisation of Restricted Funds (Goudie and Stevenson funds) to move forward for public consultation.

CRT/2023/56. Student Matters, including: SEC Report; SRC President update

CRT/2023/56.1. Rector update

The Rector outlined the manifesto that he had been elected on and it was noted that the divestment issues would be discussed later at the Court meeting. The Rector noted that there was a risk if the University did not take action given recent court rulings in relation to the conflict in Gaza. It was also noted that the Rector was keen to work with the University on GBV issues.

The Rector reported that he had received a positive response since his election and was looking forward to working more closely with the SRC and University.

CRT/2023/56.2. SRC update

The SRC President provided a presentation to Court on the SRC Annual Report. During the discussion it was noted that a large amount of time and effort had been put in over the last 12 months to ensure that students felt part of a community and were supported. This year had been both demanding and fulfilling, and the report provided an overview of the various initiatives which had been undertaken, both independently and in partnership with the University.

The presentation highlighted that the SRC continued to prioritise its response to the ongoing pressures placed upon the students as a result of the rising cost-of-living. It had delivered a series of educational workshops on the impact of time poverty and digital poverty to staff across the institution, challenging them to embed more inclusive and conscientious practices within their work. Alongside this, the SRC had developed its insight into particular cost-of-living pressures on students by conducting workshops with the class representatives and had challenged the University to conduct an annual survey of a similar nature. The SRC had also lobbied the University for increased financial support and secured an additional £100k for the Hardship Fund.

It was reported that the SRC had conducted an investigation into the support available to students who were required to complete mandatory placements as part of their degrees. This had led to the creation of a working group that would seek to standardise the financial support available to those students for their travel costs and related expenses. The SRC continued to push for a review of the University's policies intended to support the students, including the Good Cause, Fitness to Study, and Student Carers' policies. Limited progress had been made, but the SRC maintained that these reviews were crucial to ensuring the safety, support, and success of the students, and it would continue to work closely with the University to make those necessary changes. As always, the student voice is the foundation upon which the SRC builds its work.

The Convener thanked the SRC President for her presentation.

CRT/2023/56.3. Student Experience Committee

Court noted the report from the Student Experience Committee on 22 May 2024 and no substantive matters were raised.

The Convener thanked the SRC President and University Secretary for their report.

CRT/2023/57. Reports of Court Committees

CRT/2023/57.1 Finance Committee

Gavin Stewart, chair of the Committee, outlined the report from the meeting of the Committee which included an update on the discussion on the budget, forecast and investment plan for 2024/25 – this had been approved under item *CRT/2023/52. Budgets 2024/25 and Financial Forecasts*. Court also noted that the Committee had approved the investment requests for £6.3m for Project SIERRA, £4.1m for a new Enterprise Integration Platform (EIP), £17.7m for

the external fabric work on the Library extension (RIBA stages 5-6), plus design fees to progress the Renewal project until the end of RIBA stage 4, and additional investment request for £4m for the leased estate.

CRT/2023/57.2 Divestment

Gavin Stewart, chair of the Finance Committee, Jonathan Loukes, chair of the Divestment Working Group and the University Secretary outlined the report from the working group. It was noted that the Finance Committee had discussed the report detailing the responses to the 14 demands put forward by Glasgow Against Arms and Fossil Fuels Coalition (GAAF) and had recommended the report to Court for approval. The Committee had also stated that in relation to the revision of the University's Socially Responsible Investment Policy (SRI) this would be an ongoing process as responsible and ethical investment was constantly changing and evolving.

During the discussion Court noted the extremely serious impact of the current conflicts in Gaza and Ukraine and the actions that the University was taking to support students and academic institutions who were directly affected by the conflicts. Court noted that the University was already very active in supporting those affected through the award of scholarships and fellowships. The University was determined to be a leader in responding to the crisis in Gaza, using academic and other resources to provide practical help to those affected, working with parties in the UK and across the Middle East as noted earlier in the Principal's report. It was also noted that the commitment would be similar in scale to the support for Ukraine and would be enduring over the coming years.

Concerns were raised that in previous correspondence it had been reported that a final decision in relation to the demands put forward by GAAF would be made by June 2024. It was noted that 1000 students had signed a petition (equivalent to 3% of the community) and that 400 staff had signed an open letter (equivalent to 3.5% of the staff community). However, a recommendation was put to Court that the University SRI Policy be more widely reviewed with a consultation across the whole university community to allow feedback from all members and views, in addition to the feedback thus far. Once this wider review was complete, Court could better assess and approve any proposals in respect of investments held by the University.

Some members of Court were concerned that the failure to make a formal decision to divest entirely from the defence sector at the Court meeting would have a detrimental impact on the reputation of the University. The SRC President also stated that the SRC had been campaigning for a number of years for complete divestment in arms and felt that this move was overdue, whilst acknowledging that some divestments had been made.

Other Court members felt that it was important to afford a full review of the whole SRI policy, which should include engagement with staff and students, and other stakeholders in this process.

The Convener reported that Court members had received a number of communications from a small number of staff and students, whose input had been much valued, and that it was important that as many views as possible be included when reviewing the SRI policy.

Court noted that this was an emotive issue about which many members of the University community felt strongly. It acknowledged that there were a number of different views and it was important that all staff and students felt included, and able to share their views freely and not to feel targeted because of their individual perspectives.

The University Secretary stated that the University had taken a different approach to that taken by some other HEI's, by engaging constructively with students and staff groups and expressing clear principled views on the conflict in Gaza. It was hoped that the actions taken over the past

decade in relation to fossil fuel divestment showed that the University was committed to implementing an ethical and socially responsible investment policy.

Following a full discussion, Court endorsed the draft responses put forward by the working group, acknowledging that this represented the majority of views in the room, and that there were some dissenters.

With regard to investments, Court recognised the important role that the campus community plays in shaping the University's values and how they might be reflected in the investment strategy. Consequently, the University would:

- Undertake a full consultation with the University community on its Socially Responsible Investment Policy with a view to revising and strengthening it (this work should be completed as soon as possible and no later than November). The consultation would encompass the investments in specific sectors including the defence sector.
- Following Court's approval of the revised SRI Policy, the University would, if appropriate, re-tender that part of the University's fund management arrangements that still allowed investment in the defence sector (recognising that one part of the fund management arrangements was already held in funds which excluded investments in arms).
- Student representatives and the campus trade unions would be invited to join a task group which would shape the University's ongoing response to the humanitarian crisis in Gaza which included external experts.

The Convener acknowledged that members wished to make further points but brought the discussion to a close at this point, recognising that the decision on the next steps was not unanimous, she thanked those involved in the Working Group as well as members of Court for their thoughtful contribution.

CRT/2023/57.2 Estates Committee

Stuart Hoggan, chair of the Committee, outlined the report from the Committee which provided an update on the investment plan for 2024/25, the proposed demolition of part of Anderson College, revised lease plans for Berkeley Square and Sky Park and the continued issues with the implementation of the reactive and planned maintenance contract.

The report was noted.

CRT/2023/57.3 IPSC

Frank Coton, chair of the Committee reported that the Committee had covered several topics including cyber security reporting, the Information Services investment plan, and the business cases for the Enterprise Integration Platform (EIP) and Enterprise Resource Planning (ERP) system which would replace Agresso.

The report was noted.

CRT/2023/57.4 Audit & Risk Committee

Elsbeth Orcharton, chair of the Committee, outlined the report from the Committee which provided an update on the pre-meeting briefing topic – Budget process, the internal audit reports, and the internal audit options for future appointments. Court also noted that the Committee had approved the Internal Audit Plan for 2024/25 and the External Audit Plan for year to 31 July 2024. It was reported that the recent Internal Audit on the Student Experience had not focused on different student cohorts, but it had been agreed that the international

student cohort would be the focus of an internal audit during 2024/25.

The report was noted.

CRT/2023/57.5 Remuneration Committee

Kerry Christie, chair of the Remuneration Committee, outlined the report from the Committee in which discussion focused on the Principal's report relating to SMG performance and reward; Grade 10 professorial and professional staff performance and reward; Voluntary Severance since the last meeting; Contractual/appointment changes (SMG); and a senior management expenses report.

The Convener and Convener – Elect left the meeting with Elspeth Orcharton, Vice-Convener of Court, assuming the Chair.

It was also reported that following the introduction of the Higher Education Governance (Scotland) 2016 Act the governing body of the University could pay such remuneration and allowances to the senior lay member (Convener of Court) as the governing body considered to be appropriate. It was noted that in November 2022, Court had agreed to increase the daily rate from £500 per day to £550 per day and a proposal was now put forward that the daily rate should be increased annually in line with national pay awards rather than being uplifted on an ad hoc basis.

A query was raised about the suggested increase as it was felt that this could take the pay outwith what was reasonable and it had been agreed that the pay would be reviewed. The Chair of Remuneration Committee reported that a review had taken place and that the current pay was in line with the amount paid to equivalent board members in the public sector and would be a fair and reasonable way to resolve the issue without having to come back to Court on a regular basis.

Court agreed that the Convener of Court daily rate would be increased on an annual basis in accordance with any pay award agreed nationally and that the maximum number of days that could be claimed would remain at 50 days per year.

The Convener and Convener – Elect returned to the meeting.

CRT/2023/57.6 Nominations Committee

On behalf of Nicola Dandridge, chair of the Committee, the University Secretary outlined the report from the Committee, which provided an update on the recruitment of three new co-opted members of Court. It was noted that a total of 19 applications had been received - M14/F6. The applications were from a variety of backgrounds and represented candidates from both national and international constituencies. Court noted that the Selection Panel had shortlisted a total of 5 candidates (2M/3F) and a number of candidates were proposed for appointment.

Court noted that the Nominations Committee was recommending the following appointments:

- the appointment of Lorraine McMillan to Court as a Co-opted Member of Court from 1 August 2024 to 31 July 2028
- the appointment of Mary Jane Brouwers to Court as a Co-opted Member of Court from 1 October 2024 to 30 September 2028
- the appointment of Martin Sinclair to Court as a Co-opted Member of Court from 1 October 2025 to 30 September 2029

- appointment of Jonathan Loukes as the Chair of the Finance Committee replacing Gavin Stewart.

Court approved the appointments as outlined above.

The report was noted.

CRT/2023/57.7 Health Safety and Wellbeing Committee

Court noted the report and a query was raised about the recent changes in the staffing of the safety team as there had been a number of departures with the potential loss of a large amount of institutional knowledge. It was noted that this was as an operational matter which would be taken forward by the senior managers.

CRT/2023/58. Senate Matters

Court noted the report from the Senate meeting held on the 6 June 2024. No substantive matters were raised.

CRT/2023/59. Any Other Business

CRT/2023/59.1 Members of Court

Court noted thanks to Hailie Pentleton-Owens, SRC President who had been the President since July 2023 and was attending her last meeting.

CRT/2023/59.2 Convener of Court

Court noted thanks to Elizabeth Passey Convener of Court who was attending her last meeting as she would be stepping down at the end of July. Elizabeth had been a member of Court for 8 years, and in that time had chaired and been involved with several Committees. Over that time, she had made a huge contribution to the University and was leaving the University in a significantly stronger position.

The Convener of Court noted that the University had endured a number of significant changes externally over the last 8 years from the introduction of the HE Scotland Governance Act in 2016, Brexit, Covid, and a number of international conflicts. During that time the University had grown significantly:

- student growth from 26519 to 33753 – 12% growth
- staff growth from 7104 to 11348 – 62% growth
- finances income growth – £543m - £952m and outgoings from £491m- £831m
- annual research income of more than £220m from £152m in 2016 and that Court had benefitted from the insights and experience of 72 different court members , including 4 Rectors, 8 SRC presidents, 21 Staff reps across academic /union/professional services, 2 Clerks to the Court, 2 University Secretaries, and 1 Principal

The Convener of Court thanked all staff, students, external stakeholders and Court members of the University for the support and dedication shown to the University during her term, and as the University came to the end of the academic year 2023/24.

Court recorded its thanks to departing court members for their huge contribution and dedication to the University and wished them all well for the future

CRT/2023/60. Date of Next Meeting

The next meeting of Court will be held on Wednesday 25 September 2024 at 2pm. A Pre-Court briefing will take place at 12pm.

Court Context Card 25 September 2024 - Keystone Building Business Case

Speaker	Professor Frank Coton and Gregor Caldow
Speaker role	Senior Vice-Principal & DVC (Academic) Executive Director of Finance

Paper Description For i for approval; items for discussion if Court wishes

Topic last discussed at Court

Urgency	High, Medium & Low
Timing	Immediate where relevant
Red-Amber-Green Rating	Green
Paper Type	Decision/Discussion/Information

Paper Summary

This paper provides an update on the main queries and areas outstanding from the workshop and the Keystone Business case discussed at the workshop is attached as **Annex 1**. The Finance Committee and Estates Committee have both discussed the Keystone Building and are recommending the approval of the Keystone Building. Further details on those discussions can be found in Paper 9.1 and Paper 9.2.

The papers includes:

- Pricing and route to market
- Impact of Scenario 3 (Significant Downturn Scenario) on the cash position of the University
- Impact on Operating Margin where we do not go ahead with Keystone
- Sustainability impact of Keystone
- Update on findings of Internal Audit on Keystone Business Case, undertaken by KPMG and a Gateway review
- PGT forecast by school

Court are asked to approve a final value of between £300m and £313m for the project with delegated authority to the University Executive via Investment Committee to approve the final value once final costs have been reviewed and agreed. This allows construction to progress while allowing the institution to seek further savings. [REDACTED]

Adjusted operating Margin (where operating cash is adjusted for all revenue related investment i.e. the ongoing day to day operating expenditure of the institution's buildings and campus) – falls from 5% to 3% if Keystone does not go ahead. In addition, free cash balances remain positive throughout the cash flow period.

The efficiency of the Keystone building and impact on sustainability – the headline project cost reflects its design for enhanced efficiency. It remains the most sustainable solution for the institution in comparison to retaining and refurbishing other buildings.

Topics to be discussed the proposed development of the Keystone Building

Action from Court to approve the Keystone Building and delegated authority to the University Executive to approve the final value within the agreed

Recommendation to Court to it is recommended that Court gives it approval to the Keystone Building

Relevant Strategic Plan workstream Empowering People, Agility, Focus

Most relevant Primary KPI it will help the university NA

Most relevant Secondary KPI it will help the university NA

Risk register - university level

Demographics

% of University 100% Cross University application on several items

Operating stats

% of

Campus All locations

External bodies UK and Scottish Governments; EU; Public health authorities;

Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	Scottish Government Roadmap; industrial relations legislation
Equality Impact Assessment	
Suggested next steps	
Any other observations	



UNIVERSITY OF GLASGOW

Court

25th September 2024

Annual risk update

Brief description

This paper provides Court members an update on how the Senior Management Group is identifying, assessing, mitigating and managing strategic risk. SMG review risk monthly and complete an end-to-end evaluation of emerging priorities annually (February) with the Audit and Risk Committee and our internal auditors, KPMG. In addition to this paper, Court members are provided with the full Strategic Risk Register as a separate document.

Action requested

Court members are invited to review and feedback on:

- ☐ The University approach to risk management
- ☐ Emerging priorities and the current strategic risk register
- ☐ Risks or opportunities that have not been identified by the Senior Management Group

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

Gregor Caldow, Executive Director of Finance

Craig Chapman-Smith, Director of Strategy Implementation & Risk

Resource implications

N/A

Timescale for Implementation (where appropriate)

Plans are provided up to 2026.

Equality Implications

N/A

Originators of the paper

Gregor Caldow, Executive Director of Finance

Craig Chapman-Smith, Director of Strategy Implementation & Risk

25th September 2024

Court Context Card 25 September 2024 - Principal's Report

Speaker	Professor Sir Anton Muscatelli	
Speaker role	Principal	
Paper Description	For information / discussion	
Topic last discussed at Court	Last report to Court was June 2024	
Topic discussed at Committee	NA	
Committee members present	NA	
Cost of proposed plan		
Major benefit of proposed plan		
Revenue from proposed plan		
Urgency	NA	
Timing	Various	
Red-Amber-Green Rating	Various	
Paper Type	For information / discussion	
Paper Summary	<p>Updates on areas listed in the paper as follows:</p> <ol style="list-style-type: none"> 1. Student Recruitment and Admissions 2. Political Update and HE Developments <ul style="list-style-type: none"> General Election Programme for Government 2024-25 3. NSS Results and University Rankings 4. SMG appointments 5. Key activities 6. Senior Management Group business 	<p>Forecast and early registration data as at 12 September, indicating PGT and UG admissions moving towards relatively positive outcome, between budget scenario 1 and 2, with PGT International recruitment showing 27% YoY growth</p> <p>New PM and Cabinet; King's Speech; UofG engagement</p> <p>Scottish Government legislative programme</p> <p>NSS - disappointing results, Task Group to be set up; QS Europe Rankings - 16th; Guardian University Guide 2025 - 14th; Daily Mail University Guide - 21st.</p> <p>Update on VP/Head of College and Science and Engineering</p>
Topics to be discussed	In line with paper's headings	
Action from Court	To note/discuss if wished	
Recommendation to Court		
Relevant Strategic Plan workstream	All	
Most relevant Primary KPI it will help the university to achieve	NA	
Most relevant Secondary KPI it will help the university to achieve	NA	
Risk register - university level	All risks	
Demographics % of University	Items mainly relate to the University as a whole	
Operating stats % of		
Campus	All locations	
External bodies	UK Government, Scottish Government, Russell Group, UUK, Universities Scotland, SFC, UKRI, other funding bodies e.g. charities	
Conflict areas		
Other universities that have done something similar		
Other universities that will do something similar		
Relevant Legislation		
Equality Impact Assessment		
Suggested next steps		
Any other observations		



Court - Wednesday 25 September 2024

Principal's Report

Items A: For Discussion

1. Student Recruitment and Admissions

Following the major challenges of the 2023 admissions cycle, as Court is aware, a comprehensive set of actions was agreed by SMG to maximise conversion of offers and respond to market demand. At the time of writing, the latest Postgraduate Taught and Undergraduate admissions forecasts show continued movement towards a relatively positive outcome, particularly given the increasingly competitive and challenging external environment.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

2. Political Update and Higher Education Developments

General Election

With the change of government at Westminster following the general election on 4 July, the University has been working to engage with new local representatives and Cabinet members with portfolios of greatest relevance to HE.

The King's Speech on 16 July outlined that Prime Minister Keir Starmer's legislative programme will be "mission-led" and based upon the principles of "security, fairness and opportunity for all." Key highlights include:

Economic Stability, Growth, Tax

- **Stability as a cornerstone:** All significant tax and spending changes will undergo independent assessment.
- **Economic growth:** Aimed at addressing declining living standards and increased inequality.
- **Private schools:** Formal announcement of Labour's policy to end VAT exemptions for private schools.

GB Energy

- **New institution:** creation of Great British Energy, a publicly-owned clean power company with headquarters in Scotland.
- **Investment:** Capitalized with £8.3 billion, focusing on clean energy production, distribution, storage, and reduction of greenhouse gas emissions.
- **Partnerships:** GB Energy will invest in partnerships with the private sector.

Workers' rights

- **Employment Rights Bill:** Banning zero-hours contracts, ending 'fire and rehire', and introducing basic employment rights from day one.
- **Living wage:** Reform to ensure the minimum wage is a genuine living wage.
- **Parental leave and sick pay:** Extended protections and benefits from day one of employment.
- **Flexible working:** Default right from day one, with employers required to accommodate reasonably.
- **Trade union legislation:** Modernisation and removal of unnecessary restrictions.

National Wealth Fund

- **Developing a new fund:** £7.3 billion fund to invest in infrastructure and green industry over five years.
- **British Business Bank:** The Fund will be closely aligned with the existing British Business Bank.

- **Investment mobilisation:** Aims to generate £3 of private investment for every £1 of state investment.
- **Industrial strategy:** Central role in growing the economy and achieving clean energy goals.

Digital and Data

- **Digital Information and Smart Data Bill:** Reform data sharing and standards, support scientific research, and strengthen the powers of the ICO.
- **Cyber Security and Resilience Bill:** Protect public services against cyber-attacks.

Scotland Office

The following have been assigned key roles in the Scotland Office:

- **Secretary of State for Scotland:** Ian Murray - responsible for representing Scottish interests within the UK Government and overseeing matters specifically related to Scotland. The Secretary of State visited the University on 12 September.
- **Parliamentary Under-Secretary of State in the Scotland Office:** Kirsty McNeill will support the Secretary of State in his duties and take on specific responsibilities within the department that are to be confirmed.

We have seen a complete change of personnel in terms of MPs representing constituencies local to our campuses, and I am pleased to inform Court that we have engaged with many of the new MPs in the weeks following the election. We have also welcomed the new Secretary of State for Scotland Ian Murray MP and the Secretary of State for Science, Innovation and Technology Peter Kyle MP to the University. In terms of other engagement, the University hosted a reception in the House of Commons on 10 September as part of the Lord Kelvin Bicentenary, which provided an opportunity to engage with a number of MPs and officials and showcase the work of the University. There are plans to hold a further UofG briefing session at Westminster for Scottish MPs.

Programme for Government 2024-25

The Scottish Government published its Programme for Government on 4 September. It is based across four priority areas: eradicating child poverty; growing the economy; tackling the climate emergency and improving public services.

There are many touch points across the four themes which are relevant to the HE sector and where the University of Glasgow will contribute and engage positively. Below are some examples of this:

1 - Eradicating Child Poverty

- Continuing to work towards the goal of students from the 20% most deprived communities making up 20% of all higher education entrants – highly relevant to Glasgow's sector leading WP offering.

2 - Growing the economy

- Establish two new Green Freeports in Inverness and Cromarty, and 2 new **Investment Zones in Glasgow** and the North East. *Note, this is dependent on whether Treasury sign off on these investments – a decision is expected in the coming months.*
- Support universities to continue world-leading R&D by investing more than £315 million over 2024-25 academic year.
- Support Glasgow City's ambition to create a metropolitan region (a key priority of the Leader of Glasgow City Council).

Skills

- Reform the education and skills funding system to make it easier to navigate and introduce a Bill to simplify the post-school funding body landscape
- Introduce a national approach to ensure we are responsive to regional and national skills needs
- Make the case for tailored migration routes allowing public and private sector to recruit the people they need

Creative industries and rural/ visitor economies

- Increase funding for culture and arts by £100million by 2028-29
- Advocate to UK Government to rejoin EU programmes such as Erasmus+ and Creative Europe
- Give official recognition to Scots and Gaelic through the Scottish Languages Bill

3 - Tackling the Climate Emergency

Progressing a renewable revolution

- Take forward climate adaption plans and establish local partnerships to support the development of climate-resilient strategies. This is relevant to UofG's major UKRI-funded GALLANT project and to the initiative we lead with University of Edinburgh, Scotland Beyond Net Zero.

4 - Ensuring High Quality and Sustainable Public Services

Health and life sciences

- On life sciences, the PfG positively references the new **collaboration between Glasgow, Dundee & AstraZeneca**, noting "*Clinical trials to accelerate research into treating chronic kidney disease will be strengthened because of a new partnership between the Scottish Government, academia and industry.*"

Equality and human rights

- Delivering the New Scots Delivery Plan (2024-26) focusing on integration of refugees in conjunction with COSLA and the Scottish Refugee Council. The University of Glasgow has major input and involvement in this work.

The University will continue to engage in the coming months to monitor and influence - as far as possible - the priorities which emerge.

Items B: For Information

3. National Student Survey Results and University Rankings

At the last meeting, I reported our position in three league tables: the Times Higher Education Impact Rankings – up one place to 12th in the world; the QS World University Rankings – down two places to 78th in the world and the Complete University Guide 2025 – down three places to 29th in the UK.

National Student Survey 2024

National Student Survey results were published in July, with the following main headlines:

- Overall Satisfaction for the University has decreased by 1.6pp from 77.5% to 75.9% (it is important to note that the highest point for this measure was >90% in 2014).
- While some of the individual changes are small, the sector as a whole is on an upwards trajectory and therefore there is a decline in UofG's ranking on the questions relating to *Teaching on my Course* of -39 places.

- Overall Satisfaction decreased across all colleges apart from Arts & Humanities.
- Eight schools saw an improvement in Overall Satisfaction, with Culture and Creative Arts (+11.2pp) and Computing Science (+9.4pp) seeing the biggest improvement.
- Assessment and feedback continues to perform poorly at 66.9% or -11.3pp behind sector.
- Students were most positive about Teaching on my course (84.4%), Academic support (82.2%) and Learning resources (85.3%).
- Questions comprising UofG Student Satisfaction KPI came in at 74.7%, 2.4pp lower than in 2023.
- Organisation and management was the weakest theme, with 66.6% positivity (compared to a UK average of 75.3%).
- Fewer than half of students were clear that students' feedback on the course is acted on, the lowest overall score for UofG (49.1%).

Despite some positives, SMG have acknowledged that this is a very disappointing set of results overall, particularly noting the further divergence in relation to Russell Group universities, and the clear shift in the direction of travel in contrast with comparator institutions. The trend over the last several years is concerning and needs to be addressed.

SMG has approved a proposal to establish a Task Group to set in train actions which could be taken at University level to address the challenges identified through the NSS. At its meeting on 17 September, SMG held a full discussion of a formal proposal for the remit and membership of this Task Group along with reporting timescales. The plan is not to cut across longer-term actions which are already in train as part of our Learning and Teaching Strategy. Instead, the Group will work with School on issues around delivery which have been identified by students in their NSS comments. I will update Court further at the meeting, and we are planning an in-depth discussion on this topic at November Court lunchtime briefing.

QS Europe University Rankings 2025

The QS Europe league table was published in July. From a total field of 685 institutions, the University has placed 16th in Europe (down two places from last year). We have performed particularly strongly in Academic Reputation, Sustainability, International Students and International Research Network.

Guardian University Guide 2025

The Guardian published the Good University Guide 2025 on 7 September, ranking the University 14th from 122 institutions (down one place from 2024). In the Russell Group, we remain 8th for the sixth year in a row and 3rd in Scotland for the second year. The latter is due to the University of Aberdeen increasing their ranking from 4th to 2nd in Scotland in the 2024 ranking.

We ranked 1st in History of Art and Zoology and have ranked in the top five for a further 15 subjects. History is our most improved subject, increasing 19 positions to 30th.

This year's modest decline in rank in this table is not attributable to a single cause, but rather the result of a small decrease in the majority of metrics used by the Guardian to evaluate performance. Analysis of Glasgow's results and the methodology used shows that improvement in Career Prospects, Continuation (i.e. student progression) and NSS Feedback and Teaching could contribute towards an improved overall score and ranking position in 2026.

Daily Mail University Guide 2025

The Daily Mail University Guide 2025 was published on 6 September, ranking the University of Glasgow 21st from 129 higher education institutions in the UK. This is a decline of five places since last year. The DM Guide is not one which we regularly monitor and target as part of our League Table Action Group (LTAG), as prospective

students seem to use it less than the Guardian and The Times/Sunday Times guides. Nevertheless, it highlights the impact of the NSS so it is worth reporting here for Court's information.

Our highest indicator rankings remain UCAS Tariff Points (3rd), Research Income (5th) and Research Quality (11th), whereas the lowest are Student Experience (121st), First Generation Students (121st) and Student Support (125th). Our biggest year-on-year declines are in the metrics calculated from the National Student Survey scores: Teaching Excellence (decrease of 46 places) and Student Experience (down 34 places).

With Dundee overtaking us, we ranked 4th across Scottish universities (3rd in 2024) and, overtaken by Durham, Queen Mary and Southampton, 14th across Russell Group universities (down 4 places).

4. SMG Appointments

At the last meeting, I updated Court on the process to appoint Professor Dame Muffy Calder's successor as VP/Head of College of Science and Engineering from January 2025. At the time of writing, an announcement regarding the appointment is imminent and I will update Court members at the meeting.

5. Key activities

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

Academic Development and Strategy

- 26 July: Recorded an episode of the Teaching and Scholarship Podcast with Professor Scott Border, the UofG Professor of Anatomy, regarding approaches to learning and scholarship and aspects of the UofG Learning & Teaching Strategy.
- 3 September: I gave the opening address at a University of Glasgow-Nankai University International Workshop on Trade, Productivity and Development.
- 4 September: Filmed a message for the UofG Research Planning and Strategy Committee Away Day, as I was unable to attend in person.
- 19/20 September: Hosted the Vice-Chancellor and the Executive Board of the University of Birmingham, following SMG's visit to Birmingham in November 2023.

Internationalisation Activities

- 10-12 July: Hong Kong University Grants Committee – Dialogue Sessions with University Senior Management (strategy sessions with various Universities in Hong Kong)
- 19 July: Hong Kong University Grants Committee Special Meeting
- 22 July: Hong Kong University Grants Committee – Open Forum
- 2 September: Filmed a video message for the 100th anniversary of Sun Yat-Sen University.
- 3 September: Met with representatives of the Universitas 21 network of universities, ahead of Glasgow hosting the network's AGM and Presidential Symposium in 2026.
- 9 – 13 September: Attended Hong Kong University Grants Committee Meetings.
- 17 September: Hosted a private dinner for a group of Cultural Attachés from sender markets in the Middle East/North Africa region.

Lobbying/Policy Influencing and Promoting the University

Media engagement

- 6 September: I hosted an informal event for newspaper editors to brief them on University priorities.
- 16 September: I co-signed a letter published in the Financial Times regarding the UK's economic performance and actions needed to rebuild public services and invest in infrastructure, and was interviewed on the topic for Times Radio (in my capacity as an economist)

Other external engagement

- 26 June: Universities Scotland Lead Member for Health handover meeting – I have taken on the role of US Lead Member for Health, previously held by Professor Sir Peter Mathieson, University of Edinburgh
- 26 June: Universities Scotland Main Committee Meeting
- 11 July: Russell Group Board Meeting and Dinner
- 18 July: Discussion on current issues with Universities UK
- 18 July: Hosted the Bank of England Agent for Scotland, Will Dowson on a visit to the University
- 25 July: As part of the UK Government activity to mark the launch of the UK Quantum Hubs, I hosted the Secretary of State for Science, Innovation and Technology, Peter Kyle MP
- 25 July: International Finance Forum – Mid-year membership meeting. I am co-chairing the Academic Committee of the International Finance Forum. Its next annual Conference takes place in November this year in Guangzhou.
- 17 September: Meeting with Martin Rhodes, MP for Glasgow North constituency. Briefed our local MP on current activity, including the economic development/civic role of the University.

Internal activities and Communications and Alumni events

- June: presided over Summer Graduations
- 4 July: Dumfries Campus Graduation
- 17 July: Regular update meeting with the Students' Representative Council sabbatical officers
- 2 September: Regular update meeting with the Students' Representative Council sabbatical officers, joined by SMG colleagues
- 3 September: Introductory meeting with Rev Scott Blythe, newly appointed University Chaplain
- 16 September: I welcomed new students at the Freshers' Welcome Address in the Bute Hall, organised by the SRC and the other student bodies
- 16 September: Chaired Honorary Degrees Committee
- 18 September: Government Relations Group Meeting
- 20 September: I welcomed guests to the Glasgow University Union Freshers' Week Show Debate.
- 20 September: Spoke at a dinner celebrating 25 years of Catholic Teacher Education at the University.

Communications/Development & Alumni events

- 16 July: General Council Half- Yearly Meeting
- 26 July: Lunch hosted by two of our senior alumni, celebrating an academic project supported by philanthropy.
- 3 September: I welcomed trustees of the Garfield Weston Foundation and updated them on the activities of the School of Health and Wellbeing.
- 5 September: I filmed a video message for University of Glasgow Giving Day, as part of our philanthropic fundraising activities.

6. Senior Management Group business

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

SMG Meeting of 24 June

- Social and Public Health Sciences Unit (SPHSU): Funding Transition Review

SMG Meeting of 1 July

- Update on UKVI Audit of UofG records

SMG Meeting of 8 July

- Student Experience Survey 2024 – Summary of Results
- Update on Timetabling

SMG Meeting of 16 July

- National Student Survey Results - Initial Overview

SMG Meeting of 23 July

- Transformation Programme Update
- Management, Professional & Administrative Staffing Review
- National Student Survey - University Response

SMG Meeting of 29 July

- Appointment of Principal & Vice Chancellor
- UofG Business Travel

SMG Meeting of 5 August

- Admissions Forecast Update
- Mandatory Training
- Research Concordat Action Plan

SMG Meeting of 20 August

- Keystone Business Case Summary
- Project Sierra
- Network Programme - Refreshed Business Case

SMG Meeting of 26 August

- Anti-Racism Observatory for Scotland – UofG Tender Response

SMG Meeting of 2 September

- SMG Team Objectives
- University of Birmingham/University of Glasgow senior teams joint meeting
- MedTech Innovation Fund

SMG Meeting of 9 September

- SFC Outcomes Framework and Assurance Model

- SFC Research Assurance and Accountability Return
- Socially Responsible Investment Policy and Consultation

SMG Meeting of 17 September

- Strategic Property Investment & Development (SPID) Update
- National Student Survey Task Group
- SMG Terms of Reference

Court Context Card 25 September 2024 - University Secretary's Report

Speaker	Dr David Duncan
Speaker role	COO and University Secretary
Paper Description	For information / items for approval; items for discussion if Court wishes
Topic last discussed at Court	Last report was to June 2024
Urgency	High, Medium & Low
Timing	Immediate where relevant
Red-Amber-Green Rating	Green
Paper Type	Decision/Discussion/Information
Paper Summary	<p>Report from Secretary on a number of items for Court's discussion/decision and/or information. A brief outline of the key points is outlined below.</p> <p>A1 Organisational Change Governance Committee A report from the Organisational Change Governance Committee can be found in Annex 1; this relates to the ongoing organisational change review for the Social and Public Health Sciences Unit (SPHSU) due to the withdrawal of £4.6M annual MRC funding. Courts approval for the proposal agreed by OCGC is sought as outlined in Annex 1.</p> <p>A2 Principal and VC Search Court is asked to note the update on the VC Search. Further details will be provided at the meeting.</p> <p>Key points from Section B</p> <p>B2 Vice-Convener of Court Court's approval for the appointment of Kerry Christie as the new Vice-Convener of Court is sought.</p> <p>B5 New and continuing Court members and Sub Committees Court's approval for the appointments for the Committees as outlined above in the report is sought.</p> <p>B7 SFC Assurance and Accountability SFC published further guidance and information relating to the new Outcomes Framework and Assurance Model (OFAM). Annex 3 outlines the SFC's engagement new approach to engagement with institutions. Instead of one document including information across each associated outcome, the SFC will fulfil its responsibilities through a mix of bespoke returns across separate timelines, existing financial and student number returns, and general engagement. We propose to share submissions with Court at draft stage where possible; where timing does not permit this, we propose to share documentation for comment by email and report retrospectively at the next meeting of Court. Court is asked to provide feedback on the proposed approach.</p> <p>B8 SFC Research Assurance and Accountability Return 2024/25 Annex 4 is the draft of the University's proposed submission to SFC regarding our use of research related funding as part of our commitments under the new Outcomes Framework and Assurance Model (replacing the previous Outcome Agreement regime). Court is asked to review and approve the proposed return prior to submission to the SFC on the 31 October 2024.</p> <p>B9 Student Contract The student contract which all students sign up to at registration has been updated for academic session 2024-25. Court's is asked to note that this was signed off under Summer Powers.</p> <p>B12 Draft Resolution - Named Chair A draft resolution for the Sir Alexander Stone Chair in Commercial Law is attached as Annex 6. The draft resolution will go out for one month's public consultation and will come back to the Court meeting in November for final approval. Courts approval is sought for the resolution to move to public consultation.</p> <p>B13 Resolution - Endowment Changes A resolution for a restricted funds reorganisation is attached as Annex 7. The resolution has gone out for public consultation and is coming back to Court for final approval. Court's approval is sought for the resolution.</p> <p>B15 Ward Committee Court's approval is sought for the appointment of Cameron Marshall to the Ward Committee.</p>
Topics to be discussed	As above plus any B items Court members may wish to discuss
Action from Court	<p>to review and approve Annex 1 which outlines the proposal agreed by OCGC</p> <p>to approve the appointment of the Vice-Convener of Court</p>

to approve the committee appointments as outlined in the University Secretary's report

to provide feedback on the proposed approach for the SFC returns

to review and approve Annex 4 SFC return

to note the Student Contract

to approve the draft resolution for the named chair to move to public consultation

to approve Resolution 708

to approve the appointment of Cameron Marshall to the Ward Committee

Recommendation to Court

to approve the actions as listed above

Relevant Strategic Plan workstream	Empowering People, Agility, Focus
Most relevant Primary KPI it will help the univers	NA
Most relevant Secondary KPI it will help the univ	NA
Risk register - university level	
Demographics	
% of University	100% Cross University application on several items
Operating stats	
% of	
Campus	All locations
External bodies	UK and Scottish Governments; EU; Public health authorities;
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	Scottish Government Roadmap; industrial relations legislation
Equality Impact Assessment	
Suggested next steps	
Any other observations	



Court – Wednesday 25 September 2024

Report from the University Secretary

SECTION A - ITEMS FOR DISCUSSION / DECISION

A.1 Organisational Change Governance Committee

A report from the Organisational Change Governance Committee can be found in **Annex 1**; this relates to the ongoing organisational change review for the Social and Public Health Sciences Unit (SPHSU) due to the withdrawal of £4.6M annual MRC funding.

Courts approval for the proposal agreed by OCGC is sought:-

- Allowing the current process to continue, recognizing that this may lead to redundancies up to the level signalled in the papers shared with OCGC, trade unions and UK Government Secretary of State.
- Inviting the College to review whether it is possible and appropriate to further use the growth fund to preserve more of the affected positions.
- Conducting an independent assessment of the Academic PI Review process to ensure fairness, particularly with regard to gender disparities and fairness between different grades of staff.
- Encouraging the College to explore opportunities for placing affected Academic PI individuals in Schools outside the School of Health and Wellbeing, while also considering opportunities to redeploy other members of staff.

A.2 Principal and VC Search

Following the announcement that Professor Sir Anton Muscatelli will be retiring in 2025, we have completed the process of recruiting his successor. An oral update on progress will be given at the meeting.

SECTION B – ITEMS FOR INFORMATION / ROUTINE ITEMS FOR APPROVAL

B.1 Convener of Court – Appraisal 2023/24

As part of the good practice set out in the Code of Good HE Governance, a survey was circulated to Court Members in relation to the previous Convener's performance. The new Convener has reviewed the key issues raised by Court members and noted the comments.

B.2 Vice-Convener of Court

Following discussions with the Convener of Court, a proposal is put forward that Kerry Christie, Co-opted Member of Court is the new Vice-Convener of Court to replace Elspeth Orcharton who is stepping down from Court at the end of September 2024.

Court's **approval** for the appointment of Kerry Christie as the new Vice-Convener of Court is sought.

B.3 Court Strategy Day 2024

The Court Strategy Day will take place on Tuesday 24 September; the event will provide an opportunity for Court to discuss a number of areas ahead of the start of the academic session. Areas that will be covered include:

- Overview of the University
- Overview of Metrics
- Research Strategy – changing expectations of universities
- Student recruitment – looking ahead
- Student Experience
- Rankings – why they matter

B.4 *Court Effectiveness Review – Autumn 2023 Progress*

Following the appointment of additional resource to the Court office, members of staff will work with the Court Governance Review (CGR) working group to take forward implementation of the recommendations and action plan.

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

Lorraine McMillan began her term on Court on 1 August 2024 as a Co-opted Member of Court for four years.

Mary Jane Brouwers will start her term on Court from the 1 October as a Co-opted Member of Court for four years.

Pablo Moran Ruiz began his term on Court on 1 July 2024 *ex officio* as SRC President, for one year.

The Nominations Committee approved the appoint of Laurie Foulds as an External Lay member of Finance Committee for four years from 1 October 2024 to 31 August 2028 and is recommending formal approval to Court.

The Nominations Committee approved the appoint of Martin Sinclair as the Chair of the Audit and Risk Committee when Elspeth Orcharton steps down in October 2024 and is recommending formal approval to Court.

The Nominations also approved the following Court member Committee appointments for formal recommendation to Court:

- Lorraine McMillan to the Audit and Risk Committee
- Mary Jane Brouwers to the Finance Committee
- Dr Bo Hu to the Information Policy and Strategy Committee

Court's **approval** for the appointments for the Committees as outlined above is sought.

B.6 *Court Business 2024/25*

The Schedule of Court Business for the coming year is at **Annex 2**, for reference, along with the Statement of Primary Responsibilities of Court. A list of remits/memberships of Court Committees for this session can be found <https://www.gla.ac.uk/myglasgow/governance/corporategovernance/>.

The attendance lists for meetings of Court and its Committees for 2023/24 have been reviewed. There are no matters to report in connection with this. Details of Court attendance will be published on the website, in connection with the annual accounts.

B.7 *SFC Assurance and Accountability*

In June, SFC published further guidance and information relating to the new Outcomes Framework and Assurance Model (OFAM). This is the replacement for the previous Outcome Agreement approach and comes into force from August 1st 2024. Further details can be found here: <https://www.sfc.ac.uk/publications/outcomes-framework-and-assurance-model/>

Annex 3 outlines the SFC's engagement new approach to engagement with institutions. Instead of one document including information across each associated outcome, the SFC will fulfil its responsibilities through a mix of bespoke returns across separate timelines, existing financial and student number returns, and general engagement. The new approach is split into two substantive and connected areas – the Outcome Framework and the Assurance Model.

Work is underway to respond to the monitoring returns due as part of the first year of the OF&AM. SFC have stated that returns are to be signed off by the Principal on behalf of governing bodies (unless explicitly stated otherwise). In line with internal governance arrangements – and given the continued forward-looking nature of some aspects of each return – we propose sharing each with Court ahead of submission to SFC. This may give rise to some timing issues given the sporadic deadlines associated with the new suite of monitoring returns.

We propose to share submissions with Court at draft stage where possible; where timing does not permit this, we propose to share documentation for comment by email and report retrospectively at the next meeting of Court. Further details can be found in **Annex 3**.

Court is asked to provide feedback on the proposed approach.

B.8 *SFC Research Assurance and Accountability Return 2024/25*

Annex 4 is the draft of the University's proposed submission to SFC regarding our use of research related funding as part of our commitments under the new Outcomes Framework and Assurance Model (replacing the previous Outcome Agreement regime).

Full guidance is linked below:

<https://www.sfc.ac.uk/publications/research-assurance-and-accountability-guidance-2024-25/>

The Research Assurance and Accountability Return (RAAR) is designed to provide SFC with assurance of our appropriate use of Research Excellence Grant (REG) and Research Postgraduate Grant (RPG) funding in academic year 23/24, as well as setting out plans and associated outcomes for 24/25. Within the new regime, this return serves to provide assurance against the 'Research Quality' outcome within the new Outcomes Framework. This new modularised return replaces the narrative around use of REG and RPG submitted within our Outcome Agreements. The structure of the new return closely mirrors that asked for previously within Outcome Agreements.

Court is asked to review and approve the proposed return prior to submission to the SFC on the 31 October 2024.

B.9 *Student Contract*

The student contract which all students sign up to at registration has been updated for academic session 2024-25. A summary of the key changes is at **Annex 5**.

Court's is asked to note that this was signed off under Summer Powers.

B.10 Pay and related Issues

UCEA confirmed on 9 September 2024 that in its view, the negotiation process in the 2024 pay uplift has been exhausted. In light of this, UCEA has advised its members to proceed with implementation of the uplift, including backdated pay to 1 August 2024. The University of Glasgow is duly acting on this advice. We remain hopeful that national talks on the non-pay issues (the pay spine, pay equity, workload and contract types) will begin in the near future.

B.11 Head of School

College of Medical, Veterinary and Life Sciences

Head of the School for Head of School of Biodiversity, One Health & Veterinary Medicine

Professor Matthew Walters has been re-appointed as the Head of the School from 1 August 2024 for 2 years.

B.12 Draft Resolution - Named Chair – Sir Alexander Stone Chair in Commercial Law

Following a review of Resolution 262 in relation to the Sir Alexander Stone Chair it was noted that although Court approved the name change for the Chair of Commercial Law to the Sir Alexander Stone Chair in Commercial Law, there is no official record of the resolution being updated to reflect this change which dates back to 1986. A draft resolution for the named chair is attached as **Annex 6** to formalise the chair name. The draft resolution will go out for one month's public consultation and will come back to the Court meeting in November for final approval.

Court's approval is sought for the resolution to move to public consultation.

B.13 Resolution - Endowment Changes

A resolution for a restricted funds reorganisation is attached as **Annex 7**. The resolution has gone out for public consultation and is coming back to Court for final approval.

Court's approval is sought for the resolution.

B.14 Chancellors Fund

A report and summary of activities undertaken by the Chancellors Fund is outlined in **Annex 8**.

B.15 Ward Committee

The Committee administers a fund established in 1981 with a donation of £200,000 by the parents of the late James Cusator Wards, a BAcc graduate.

The fund is used for promoting research in accounting and finance at the University. Academics can apply to the Wards Committee for funding of up to £3000 for research and around £30,000 is paid out each year.

The 1981 Wards Agreement states: "Committee to be comprised of (a) the Professors of Accountancy of the Department of Accountancy of the University from time to time (b) such other person or persons as the University Court may designate from time to time and (c) a

person to be nominated from time to time by the beneficiaries and the survivor of the Beneficiaries.”

Elspeth Orcharton is currently the member designated by Court and will be stepping down from the Committee as her term of office will be coming to an end. Cameron Marshall, Convener of General Council Business Committee has been approached to see if he would be willing to serve on the Committee and he has agreed.

Court’s approval is sought for the appointment of Cameron Marshall to the Ward Committee.

University of Glasgow

Organisational Change Governance Committee

Minutes of the Meeting held on 3 September 2024 at 15:30 in the Principal's Meeting Room

Present: David Duncan (Convener), Tara Brendle, Dan Haydon, Lee McClure (notes), Christine Middlemiss (via Zoom for the first 30 mins of meeting)

Attending: Fergus Brown, Richard Cloughton, Jill Pell, Jane Townson, Shelley Hunt

Apologies: David Finlayson, Laic Khaliq

1. Welcome and Apologies

The Convener welcomed all, and introductions were made. Apologies noted as above.

2. Note of the last meeting held on 21 June 2024

The minutes of the last meeting held on 21 June 2024 were not reviewed. Approval of the last minute would be sought with OCGC members after the meeting.

Action: LMcC

3. Matters Arising

3.1 Extract of SMG Minutes - 21 June 2024

The extract of the SMG minutes from 21 June 2024 was noted.

4. MVLS MRC/CSO SPHSU

OCGC was reminded that the meeting had been called to continue to discuss the impact of the withdrawal of MRC funding and its consequences for staff within the MRC/CSO Social and Public Health Sciences Unit (SPHSU).

4.1 Covering letter to OCGC

The covering letter to the Convener referred to the ongoing organisational change review for the SPHSU due to the withdrawal of £4.6M annual MRC funding. It was noted that a collective grievance had been submitted by UCU on behalf of seven SPHSU colleagues specifically regarding the Academic PI Review process.

4.2 SPHSU TEG Update

The committee reviewed the update paper and its appendices, which covered the Academic PI Review, HoS communications, redeployment and ringfenced recruitment proposals, collective consultation processes, townhall slides and FAQs, feedback from the first collective consultation meeting, and an updated GANTT chart. Jill Pell and Fergus Brown gave a presentation and the following points arising from the ensuing discussion were noted:

- Significant efforts had been made to mitigate the impact of funding withdrawal. All MRC Unit funded positions had received temporary extensions (3 months) and ongoing reviews were being conducted to determine further actions. Nine specific roles had been identified for retention for the full MRC transition year due to specific needs related to winding down MRC Unit business.
- Consideration would continue in relation to topping up salary funding to provide full employment for new grant award periods and bridge funding options to support staff during the transition period.
- The University was considering options for redeployment and seeking alternative funding sources. There was a hope that alternative positions could be found for Professional Services Staff (PSS). There were approximately 12 senior academic staff members (Grades 8-10) where there was uncertainty and a risk of redundancy. For the junior level research staff, continuation opportunities would become clearer over the coming months.
- OCGC noted the fact that grant funding and research quality had featured as key criteria for assessing Academic PI staff for general funds underwriting. Concerns were raised about fairness in the Academic PI review assessment process, with particular reference to a disparity in the outcome for men and women and a difference in the proportion of G9/10 and G8 staff who had been retained.

Professors:	4 males reviewed; 4 moved to General Funds 4 females reviewed; 3 moved to General Funds
Grade 9:	1 male reviewed; 1 moved to General Funds 5 females reviewed; 2 moved to General Funds
Grade 8:	6 males reviewed; 2 moved to General Funds 7 females reviewed; 1 moved to General Funds

- OCGC acknowledged the financial constraints faced by the College and the need to manage these constraints while still aiming for growth and sustainability.
- No decision had been made yet regarding a Voluntary Severance Scheme (VSS). Proposals for voluntary severance were being developed and discussed within the Transition Executive Group (TEG). Remuneration Committee would be consulted as required.

- Emphasis was placed on the need for a strategic and consultative approach to integrating retained staff within the SHW organisational structure. The new Head of School, Frances Mair would be leading on this aspect of the merger.
- OCGC agreed that TEG/CMG authority for the review continue to be maintained as they moved forward and MVLS colleagues continue with consultations and discussions.
- MVLS colleagues left the meeting at this point and the remaining members (TB, DH and DD) reflected on the discussion and the Committee's recommendation to Court.
- While there were concerns regarding the fairness of the Academic PI Review process, particularly in terms of equality, diversity, and inclusion, OCGC was conscious that significant efforts had been made at both College and School levels to mitigate the impact of the withdrawal of MRC funding.

DD undertook to prepare a report for the Court on 25 September 2024. This would include the notes from previous OCGC meetings, the circulated appendices, and an overview of the current status, actions taken to date, recommendations, and proposed next steps.

DD suggested that Court be asked to consider:

- Allowing the current process to continue, recognizing that this may lead to redundancies up to the level signalled in the papers shared with OCGC, trade unions and UK Government Secretary of State (up to 96 but likely to become much less following due redeployment and redundancy avoidance efforts).
- Inviting the College to review whether it is possible and appropriate to further use the growth fund to preserve more of the affected positions.
- Conducting an independent assessment of the Academic PI Review process to ensure fairness, particularly with regard to gender disparities and fairness between different grades of staff.
- Encouraging the College to explore opportunities for placing affected Academic PI individuals in Schools outside the School of Health and Wellbeing, while also considering opportunities to redeploy other members of staff.

Action: DD

5. Any Other Business

At the start of the meeting, a query was raised by DH regarding the membership of the OCGC, specifically whether the Convener was a member. An updated Terms of Reference (ToR) had been circulated to the OCGC in advance of the meeting. LMcC will seek further comments, after which the ToR would be shared with Court as a final approved version.

6. Date and Time of Next Meeting

No date/time was set. OCGC would meet as required.

DRAFT

ANNUAL SCHEDULE OF COURT BUSINESS

<i>(Sept</i>	•	<i>Strategy Discussion Day)</i>
September	•	Pre-Court Briefing
	•	Report on any action taken under delegated powers over summer
	•	Court Strategy Day
	•	Committee memberships
	•	Statement of Primary Responsibilities
	•	Full Risk Register including Mitigation Actions/Risk Appetite
	•	Schedule of Court business for forthcoming year
	•	Report on previous year's attendance of Court and Committees
	•	Summary Income and Expenditure report (Finance Committee)
November	•	Pre-Court Briefing
	•	Audited Accounts/Financial Statements for previous year (including subsidiaries' financial statements and GU Trust statements)
	•	Report on Investments (Finance Committee)
	•	Summary Income and Expenditure report (Finance Committee)
	•	Audit and Risk Committee annual report
	•	Remuneration Committee report on senior pay review
	•	Annual Report on the University's Complaints Procedure
	•	Honorary Degree nominations
	•	Annual report to the Scottish Funding Council on Institution-led Review of Quality
February	•	Pre-Court Briefing
	•	Draft Outcome Agreement for next year from Vice Principal (or in April)
	•	Information Policy & Strategy Committee annual update
	•	Finance KPIs
	•	Summary Income and Expenditure report (Finance Committee)
April	•	Pre-Court Briefing
	•	Research update and KPIs from Vice Principal
	•	SFC Main Grant Allocations for forthcoming year
	•	Health, Safety & Wellbeing annual report
	•	Summary Income and Expenditure report (Finance Committee)
	•	Annual Self-assessment, convener appraisal and Code compliance
	•	Annual Report from Organisational Change Governance Group
June	•	Pre-Court Briefing
	•	Strategic Plan (annual update)
	•	SRC annual report
	•	Institutional KPIs
	•	Capital Programme
	•	Budget Overview for forthcoming year/Financial Forecasts/sustainability
	•	Learning & Teaching update
	•	Equality & Diversity Strategy Committee annual report
	•	Report on Investments (Finance Committee)
	•	Summary Income and Expenditure report (Finance Committee)

University of Glasgow

STATEMENT OF PRIMARY RESPONSIBILITIES

The primary responsibilities of the University Court, as the governing body of the University, are:

General

To be satisfied that appropriate mechanisms are in place:

1. to administer and manage all of the revenue and property of the University and to exercise general control over its affairs, purposes and functions, taking all final decisions on matters of fundamental concern to the institution;
2. to safeguard the good name and values of the University and to ensure that the institution is responsive to the interests of its stakeholders, including students, staff, graduates, the local community and funding bodies;
3. to make provision, in consultation with the Senate, for the general welfare of students;
4. to ensure, in conjunction with Senate, the quality of the Institution's educational provision;
5. to ensure the solvency of the University and to safeguard its assets ;
6. to ensure compliance with the University's Statutes, Ordinances, Resolutions and other rules and regulations of the University, as well as national and international law where applicable;
7. to appoint the Principal and Vice-Chancellor of the University, including the terms and conditions attaching to the appointment, and to put in place suitable arrangements for monitoring their performance;
8. to appoint a Secretary of Court and to ensure that with regard to their managerial responsibilities in the University, there is an appropriate separation in the lines of accountability;

Strategic Planning

9. to approve the mission of the University and its strategic plans, setting out its aims and objectives in teaching and research, and identifying the financial, physical and staffing requirements for their achievement;
10. to approve a financial strategy, long-term business plans and annual budgets;
11. to approve an estates strategy for the management and development of the University's estate and buildings in support of institutional objectives;
12. to approve a human resources strategy and to ensure that reward arrangements for its employees are appropriate to the needs of the University;
13. to monitor the University's performance against approved plans and key performance indicators;

Exercise of Controls

14. to make clear and to review regularly the executive authority and other powers delegated to the Principal and Vice-Chancellor, to other senior officers and to other bodies of the University including the Senate and Committees of Court, such authority and powers to be set out in a Schedule of Delegated Authorities;
15. to ensure the proper use of public funds awarded to the University, observance of the terms of the Financial Memorandum between the University and the Scottish Funding Council (SFC) and compliance with the University's Outcome Agreement with the SFC;
16. to establish and monitor effective systems of internal control and accountability throughout the University;
17. to oversee the University's arrangements for internal and external audit and to approve the University's annual financial statements;
18. to ensure that arrangements are in place for the proper management of health and safety in respect of students, staff and other persons affected by University operations;
19. to be the University's legal authority and, as such, to ensure that systems are in place for meeting all the University's legal obligations, including those arising from contracts and other legal commitments made in the University's name.

Effectiveness and Transparency

20. to ensure, through the appointment of co-opted lay persons in accordance with the Statutes, and through liaison with the University's General Council with regard to its Assessors, a balance of skills and experience amongst the membership of the Court sufficient to meet its primary responsibilities;
21. to ensure that the proceedings of the Court are conducted in accordance with best practice in higher education corporate governance and with the principles of public life drawn up by the Committee on Standards in Public Life;
22. to ensure that procedures are in place in the University for dealing with internal grievances, whistleblowing, conflicts of interest and public interest disclosure;
23. to monitor its own performance and that of its Committees, with a formal evaluation of effectiveness undertaken not less than every five years.

September 2024

In June, SFC published further guidance and information relating to the new Outcomes Framework and Assurance Model (OFAM). This is the replacement for the previous Outcome Agreement approach and comes into force from August 1st 2024.

<https://www.sfc.ac.uk/publications/outcomes-framework-and-assurance-model/>

The core principles of the new approach are as follows:

- Make SFC's expectations of institutions clearer.
- **Focus on outcomes** achieved by institutions, rather than activities they plan to undertake.
- Reduce burden for institutions, by making greater use of existing data and sources of information (such as the Teaching Quality Enhancement Framework – TQEF - consolidating various L&T related returns into one) and significantly **reducing the requirement for written commentary**.
- Provide SFC with an agreed framework through which it can monitor the full breadth of institutional performance.
- Take account of the **nuance of individual institutions' circumstances** through a continued programme of regular institutional engagement.

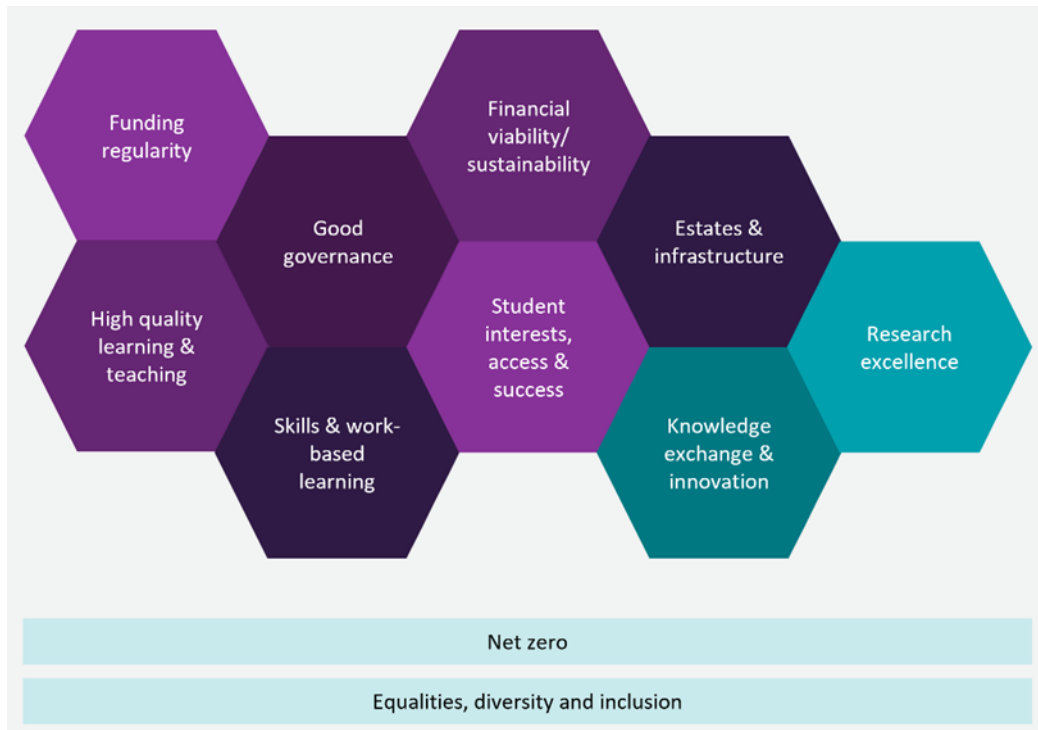
Previously, the Outcome Agreement process - supported by several other submissions including financial sustainability and student number returns – provides a singular document charting planned activity for the next few academic years agreed by both the institution and SFC. This is accompanied by a self-evaluation speaking to both delivery against the previous year's Outcome Agreement narrative and the accompanying national table of measures KPI's.

The new approach 'modularises' SFC's engagement with institutions across their funding portfolio, and shifts focus on retrospective outcomes focused analysis. Instead of one document including information across each associated outcome, a mix of bespoke returns across separate timelines (details below), existing financial and student number returns, and general engagement will fulfil the SFC's assurance and accountability responsibilities.

The new approach is split into two substantive and connected areas – the Outcome Framework and the Assurance Model.

Outcomes Framework

The Outcomes Framework highlights the areas SFC expects Universities to deliver on in return for public funding. These are largely unchanged from the Outcome Agreement era, with Net Zero and Equalities, Diversity and Inclusion highlighted as cross-cutting outcomes, to be monitored across other areas assurance processes. Importantly, guidance stipulates SFC are not interested in setting specific targets or expectations for individual institutions with outcomes expressed 'more generally'.

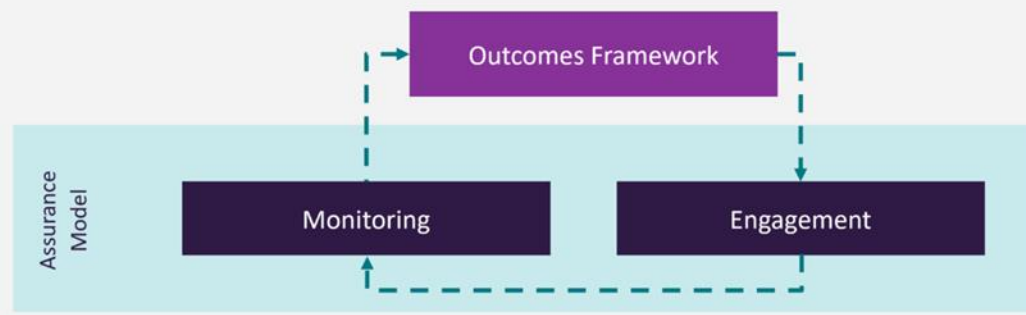


Assurance Model

The assurance model is split across two phases, engagement – which will include regular discussion between institutions and outcome managers - and monitoring, which spans newly developed returns replacing current OA narrative (the Research Assurance and Accountability Return, TQEF), existing data and financial returns, as well as the submission and review of contextual commentary, case studies and thematic reviews (from 25/26).

Assurance Model

The Assurance Model is the mechanism by which SFC is assured that the Outcomes in the Framework are being delivered so that those things that matter to students, employers, Scottish Government and other stakeholders are in place.



Monitoring Mechanisms

As noted above, the single annual Outcome Agreement return is being replaced with a series of modularised returns. Below, the known monitoring and assurance mechanisms SFC will use to replace the current OA report are detailed:

- The **Research Assurance and Accountability Return (RAAR)** will replace the research quality aspects of the OA.
- Institutions have been asked to submit a **5-year KEIF Strategy**. The 5-year strategy must be signed off by University Court. Progress will be monitored via **annual KEIF reviews** each autumn.
- The **Tertiary Quality Enhancement Framework (TQEF)** will replace the high-quality learning and teaching aspects of the OA, as well as bringing the FE and HE sectors under one framework, removing some of the need for separate QAA engagement and returns. The framework includes a variety of returns, including the **Self-Evaluation Action Plan (SEAP)**.
- **Contextual commentary** is highlighted as a key means of gaining assurance across the outcome framework. These submissions will provide institutions with an opportunity to contextual data returns submitted across the course of the academic year (HESA return, SFC Early Return)
- **Thematic reviews** are set to be implemented from AY 25/26. Where an outcome area is under thematic review, other returns or modes of monitoring related to that area of the outcome framework will not be required in that given year. It is understood this will be for one theme or portion of the outcome framework per academic year.
- **Case studies** are core to SFC's planned approach to monitoring, with case studies to be included in the RAAR, KEIF annual report and across other areas of the outcome framework.
- **Existing Data Returns** will continue in their current form, including student number returns, strategic funding monitoring returns, audit reports, annual report on the financial memorandum of understanding and sector code of good governance, and financial forecasts.
- **SFC Engagement with university executive/board**. More details about this are still to be confirmed.
- In wrapping up the 23/24 outcome agreement process, institutions are to submit a self-evaluation by **December 5th 2024**. This should cover:
 - Priority area 1: Fair access and transitions
 - Priority area 3: Coherent learning provision
 - Priority area 4: Work-based learning and skills
 - Priority area 5: Net zero and environmental sustainability response
 - Priority area 7 (Universities only): University Innovation Fund (UIF)

Academic Year 2024/25 Returns

Work is underway to respond to the monitoring returns due as part of the first year of the OF&AM. Several of the outcomes listed in the Outcomes Framework will continue to be covered by existing returns and reports submitted annually to SFC, specifically: Funding Regularity, Good Governance and Financial Viability and Sustainability.

Table 1 below lists each new, modularised return, the portion of the Outcomes Framework it provides assurance against, its deadline and the guidance published by SFC to aid in its development.

Table 1: 2024/25 OF&AM Return Submission

Return	Description
<p>Self-Evaluation & Action Plan (SEAP) - Due November 30th 2024</p> <p>Outcome Framework Assurance Area(s) - High Quality L&T</p> <p>Guidance - https://www.sfc.ac.uk/publications/sfc-guidance-on-quality-for-colleges-and-universities-2024-25-to-2030-31/</p>	<p>The Self-Evaluation and Action Plan (SEAP) is being prepared by colleagues across SAS. PIA are supporting, and will review key metrics of interest (NSS, retention etc), and how we develop these in discussion with SFC.</p>
<p>Research Assurance and Accountability Return (RAAR) - Due October 31st 2024</p> <p>Outcome Framework Assurance Area(s) - Research Excellence</p> <p>Guidance - https://www.sfc.ac.uk/publications/research-assurance-and-accountability-guidance-2024-25/</p>	<p>The Research Assurance and Accountability Return (RAAR) has been drafted by colleagues in research services. Submission will be via JISC form ahead of the October 31st deadline.</p>
<p>KEIF 5-Year Strategy – Due January 31st 2025</p> <p>Outcome Framework Assurance Area(s) - Knowledge Exchange and Innovation</p> <p>Guidance - https://www.sfc.ac.uk/publications/knowledge-exchange-and-innovation-fund-strategy-guidance-2025-26-to-2029-30/</p>	<p>Colleagues are developing the KEIF 5-year Strategy. Whilst due January 31st - this will be ready for Court to review at the meeting on November 20th (SFC have noted this <i>must</i> be approved by Court unlike the other submissions).</p>
<p>2023/24 Self-Evaluation – Due December 2nd 2024</p>	<p>The 23/24 Self-Evaluation will include reflective narrative in response to all areas of the 23/24 Outcome Agreement except High Quality Learning and Teaching (included in the</p>

Guidance - https://www.sfc.ac.uk/publications/outcomes-framework-and-assurance-model/ (points 23-26)	SEAP) and Research Excellence (included in the RAAR). This will in effect be replaced by contextual commentary and thematic review from Autumn 2025. Contributors across the university have been asked to provide narrative across relevant sections. This wraps up the old OA regime.
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Across all the above, there are requests for the submission **of impact focused case studies**. As part of discussions with colleagues leading on each strand - and drawing on case studies surfaced and organised as part of the ongoing central case study repository project - we will be able to respond to these requests efficiently. The central case study repository aims to collate and make accessible and searchable case study content from across the core strands of university work.

There are still some outstanding questions and concerns we are seeking further clarity from SFC around. Chief among them are the following:

- What is the wider connectivity of the new returns, and how do we ensure all aspects of the Outcomes Framework is appropriately covered off in the named returns?
- What is the role of formal metrics and quantitative ‘targets’ in the new approach, given institutions will not be required to set targets, and only the engagement phase of the new model will support conversations around this between universities and SFC?

Court and Internal Governance Arrangements

As noted, previously we were able to provide Court with a unitary document - the Outcome Agreement - that provided an overview of the commitments we were making across areas of SFC funding for the forthcoming academic year. The change in approach removes this document, with modularised returns prepared and submitted separately. This coupled with the change in focus from ‘look-ahead commitments’ to reflection on delivery against broad outcomes has a knock-on effect for how (and when) we present and keep Court updated on matters of SFC compliance.

SFC have stated that returns are to be signed off by the Principal on behalf of governing bodies (unless explicitly stated otherwise). In line with internal governance arrangements – and given the continued forward-looking nature of some aspects of each return – we propose sharing each with Court ahead of submission to SFC. This raises issues given the sporadic deadlines associated with the new suite of monitoring returns.

The 24/25 academic year will act as a trial year for the new approach, and we will be able to provide SFC with feedback on timings. We would appreciate Courts thoughts on how this modularised approach and the need to take items to multiple Court meetings across the academic year – and potentially between Court dates - will impact on effective oversight and governance of our approach. Below, we list returns that will come to Court in AY 24/25, when and for what purpose.

Court Date	SFC Assurance and Accountability
September 25 th 2024	Research Assurance and Accountability Return (RAAR) - for review and approval
November 20 th 2024	Self-Evaluation and Action Plan (SEAP) as part of the Tertiary Quality Enhancement Framework (TQEF) - for review (Court would be provided with a near final version to consult owing to SFC submission deadlines); 23/24 Self-Evaluation – for awareness
February 19 th 2025	Knowledge Exchange and Innovation Fund (KEIF) 5-Year Strategy – for review and approval
April 23 rd 2025	N/A - potential for updates
June 24 th 2025	N/A - potential for updates

Research Excellence Grant (REG)

Governance and assurance

In this section we are looking for high-level information on how institutions approve how REG is used and provide themselves with assurance that funding is being spent appropriately.

What are the governance arrangements in place to approve the use of the Research Excellence Grant (REG) within your institution? (Max 300 words)

This should include details of (a) where responsibility lies for internal distribution of your institution's REG allocation; (b) how decisions are taken; and (c) the assurance mechanisms in place to ensure appropriate use of REG funding.

Use of the University of Glasgow's Research Excellence Grant (REG) funding remains consistent, with research activity and enhancement supported through different channels. Our focus has been on continuing to deliver on our Research Strategy priorities of collaboration, creativity and careers, building on our impactful research.

REG funding is deployed directly to academic Schools through our four Colleges. REGA is allocated across the University based on the FTE of staff in each school returned in the latest REF exercise, weighted by Unit of Assessment (UofA). Similarly, REG B&C are allocated to schools in the same manner we receive them, based on staff FTE and proportion of charity and non-charity-based research income across the previous 3 academic years, with central support and leadership helping to drive new inter- and cross-disciplinary collaborations. Our four Colleges utilise the REG funding as a platform grant to support and enhance their essential research programmes and budgets generally.

It also supports us to build capacity in our ability to respond to emerging opportunities or needs and to launch ambitious, strategic initiatives that respond to global, national and local challenges, building on established strengths.

Internal assurance around the appropriate use of REG funding is provided via several means, at various levels of the institution. School level strategic planning rounds, and college management group forums offer oversight and assurance of the use of REG funding at the local school and wider college level. At the university level, updates around use of REG funding are shared with and discussed by senior management group and University Court annually, ensuring overall assurance of REG funding use.

Uses and value of REG Here we are looking for information on how REG is allocated within institutions, what (at a high level) the allocation achieves, and how it underpins central institutional functions and strategic initiatives as a long-term source of funding. Our focus is on what REG does for you; we are not requesting any form of financial reporting on use of the allocation.

How, in broad terms, do you distribute REG internally? Please select one. If you select 'Other', please describe briefly in the next question.

- Allocate fully to schools based on REF results
- Allocate mainly (i.e. the largest defined category) to schools (based on REF) but take or receive an allocation for central activity (e.g. cross-institution strategic initiatives and central services)
- Hold mainly centrally and use for strategic initiatives and/or for central services
- Other

If other, please provide details: (Max 50 words)

What types of activity does REG support within your institution? Please choose the three areas that REG funding mainly supports within your institution. We are aware that decisions may be made at a local level where REG is allocated to Schools; please give an estimation/general answer at an aggregate level. Please also use the 'Other' text box if you wish to provide further contextual information.

- Enabling staff employment
- Maintaining and/or renewing infrastructure
- Supporting postgraduate research students
- Underpinning direct research costs
- Pump-priming and capacity building
- Providing funding (including match-funding) for strategic initiatives
- Supporting centralised research services and/or professional support services
- Research culture/environment
- Other

Please use the text box if you wish to provide further contextual information. (Max 300 words).

Our REG funding effectively supports activities across all the identified categories above. At University of Glasgow, REG is used strategically in a twin-track manner, distributed to staff, research and support embedded within our academic Schools, while also supporting research and researchers through a strengthened platform of cross-disciplinary strategic initiatives; research infrastructure/facilities; expertise supporting research/researcher development; grant capture and management; knowledge exchange and co-creative partnership-building; and innovation and impact planning and development.

In 2023, the University launched Research Computing as a Service (RCaaS) with REG support. RCaaS provides high performance computing, research software engineering, data and infrastructure management, and support for showcasing research outcomes. This frees up

researchers' time to focus on their research and provides an expanded access to critical tools and methods for research.

Over the past year, the University has also created a cross-College Centre for Public Policy, which is a commitment to work with local, national and international policy communities to access expertise and evidence, and to devise the right tools to find solutions to the challenges they face. REG funding has also driven the strengthening of resources in the Strategic Research Initiatives Portfolio, which supports large grant capture in new cross-disciplinary funding calls, and nurtures collaborative research skills and practice within the University's research community.

If a portion of REG is used to achieve overall cross-institution strategic objectives, describe your approach to using this portion of REG and the rationale or context behind this. (Max 300 words)

The University of Glasgow's Strategy – World Changers Together – recognises the fundamental importance of open cooperation and building a community of discovery that draws inspiration and strength from its connections and partnerships worldwide. Building on the three themes of this strategy: community, connectivity, challenges, the University began to explore a new University-wide initiative during 2022-23 that sought to unite the University community by: embracing challenge-led research to address the needs of global society; building a sustainable future through our research, education, innovation and actions; engaging with our civic mission via our local and global communities; and strengthening our partnerships to amplify our local and global impact.

This led to the emergence of a new institution-wide programme, Glasgow Changing Futures (GCF), which is supported through a strategic investment that includes a portion of REG for an initial period of three years. GCF is one of a growing number of national and international university-led initiatives addressing local, national, and global societal challenges. A distinctive feature of GCF is the University's commitment to integrating our strengths in research, innovation, education, partnerships and influence to co-develop and deliver impactful interventions and solutions.

Initially GCF's priority areas for action and focus will be on 'Sustainable Futures' and 'Healthy and Equitable Futures'. GCF aspires to develop impactful solutions to these challenges through equitable partnerships built around collaborative creation and delivery. Our approach seeks to ensure that diverse perspectives shape inclusive and sustainable approaches in the knowledge that dialogue, and partnerships are integral to finding impactful solutions.

During 2024-25, the GCF team will be undertaking the next stage of inclusive consultations with colleagues and partners to explore and shape the programme's investments and activities as we work towards realising the ambitions of GCF.

Supporting long-term activity

We will use answers to this question (and the REG case studies requested later) to develop our evidence base on the importance of REG as a stable and continuous funding source for research in Scotland. Here we are looking for examples of REG being used for long term/multi-year investments, whereas the case studies on page 6 are looking for examples of where a long-term investment has resulted in impact/returns.

Please highlight any ways in which REG supports long-term/multiyear activity, either centrally or at school level. (Max 300 words)

This may include activities referenced in the previous 'Uses and value of REG' section which will be developed by drawing on future REG allocations and/or other funding sources.

Our REG funding continues to support existing research activity but is instrumental in driving new research collaborations that are challenge-led. Our plans for 2023-24 included the development of Scotland Beyond Net Zero (SBNZ) initiative, originally a strategic research collaboration between the University of Glasgow and the University of Edinburgh in support of the Carbon, Climate and Net Zero Concordat. This activity is supported in part through our REG funding. Since the launch in January 2024, SBNZ has become a collaboration between climate and sustainability experts from across Scotland's research communities, whose collective contribution will be a significant benefit to Scotland's drive towards a net zero society. SBNZ is harnessing the strength of universities across Scotland to advance innovation, research collaboration and community engagement, and inform policymaking across the built environment, energy, finance, food, natural systems and transport.

University of Glasgow is now one of 10 member institutions, along with the universities of Aberdeen, Dundee, Edinburgh, Edinburgh Napier, Glasgow Caledonian, Heriot Watt, St Andrews, Strathclyde and Stirling. In June 2024, SBNZ launched a new seed fund with awards of up to £15k to foster new collaborations which will drive interventions for Net Zero in Scotland.

The incubation and development of new and innovative research continues in the Advanced Research Centre (ARC) premises and facilities, which have been supported by REG funding. An example of such investment is the ARC-XR (Extended Reality) facility - a cutting-edge collection of resources and studio space and one of the largest XR studios in the UK. This facility offers unique opportunities to push the boundaries of visualisation research. ARC-XR has provided the foundation for the successful Museums in the Metaverse (MiM) funding, as part of the Innovation Accelerator grant. Building on this success, in October 2023 MiM unveiled an ambitious new

£5.6M project to develop Virtual Reality museums. This project will empower online visitors to explore vast cultural assets in engaging new ways, enable expert and novice curators to create new content, and explore models of use to support sustainable economic and cultural growth.

Research environment and culture(s)

In this section we are looking for information on institutions' plans to develop and support positive research environments and research cultures, and the role played by REG in their development.

How is your institution creating an excellent research environment and positive research culture(s)? Please provide a high-level description of your institution's aims and plans for this AY, indicating priorities, key highlights and how REG supports this development.

We envisage that this will include, but not be limited to, areas such as: promoting open research; valuing a broad range of research outputs, including civic and public engagement; promoting reproducibility; and supporting and empowering research-enabling staff. (Please provide max 300 words on overall strategy and up to 250 words on a specific example).

Continuing the work commenced in 2023 to strengthen our research environment, reported last year, we are building on the reflective exercise undertaken by all Schools ('Shaping Schools Research Priorities and Activities'). The documentation submitted by each School – SWOT analyses and 5-year action plans covering the research landscape and key priorities – was reviewed by Deans of Research, central professional staff expert in key areas of the action plans, and the Vice Principal for Research & Knowledge Exchange, and was also shared with College support professionals to help them deliver targeted support to Schools. These Action Plans and the reflective, collaborative process underpinning them will also form the basis for future consultations, workshops and guidance when supporting REF preparations from 2024 onward. Our intention is to support the ambitions and objectives identified by Schools and to assist them in tracking progress across potential indicators of a strong research environment and outputs, with their efforts seen as an ongoing process with intrinsic value that should also generate positive results when assessed in future. Holistic reviews will be carried out beginning in late 2025 and will be supported by expertise from across three of the specialist teams built with the investment in central infrastructure Research Culture & Researcher Development, Research Enhancement and Research Impact. These functions are also supported by investment in specialised data support in research and research impact areas, working in partnership with central strategic planning data analysts.

Our commitment to developing our research culture has been strengthened in 2023/24 – with impact on the way we evaluate, support and reward quality, how we recognise diverse contributions to research activity, how we support career development and progression, and how we are building an environment in which individuals collaborate in an atmosphere of openness and trust.

Further, the university is committed to ensuring our research environment supports our academics to translate their research into spin-out companies. This is exemplified in the recently launched MedTech Innovation Fund (MT-IF), that will build on the institution and regions

strengths in life sciences and engineering, supporting innovative health care solutions that can deliver a positive impact for society. The new fund of more than £500,000 is open to staff and researchers at the University who can demonstrate the potential to commercialise their ideas. This highlights the interconnectedness of SFC funding streams, and the activity supported at the University of Glasgow.

In our action plan 'Institutional Strategic Priorities for Research Culture 2020-2025', we have chosen five priorities: Collegiality, Career Development, Research Recognition, Open Research, and Research Integrity – and progress on the Culture Action Plan is governed by the Research Planning and Strategy Committee (chaired by the Vice Principal for Research & Knowledge Exchange).

In 2023/24 a number of strategic enhancements were achieved, including:

- Launching new staff networks: the 'UofG Fellows' Network', the 'Research Professional Staff Network', the 'Research Staff Assembly', and the 'Research Culture Commons'. All are community-based platforms encouraging researchers and Research Professionals (University Services/Research Support Staff) at the University to connect and engage with each other and encourage open conversations about the way we do research, and value and reward all those who contribute.
- Developing, delivering and evaluating a portfolio of activities designed to enhance our collaborative environment, ambition and culture. These range from interdisciplinary networking events to expand connectivity within the research community and to nurture new collaborations across disciplines, through to supporting the development of ambitious interdisciplinary, multi-institutional and cross-sectoral applications for external funding.

In 2024/25 we will consolidate this through:

- The launch of a comprehensive framework of new activities through an updated Institutional Researcher Concordat Action Plan (2024-2027). Devised collaboratively with Researchers, the Managers of Researchers (all individuals and groups who have direct and authoritative influence on the experience of research staff, including senior academic and professional staff, as well as direct line managers), and key senior leaders, the action plan is co-owned allowing a tailored approach to be put in place for each of the University's four colleges, creating a response to contemporary challenges for Research-only staff.
- The launch of 'InFrame'. The universities of Glasgow (lead), Edinburgh and St Andrews have been awarded £3m by Wellcome to create a new framework for research leadership – InFrame – recognising that a skilled collegial approach to leadership is critical for the development of supportive and equitable cultures. This is foundational to the aspirations set out in our research culture action plans. Our collaboration aims to address the paucity of systematic knowledge on how collegiality can be fostered, recognised and rewarded.
- The delivery of 12 'Talent Lab' programmes designed to develop Glasgow's research leaders. All initiatives focus on developing leadership that recognises the role of leaders in influencing the research environment and the research culture in which we operate, creating a workplace in which all can thrive.

Concordats

We expect that institutions receiving SFC funding meet the requirements of the Research Integrity Concordat and principles of the Concordat to Support the Career Development of Researchers.

Please provide a link to your institution's most recent annual statement on research integrity on your institution's website.

In 2022/23, we reviewed and updated our Code of Good Research Practice, in consultation with a diverse selection of stakeholders. The implementation of the new code was supported by a dynamic programme of online materials and events that ran throughout 2023 and 2024. As an example, the June 2024 'spotlighted' Responsible Research Metrics, with a live Q&A session on bibliometrics, and a comprehensive reading list of resources.

In addition, we have published detailed guidance on authorship, particularly regarding the use of CRediT. This guidance gives attention to the essential roles that our technicians and other professional services staff play in delivering our world-class research.

Our Research Misconduct process has been updated to include an appeals mechanism, in line with the UK's Concordat for Research Integrity. A new confidential reporting form is available on the University website, and a dedicated team is available to discuss issues.

The University's Annual Statements on Research Integrity are located here: [University of Glasgow - MyGlasgow - Research and Innovation Services - Research integrity - About - Annual Statement On Research Integrity](#)

Is your institution a signatory to the Concordat to Support the Career Development of Researchers?

Yes. Our action plan is located here: [Concordat to Support the Career Development of Researchers University of Glasgow Action Plan 2024-2027](#)

Please provide a link to your institution's latest annual report.

[Annual Report for the Concordat to Support the Career Development of Researchers -- \(2022-23 - submitted January 2024\).](#)

Please provide a short overview of how the principles of the Concordat are being addressed. (Max 300 words)

At the University of Glasgow, we aim to ensure that every research staff member is supported to be at their best, as part of an engaging, fair, and collegial culture in which people help each other to succeed, and are able to make informed active choices about their development and their careers. The Concordat is the primary driver for delivering this ambition, and the Research Culture and Researcher Development portfolio (RC&RD) within the Research Services Directorate lead on delivery of the Concordat Action Plan. Our new Concordat University-level Action Plan 2024-2027, was co-created with researchers and managers of researchers from across the University, representing all four colleges. We deliver projects and initiatives related to the principles of the Concordat in a partnership model with colleagues in Professional Services Teams (College Research Offices; The Library; HR/People & Organisational Development; Careers, Employability and Opportunity) and key Research Culture governance structures: the Lab for Academic Culture, and the Research Culture Commons. We provide continuous opportunities for dialogue, consultation, and information sharing with Research Staff via the Research Staff Assembly. Our Principal Investigator Development initiatives integrate our Concordat Action Plan into delivered content for the Managers of Researchers.

Research Postgraduate Grant (RPG)

For guidance to complete this section, please see Annex B of the guidance document.

Please set out high-level outcomes demonstrating what your institution intends to achieve in the next year using RPG funding. Outcomes may cover more than one academic year and can be individual outcomes, or shared outcomes with one or more other institutions, or a combination of both. (Max 300 words).

Institutions should set a minimum of two high-level outcomes. Institutions receiving £500k RPG or more are encouraged to set a larger number of outcomes. We appreciate that some uses of funding would need to be for business-as-usual costs, and the outcomes may reflect this.

RPG funding continues to be allocated to each of the 4 Colleges in relation to the FTE of PGR students and a cost weighting for each Unit of Assessment, with UoAs being mapped to the Schools within the Colleges. In addition to funding for scholarships or staff costs, RPG funding aids the delivery of operational support for PGRs which is key to a positive postgraduate experience. Measures of a positive PGR experience at University of Glasgow are:

- Overall satisfaction: 83% of PGRs said that they were satisfied with their experience in 2023 (increased from 78% in 2022);
- Expressed confidence that they would complete their programmes on time: 83%;
- Understanding of good practice in research/research integrity: 99%.
- Understanding of what researcher/professional development entails: 86%

Asked what could be improved, students told us in 2023 that there were challenges with how the University communicates with them. The response to this has been the establishment of a working group to address the communications challenges, the output of which will be a new PGR SharePoint space to provide a central, shared communications portal, set to launch at the start of the 2024/25 academic year. Survey results are discussed and shared across the University so that appropriate action can be taken in local contexts. Numbers should be understood as population level figures which vary across a diverse institution.

Self-evaluation of research outcomes for AY 2023-24

In this section, please return self-evaluation of commitments made in their 2023-24 Outcome Agreements. This is to complete the final cycle of the previous Outcome Agreement process (2023-24).

Please provide a self-evaluation, of no more than 600 words, against the research outcomes made in your 2023-24 OA.

Effective use of SFC core research grants in AY 2023-24

As noted above, our REG funding supports research activity across the institution, in line with the priority themes and objectives of our Research Strategy 2020-25 and our institutional strategy, World Changing Glasgow 2020-25. Our focus is on collaboration, creativity and careers and inspiring new and impactful research partnerships that deliver to societal need and government priorities. As mentioned above, together with University of Edinburgh, we successfully launched the Scotland Beyond Net Zero (SBNZ) initiative last year, which now brings together academics with climate and sustainability expertise from nine Scottish universities and has just launched its inaugural seed fund to encourage new projects. SBNZ is a key outcome of the Carbon, Climate and Net Zero Concordat strategic research collaboration between UofG and University of Edinburgh, supported in part through our REG funding. The new seed fund will support projects falling within the SBNZ themes of food, finance, built environment, natural systems, energy and transport, should involve collaboration and research co-creation across at least two university participants in the seed fund and clear plans for engagement or partnership with at least one other organisation.

Our RPG funding is similarly channeled through the Colleges and is used to support graduate/doctoral school activities, resources or staff costs; PGR studentships; contributions to full economic cost of PGR-related grants; researcher development staff costs; and PGR research costs for consumables and equipment. As evidence of our success in supporting PG researchers, PGR satisfaction with their UofG experience increased 5% over the previous year as noted above.

Supporting sustainability and future research excellence

Glasgow Changing Futures (GCF), described earlier in this document, successfully launched over this past year. Supported in part by our REG funding, GCF aims to cut across disciplinary and activity boundaries, spanning research, innovation and teaching to inspire solutions to challenges in the two priority themes of Sustainability and Health Inequalities. It is a transformative initiative that will challenge our people, processes and approaches. In 2024, key leadership positions have been filled, bringing critical traditions of social science into engagement with global challenges around health and sustainability. Exploratory work has commenced to identify opportunities for strategic alignment and design inaugural initiatives.

Enabling an excellent research environment and positive cultures

In line with the priorities of our Research Strategy 2020-25, in 2024 two academic leads were appointed to champion key aspects of the strategy (Inclusive Research Practice and Good Research Practice) and work closely with colleagues from across the institution to support our research environment. The Academic Lead for Good Research Practice will lead on the design and implementation of a new framework which integrates activities relevant to improving good research practice, helping to communicate and implement training, support, policies and best practice across a range of areas. The Academic Lead for Inclusive Research Practice will lead a programme of activities aimed at building on existing good practice and the University's commitment to principles of Equality, Diversity and Inclusion, improving and innovating towards a diverse, inclusive research ecology.

Challenges

The increased cost of research continues to be a challenge in a difficult fiscal environment. At the same time, the nature of funding is also changing. Investigator-led and responsive mode calls are becoming increasingly competitive, and responding to challenge-led opportunities requires time, as well as careful resourcing and coordination to ensure correct partnerships are put in place. Our Strategic Research Initiatives and Glasgow Changing Futures, both supported in part by REG funding, ensures our capacity to be able to effectively target challenge-led funding.

Trusted Research and Export Controls bring additional complexity to our international collaborations in particular areas of research with specific partners. Again, with REG support, we have been able to strengthen our capability and capacity to advise colleagues to ensure the University's collaborative activities are done safely and securely.

REF2029 brings with it increased workloads and ongoing uncertainty in certain areas of research evaluation. Our teams in Colleges and University Services continue to work together as further details of the next REF exercise become available. Continued REG support allows us to build capacity in research enhancement generally and REF support particularly.

We have an opportunity to grow our European funded research activities and strengthen our international collaborations. This requires our research community to take full advantage of opportunities provided by Horizon Europe. We have invested in our support for European collaborations.

Areas for improvement

As an institution, one of our key priorities continues to be fostering and enabling a positive research culture. We have made significant progress and are working across the sector through initiatives such as the Wellcome-funded InFrame project, highlighted earlier in this document. Ongoing REG support boosts our capacity to build networks and successfully capture these large grants.

University of Glasgow
Court – 25 September 2024

Student Contract: Student Terms & Conditions – Update for 2024-25

Ruth Cole, Senior Academic Policy Manager

Introduction

The Student Contract, which all students sign up to at Registration annually, has been updated for academic session 2024-25.

The Student Contract was first introduced in 2018-19 to bring together the various rules and regulations that apply to students in a coherent Terms & Conditions style document. It sets out the University's obligations towards students as well as the expectations that the University has of its students. Students sign up to this Contract as part of the Registration and Enrolment process.

Due to the scheduling of completion of updating and the requirement to publish the Student Terms & Conditions before the opening of Registration in early August, approval of the update was taken under Summer Powers by Dr David Duncan, Deputy Vice Chancellor – Operations and Chief Operating Officer and University Secretary.

Note of Changes to the Student Terms & Conditions

The full Terms & Conditions document is attached with track changes marking the revisions that have been made from the 2023-24 version. Updates were made with oversight from the University's Legal Team.

Changes are minimal and feature in the following areas:

- 6.7 b) – consequences of cancelling direct debits or payment plans for tuition fees
- 19.5 – the right to end the Student Contract

Other changes are minor updates to links or processes.

Presentation

Please note that the Contract is presented to students via a webpage rather than in the document format presented here. The information presented to students can be viewed at <https://www.gla.ac.uk/myglasgow/apg/studentcontract/termsandconditions/>.

Members of Court previously suggested that there be some discussion, possibly at the Student Experience Committee, of this presentation to ensure that the information was accessible, and that the University was being sufficiently clear about the main points that students should be aware of, for example, standards of behaviour. Unfortunately, further work on this matter has not been possible to date, but will be returned to in the coming year.

Action

Court is invited to note and endorse the Student Terms & Conditions for 2024-25.



Student Terms and Conditions

August 2024⁴³

UNIVERSITY OF GLASGOW
STUDENT TERMS AND CONDITIONS

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UNIVERSITY OF GLASGOW

STUDENT TERMS AND CONDITIONS

1. THE STUDENT CONTRACT

1.1 **Why you should read the Student Contract.** The Student Contract is a legally binding agreement between you and the University of Glasgow (the **University**) and is formed when you accept an offer of a place on a programme or course (whether taught or research-based) at the University and reconfirmed when you register for each academic year during your programme. You should therefore read the documents listed at Section 1.3 below carefully before you accept an offer of a place and/or prior to registration for the next academic year if you are already a student.

1.2 **What is the Student Contract?** The Student Contract sets out your rights and obligations as well as the University's rights and obligations. It applies from the point you accept your Offer throughout your period of study at the University. Some of the terms continue to apply after you have left the University. These are set out at Section 20 below.

1.3 The Student Contract is made up of the following:

- (a) the terms of your offer from us (both any offer received through the University and Colleges Admissions Service (UCAS) (or any body which succeeds it) and/or the offer received directly from us by email or letter) (the **Offer**);
- (b) the terms and conditions set out in this document (the **Student Terms and Conditions**), which may be revised, amended or updated by us from time to time in accordance with Section 15 below; and
- (c) the **Regulations** set out in the [University Regulations](https://www.gla.ac.uk/myglasgow/apg/policies/uniregs/) (our academic regulations are published annually and include the Student Code of Conduct ~~which can be found at:~~ <https://www.gla.ac.uk/myglasgow/apg/policies/uniregs/>) which may be revised, amended or updated by us from time to time in accordance with Section 15 below.

All of these documents together comprise the Student Contract. If there is ambiguity or conflict between any of these documents, then the terms of the Student Terms and Conditions will take precedence over both the Offer and the Regulations and the Regulations will take precedence over the Offer.

1.4 The Student Contract tells you: who we are; the terms on which we will provide the relevant programme or course; the University's Regulations with which you must comply together with your other obligations to us, our staff, and to your fellow students; how you and we may change or end the contract; what to do if there is a problem; and other important information.

- 1.5 We appreciate that there is a lot of information to take in and that not all of it will be directly relevant to you (for example, some information only applies to our international students, other information, particularly in the *University Regulations*, relates to particular Colleges). We have tried to use plain English. However, it is your responsibility to read and meet all of your obligations under the Student Contract just as it is our responsibility to meet our obligations under it.
- 1.6 There are some terms that we think are particularly important:
- (a) **Section 6.7** which sets out what happens if you fail to pay any tuition fees which are due
 - (b) **Section 10** which sets out when we may make changes to or cancel a course or programme
 - (c) **Section 16** which sets out what we are responsible for and what we are not responsible for
 - (d) **Section 19** which sets out how the contract may be brought to an end, including your cancellation rights
 - (e) **Section 20.2** which sets out when you may be entitled to a refund of tuition fees
 - (f) **Section 21** which sets out what happens in circumstances outside of our control, such as adverse weather or a public health emergency.

If there is anything you don't understand or would like further clarity on, please contact us (using the contact details set out at Section 2.2 below) before you accept your Offer.

- 1.7 **Please keep a copy of the Student Contract.** We recommend that you retain a copy of these Student Terms and Conditions and your Offer for future reference. If you cannot locate a copy of the *University Regulations* on our website, please let us know using the contact details set out at Section 2.2 below.
- 1.8 **Other contracts you may enter into during your period of study.** You may need to enter into additional separate contracts with us with respect to specific services that we provide, if you wish to receive those other services from us; they are not covered by the Student Contract. Examples include if we provide you with student accommodation or if you wish to become a member of UofG Sport in order to use our sports facilities. You may also need to enter into additional separate contracts with us with respect to specific requirements of a programme, for example fitness to practise requirements, agreements relating to apprenticeships, placements or international study, agreements relating to studentship projects or agreements relating to intellectual property.
- 1.9 We will let you know if any services or programme requirements are subject to separate terms and conditions and provide you with a copy of the relevant terms and conditions in advance.

2. INFORMATION ABOUT US AND HOW TO CONTACT US

2.1 **Who we are.** We are the University Court of the University of Glasgow incorporated under the Universities (Scotland) Act 1889 and having our principal office at University Avenue, Glasgow G12 8QQ, a registered Scottish charity in terms of Section 13 (2) of the Charities and Trustee Investment (Scotland) Act 2005 (Charity Number SC004401, Charity Name 'University of Glasgow Court').

2.2 **How to contact us.** Our contact details for the purposes of the Student Contract are as follows:

Applicants who have not yet registered with the University

Business hours: Monday to Friday 9 a.m. to 5 p.m.

<http://www.gla.ac.uk/enquireonline>

<http://www.gla.ac.uk/study/enquire> <https://www.gla.ac.uk/study/enquire/>

+44(0)141 330 4515

1 The Square, Glasgow, G12 8QQ

For registered students

Business hours: Monday to Friday 9 a.m. to 5 p.m.

studentservices@glasgow.ac.uk

+44(0)141 330 7000

Student Services Enquiry Team, Level 2, The Fraser Building, University Avenue, Glasgow G12 8QQ

2.3 **How we may contact you.** If we have to contact you we will do so by telephone, SMS, or by writing to you at the postal address you provide to us or, until your student email account is set up (see Section 2.4 below), a personal email address that you have provided to us. We will assume that the last email address, home address and term-time address that you told us about are the current addresses. You must tell us promptly if any of these change.

2.4 **Student email account.** The University will provide you with a student email account and we will normally use this email address to contact you. Any exceptions are listed in the Student Privacy Notice and/or during Registration via MyCampus. You must therefore check your University email account regularly.

2.5 **"Writing" includes email.** When we use the words "writing" or "written" in these terms, this includes email. If either you or the University is required under the Student Contract to notify the other about something, that notice may be sent by email and via MyCampus (for example, when we notify you about your exam results).

3. THE ADMISSION STAGE

3.1 **Information provided by you.** It is essential that all of the information you have provided (and will provide) to us (whether directly or through UCAS) is (or will be,

when provided) true, complete and accurate. If it is discovered before you have completed registration that any information that you have provided is not true, complete or accurate or that you have omitted relevant information that we have requested (whether directly or through UCAS), we may at our sole discretion amend your Offer or withdraw your Offer and end the Student Contract, in accordance with Section 19.5.

- 3.2 **Qualifications.** You may be required, at our request, to provide satisfactory evidence of your qualifications (including English language qualifications if required) before admission. Our request will set out what evidence is required, but may include original exam certificates and/or direct confirmation from the awarding body. If you fail to provide such evidence to our reasonable satisfaction, we may at our sole discretion withdraw your Offer and end the Student Contract, in accordance with Section 19.5.
- 3.3 **Conditions of Offer.** Our Offer of a place to you may be conditional i.e. subject to you satisfying certain conditions (such as obtaining particular qualifications, or satisfying necessary legal or other requirements) or it may be unconditional. If a conditional offer is made, the Offer will set out the conditions which you will need to fulfil to obtain a place.
- 3.4 **Failure to meet any Offer condition.** If you have not fulfilled the conditions of your Offer before the date notified to you in your Offer or any later date notified by us to you, we may at our sole discretion withdraw your Offer and end the Student Contract, in accordance with Section 19.5.

If there is any part of the Offer that you do not understand or do not know how to fulfil, please contact the central Admissions Office as soon as possible. You will find details of how to contact the central Admissions Office in the University Prospectus and on the University Website.
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- 3.5 **Deferred Entry.** If you have not yet completed registration (see Section 4 below) and wish to defer your Offer until the next academic period, please review the conditions of the deferral policy relevant to your level of study and follow the guidance published on the University website. Deferred entry is granted at our sole discretion.
- 3.6 **Tuition fee status.** Your tuition fee status will be set out in your Offer and will determine the tuition fees that you will pay for your programme or course. The University will determine your tuition fee status based on information provided by you in your application about your nationality and residence in accordance with Scottish Government legislation relating to tuition fees. You may be required, at our request, to provide satisfactory evidence of your nationality, area of permanent residence, domicile over the last 10 years to support our assessment of Fee Status. Our request will set out what evidence is required. If you fail to provide such evidence to our reasonable satisfaction, we may withdraw your Offer and end the Student Contract, in accordance with Section 19.5.

- 3.7 **Your right to appeal your tuition fee status.** If you think your fee status has been calculated incorrectly, you have 30 days from the date of notification of Offer to appeal. Your appeal must be made by completing a Fee Status Enquiry Form.
- 3.8 **Your tuition fee status will be binding for the duration of your programme or course.** Once the time period for appeals under Section 3.7 has lapsed, your tuition fee status will not change. By exception, if we discover that your immigration status changes during your programme or course, we will review your fee status to determine if your fee status should change.
- 3.9 **Widening Participation support.** A range of support is available for students from widening participation backgrounds, which may include an adjusted offer of entry, eligibility for financial support and access to dedicated support staff. Access to these services is based on information provided in your application, such as the postcode of your main address, however on occasion, we may need to contact you for further information or to verify details of your application. If you fail to provide any such information requested, you may not be eligible for the support you would otherwise be entitled to. Any information provided will only be used for the purpose of assessing your eligibility for widening participation support, for example, whether you have experienced living in care, are estranged from family, are an asylum seeker or refugee. Any request will set out what information or evidence is required.
- 3.10 **International Students and Immigration.** If you are a national of a country that is subject to UK immigration control, you have additional obligations and responsibilities to us. These are set out in Schedule 1 to these Student Terms and Conditions.
- 3.11 **Criminal Convictions.** If requested by the University, you must tell us about any unspent criminal convictions which you have received prior to your application or which you receive after your application has been submitted.
- 3.12 The Rehabilitation of Offenders Act 1974 allows most convictions to be considered spent after a certain period. This period – known as the rehabilitation period – is determined by the sentence or disposal given, rather than by the type of offence. If the rehabilitation period has not expired, then the conviction is considered unspent.

4. REGISTRATION

- 4.1 **Contact details.** The University operates a student information system known as MyCampus. You will be provided with information about how to register on MyCampus. You must provide your current contact details (term time and home contact details if different) via your MyCampus record including UK phone number, UK address and personal email address. You must update these details promptly following any change during your period of study at the University.
- 4.2 **Registration each year.** In accordance with [Regulation 1](#) of the *University Regulations*, you must complete the following stages of registration on MyCampus

prior to starting your programme or course and again at the beginning of each academic year of your programme:

- (a) Academic registration, where you confirm the programme on which you are registered; and
- (b) Financial registration, where you confirm the arrangements in place in relation to the payment of your tuition fees (See Section 6 for further details regarding tuition fees).

4.3 **What may happen if you fail to complete registration.** If you do not complete registration in accordance with Section 4.2 above, the University may withdraw your Offer and end the Student Contract in accordance with Section 19.5 below.

5. HOW WE MAY USE YOUR PERSONAL INFORMATION

5.1 **Collection and use of your personal information.** We are committed to protecting the privacy and security of your personal information and will comply with all applicable requirements of relevant data protection legislation. We collect and process your personal information for academic, advisory, support, administrative, legal, financial, management, statutory, pastoral, and health and safety reasons. Our [Privacy Notice](#) describes how we will collect, store, and use your personal information both during and after your period of study at the University.

Please read our [Privacy Notice](#) carefully. ~~It can be found here:~~
<https://www.gla.ac.uk/myglasgow/dpfoioffice/gdpr/privacynotices/studentprivacynotice/>

5.2 **Disclosure to third parties.** In order to deliver your programme or course, we may need to disclose your personal information to certain third parties including certain of our contractors, agents and service providers, scholarship/bursary providers, professional accreditation bodies, placement providers, other universities involved in delivering your programme or course, debt collection agencies and relevant governmental departments and bodies. The third parties with whom your personal information may be shared and the purposes for which it will be shared, are set out in our Privacy Notice.

6. TUITION FEES AND OTHER CHARGES

6.1 **What tuition fees are payable?** The tuition fees applicable to your programme or course are set out in your Offer or associated communications issued before you accept the offer. Indicative tuition fee information is set out on the University Website. Your tuition fees cover your registration, tuition and one entry to the examinations appropriate to your programme or course and, in the case of full-time students (but not students of associated institutions), Students' Union fees. Your tuition fees also cover

your use of laboratories although for some postgraduate programmes additional bench fees are payable (see Section 6.2([be](#))).

6.2 **What other charges are payable?** In addition to your tuition fees, other charges may be applicable to you. The most common charges are listed below. The exact amount of these charges (or an estimate where such charges are variable) and details of how and when to pay them are set out on the University Website or Offer.

- (a) **Examinations-only fee.** Students who are eligible because of previous attendance at the University to sit degree examinations ~~and/or complete other assessment~~ must pay a registration fee.
- (b) **Bench fees.** Some postgraduate research degrees require the payment of bench fees (to cover the costs of basic consumables, computing hardware and software and other costs relating to the research). The University will confirm the amount of any bench fees in your Offer.
- (c) **Adam Smith Business School application fee.** Students applying to postgraduate taught programmes in the Adam Smith Business School must pay a non-refundable application fee.
- (d) **Postgraduate resubmission fees.** Postgraduate students will be required to pay a fee for resubmitting their research thesis or dissertation for examination.
- (e) **Field Trips, Equipment and Books.** Some programmes and courses require mandatory field trips, equipment and reading lists which have a cost attached.
- (f) **Dyslexia Assessment fee.** You will be required to pay the cost of any dyslexia assessment requested by you. The University will reimburse you for this cost within two weeks of the results of the assessment unless the assessment findings do not confirm a specific learning difficulty.
- (g) **Replacement campus card.** You will be required to pay the cost of any required replacement campus card unless the card has expired, become inactive or damaged (in which case you must return the original card) or unless the card is stolen (in which case you must provide an official crime reference number).
- (h) **Library charges.** Charges apply to overdue loans, inter-library loan renewals, replacements of lost books (including inter-library loan books) and non-collection of inter-library loan books. Charges also apply to printing, binding and photocopying on University equipment.
- (i) **VAT or Sales Taxes.** If the laws of the country in which you are resident require any VAT or other sales taxes to be paid in respect of your tuition fees or other charges, you are responsible for payment of those taxes. Unless you are required by law to withhold or deduct any amount from your tuition fees or other charges in respect of those taxes, the University may apply such taxes on top of your tuition fees or other charges. If you are required by law to withhold or deduct any amount from your tuition fees or other charges in respect of those taxes, you shall pay to the University such additional amount as will ensure that the University receives the same total amount of tuition

fees or other charges that it would receive if no withholding or deduction had been made.

The University does not charge any fee to students for their graduation ceremony however you should note that there are costs attached to hiring a graduation gown for your graduation ceremony or having your photograph taken by the official photographer at the graduation ceremony.

- 6.3 **Increases to certain tuition fees on programmes lasting more than one year.** The University may increase the tuition fees applicable to home students studying on undergraduate programmes taking into account mandated rates set by SAAS. The University may increase the tuition fees applicable to home and rest of UK students studying on full-time postgraduate taught and postgraduate research programmes each year, taking into account inflation and running costs (in the case of postgraduate taught programmes) and mandated rates set by UK Research & Innovation (in the case of postgraduate research programmes). The University may increase the tuition fees applicable to home and rest of UK students studying on externally funded part-time postgraduate programmes, where the funder increases the funding available to the University.

- 6.4 **You are personally responsible for paying your tuition fees and other charges.** Even if you may have made arrangements with a student finance authority (for example SAAS) or third-party sponsor to pay your tuition fees on your behalf, you remain personally responsible for payment if they do not pay your tuition fees. It is your responsibility to resolve any disputes you may have with your student finance authority or third-party sponsor.

Details of how you can pay your tuition fees, including how to let us know about arrangements you have made with student finance authorities or third-party sponsors, can be found on the University Website.

~~When paying your fees, you must use the University approved methods which can be found here: INSERT NEW WEBPAGE LINK HERE.~~

~~You must pay your fees by a University approved payment method, details of which Please note, information on our approved payment methods can be found at . You should must not use any unapproved third parties / agents to make tuition fee payments.~~

- 6.5 **Deadline for payment of tuition fees.** ~~You must pay your tuition fees in full. Tuition fees must be paid. You must pay your tuition fees in full to progress to the next stage of your programme or for you to graduate. -You must pay your fees in full or advise the University on how you plan to pay your fees as part of the registration process and before the start of teaching.~~ <https://www.gla.ac.uk/myglasgow/-students/payingyourfees/> ~~INSERT NEW WEBPAGE LINK HERE~~ (or agree to pay your tuition fees by one of the University's instalment plan options, details of which can be found at) at the start of the academic year or the start of your programme if this is a different date. If you have agreed to pay your tuition fees, or other charges applicable to your programme, by an instalment plan, you must pay your tuition fees or other charges in accordance with the instalment plan

~~date schedule, which can be found in the Finances Section of your Student Centre on MyCampus.~~

6.6 What happens if you get into difficulty over payment of tuition fees or other charges? If you ~~are having difficulty~~~~are in difficulty over payment of~~ in paying your tuition fees or other charges, you ~~must~~~~should~~ contact the Student Credit Control team. ~~Please by raising a~~ UofG Helpdesk Request ~~for the attention of the~~to the **Finance Student Collections Service team** ~~advising (instructions on how to raise a UofG Helpdesk Request can be found at:)~~ to make them aware of any delay in payment. The University will seek to consult with you and endeavour, acting reasonably and ~~taking into account~~considering your reasonable representations, to make an arrangement with you to repay the outstanding sums due within an agreed period.

Guidelines on how to raise a UofG Helpdesk request can be found at:
<https://www.gla.ac.uk/myglasgow/students/sset/guides/>

6.6.7 What happens if you do not pay your tuition fees or other charges by the deadline for payment? If you do not pay your tuition fees or other charges before the deadline for payment and the University has not been able to make a repayment arrangement with you or you have missed ~~two~~² payments under ~~any such~~ repayment arrangement, the University may:

- ~~(a)~~ — apply interest at a rate of 3% per annum (calculated on a daily basis) to the unpaid amount;
- ~~(a)~~ —
- (b) cancel any direct debit or payment plan you have made, ~~in which case, the debt fees or charges will then become due, in full, immediately;~~
- (c) hand-over your debt to an external debt collection agency for collection (see Section 21.5);
- (d) claim any costs actually incurred by the University recovering the debt from you (these costs vary by country but guidance can be found in the University's Student Debt Policy ~~at~~ <https://www.gla.ac.uk/myglasgow/students/money/policies/studentdebtpolicy/>); and
- (e) in the case of tuition fees, end the Student Contract, in accordance with Section 19.5(l) below, which means that you will be withdrawn as a student of the University.

6.7.8 Stipends and other student financial aid paid by the University. There are various stipends and financial aid funds paid to students by the University. If you are in receipt of any such funds from the University, you agree that, if the University makes any overpayment of such funds in error, you will promptly refund such amount to the University on becoming aware of such overpayment. You may make arrangements to repay such amount by contacting Student Collections on 0141 330 6509 or by raising a UofG Helpdesk Request for the attention of the Finance Collections Service team.

7. DEPOSITS PAYABLE FOR CERTAIN POSTGRADUATE PROGRAMMES

- 7.1 **When is a deposit payable?** Some postgraduate programmes require a deposit to secure a place (details of these programmes can be found on the University Website). The amount of the deposit, how to pay and the deadline for payment will be set out in your Offer.
- 7.2 **Sponsored student requirements.** If you are applying to, or have been awarded, sponsorship from a third party that covers all tuition fees and you are therefore unable to make a deposit payment, you must attach a copy of your sponsorship application or financial guarantee award letter to your application.
- 7.3 **Failure to pay deposit.** If you do not pay the deposit by the deadline for payment in accordance with your Offer, the University may withdraw your Offer and end the Student Contract in accordance with Section 19.5.
- 7.4 **Offset of deposit against tuition fees.** Any deposit paid by you will be offset against the balance of tuition fees payable by you for the programme.
- 7.5 **Refund of deposit.** Any refunds of deposits will be made in accordance with the [University's Refund Policy](#) available at [available at](#).

~~7.6~~.

- ~~7.7.6~~ **Deferral of deposit.** If we have accepted your request to defer your Offer (in accordance with Section 3.5), the University may retain your deposit and credit it against your account for securing a place for the applicable year of entry.

8. ADDITIONAL SUPPORT REQUIREMENTS

- 8.1 So that we can consider appropriate support for you during your time at the University, you are encouraged (but not obliged) to tell us about any:
- (a) disability;
 - (b) medical condition that may affect your ability to attend your programme or course;
 - (c) healthcare or medical procedure that you anticipate that you may require during your programme or course that may affect your ability to attend; and/or
 - (d) additional support needs that you may have.

If you do not tell us about any of the above we may not be able to fully support you.

- 8.2 Please also see Regulations [4 \(Disabled Students\)](#) and [24 \(Examination and Other Assessment Arrangements for Disabled Students\)](#) in the *University Regulations*.

Further information about the support provided by our Disability Service can be found on our [website \(https://www.gla.ac.uk/myglasgow/disability/support/\)](https://www.gla.ac.uk/myglasgow/disability/support/). If you have any further questions or if there is anything you would like to discuss you can get in touch with our Disability Service Team:

Tel: + 44 (0) 141 330 5497/5121/7237/2260

Email: support@disability.gla.ac.uk

~~Address~~~~Reception~~: ~~65 Southpark Avenue~~~~Level 1, Fraser Building~~, Glasgow G12 8QF

Monday to Friday ~~9 a.m.0900 – 5 p.m.1700~~

9. ~~PROGRAMME AND COURSE~~ TRANSFERS

- 9.1 The ~~University's Student Transfer Policy set out on the University's website (https://www.gla.ac.uk/myglasgow/apg/policies/studentsupport/studenttransferpolicy/)~~ will apply with respect to requests to transfer programmes ~~or courses~~ at the University. This policy articulates what you can and cannot do, following application and following registration at the University.

10. OUR RIGHTS TO MAKE CHANGES TO PROGRAMMES AND COURSES

- 10.1 **Programme and Course changes.** We try to provide information about our programmes and courses that is accurate and comprehensive so that you can make the right decisions about where, and what, to study. We will use reasonable endeavours to deliver programmes and courses in accordance with the descriptions we have published. However, on occasion we may need or may wish to make changes to a programme, or to courses ~~or modules~~ within it, either prior to or following registration. We therefore reserve the right to make variations to the content or method of delivery of programmes, courses ~~and modules~~ following the University's Course and Programme Approval process and/or Postgraduate Research Code of Practice which can be found on the University Website.

- 10.2 **Why might changes be made?** Changes to published programmes or courses may be necessary or desirable for a variety of reasons. By way of example only, the following explains some of the more common reasons for changes:

- (a) *Development of academic knowledge:* One of the strengths of the University is that teaching is research-led. Experts in your chosen field of study will ensure that important developments in the field are incorporated into the curriculum. Material that is no longer believed to be current may be replaced. In some fields such changes will happen more quickly than in others. There may also be changes to the way your course is delivered which are informed by research and development on student learning (pedagogy).
- (b) *Response to feedback:* On-going internal monitoring, including feedback received from current students, may also prompt changes.

- (c) *External requirements including professional accreditation:* The University must comply with various requirements set by other bodies, many of which relate to ensuring the quality of its degrees. For example, some programmes and courses carry external accreditation by professional bodies. Where their requirements change, the University must respond so that students continue to benefit from the considerable advantages of accredited qualifications.
- (d) *Expertise:* Unanticipated staffing changes may sometimes lead to changes in the content and availability of courses or research supervisors, for example where it is not possible to replicate specialist knowledge.
- (e) *Timetabling and student numbers:* Within each degree programme students take individual courses. On some programmes students have a considerable degree of choice from a list of different options, and examples of the available options are advertised on the University Website. This flexibility is one of the strengths of the University. However, you should be aware that not all courses will always be available. There may, for example, be a timetable clash with other courses that you are studying, or a course may have a limit on the number of places available in any one year or may only run with a minimum number of registered students.
- (f) *Entry Requirements:* The entry requirements applying to each programme and course are reviewed regularly. However, no changes will be made to entry requirements after commencement of the relevant admissions cycle, which is after the October prior to entry in the next academic session.
- (g) *Export Control, Regulation, and National Security:* Some degree programmes may be in a field of study that is subject to sanctions and / or national security or export control legislation. Where the programme is subject to government intervention due to sanctions or national security concerns, the University may need to delay or vary the course or programme to enable your continued study on the course or programme. Where an export licence is needed for the University to provide a course or programme to you, but this has been refused by the relevant regulatory body, the University may make changes to the content of the course or programme as it is delivered to you to enable your continued study on the course or programme. Such changes may be made without the need to follow the University's Course and Programme Approval process or Postgraduate Research Code of Practice.
- (h) *Events outside our control:* Sometimes things happen beyond our control, such as industrial action taken by staff, adverse weather events or epidemics. If those circumstances beyond our reasonable control interfere with our ability to provide any course or programme, we will try to minimise disruption as far as is reasonably practicable and this may require us to make changes.

10.3 **Programme cancellation.** On rare occasions we may be unable to deliver a programme for which you have accepted the Offer but in relation to which teaching has not commenced. Should this happen, you will be contacted with a full explanation

of the circumstances and you will be offered help and advice in finding an appropriate alternative programme at the University. You and we have the right to end the Student Contract in these circumstances in accordance with Section 19 below.

- 10.4 **Changes to supervisory team for research programmes.** On rare occasions we may need to make changes to the supervision arrangements for a research programme. This may be, by way of example only, because of the ill-health or departure from the University of an appointed supervisor, or because of a breakdown in the relationship between you and an appointed supervisor. Should this happen, we will in accordance with the Postgraduate Research Code of Practice seek to allocate a replacement supervisor that is able to provide you with an appropriate level and quality of support. Should we be unable to allocate a replacement supervisor (by way of example, there may not be someone available having the appropriate knowledge and/or experience, or the allocated replacement supervisor is unacceptable to you), you and we have the right to end the Student Contract in accordance with Section 19 below.
- 10.5 **Study Abroad and International Exchange Students.** Students on our Study Abroad and International Exchange Programme can choose from a range of courses. However, you should be aware that not all courses will always be available. There may, for example, be a timetable clash with other courses that you are studying, you may not meet the course entry requirements, or a course may have a limit on the number of places available in any one year or may only run with a minimum number of registered students. You will be notified about any unsuccessful choice and offered help and advice in selecting an alternative course.

11. THE STANDARD YOU CAN EXPECT FROM US

- 11.1 We will deliver your programme or course with reasonable skill and care and in compliance with the Regulations set out in the *University Regulations*.

12. THE STANDARD WE EXPECT FROM YOU

- 12.1 **Sponsio Academica.** By registering you undertake to observe and comply with the *Sponsio Academica* ([Regulation 2](#) of the *University Regulations*). A translation of the *Sponsio Academica* is set out below:

<p>“I, a student in the University of Glasgow, solemnly promise that I will fulfil the requirements of the Senate in accordance with the regulations of the University and I will conform to its discipline. Furthermore, I accept that I am responsible for commitment to, and engagement in, my learning and in other opportunities for my personal development.”</p>

- 12.2 **Standards of behaviour - Code of Student Conduct and other Regulations.** In order to ensure the best possible learning environment and experience for you and your fellow students, we require you to maintain appropriate standards of behaviour. The *University Regulations* sets out various policies and codes of conduct with which you

should take time to familiarise yourself and with which you must comply. Your attention is particularly drawn to the following Regulations (but you should note this list is not exhaustive):

- (a) University Plagiarism Statement ([Regulation 32](#) in the *University Regulations*);
- (b) Code of Student Conduct ([Regulation 33](#) in the *University Regulations*);
- (c) Fitness to Study Procedure ([Regulation 34](#) in the *University Regulations*);
- (d) ~~Expected Behaviour Policy~~[Code of Practice on Unacceptable Behaviour](#) ([Regulation 37](#) in the *University Regulations*); and
- (e) Statement on Alcohol, Drugs and Substance Misuse ([Regulation 41](#) in the *University Regulations*).

Please note that Regulation 33 (Code of Student Conduct) continues to apply following the end of the Student Contract in relation to any breach of Regulation 33 by you during your studies which is discovered following the end of the Student Contract.

- 12.3 **Academic Standards.** In order to qualify for the relevant award at the end of your studies, you must satisfy various requirements. Your progress on your programme or course and your final award are not guaranteed and are dependent on your academic performance.
- 12.4 The Regulations that apply to your programme or course are set out in the *University Regulations*. These cover things such as the requirements for you to progress through the different stages of your studies (e.g. for progress to the honours years in your chosen subject(s)) and the total number of credits that you must complete and the grades required for award. Relevant information about these requirements is also included in course handbooks and you will be given reasonable notice of any changes that are introduced.
- 12.5 The Regulations that apply to you are those published in the *University Regulations* in the year that you begin your studies, or the year that you progress to your specific programme or course. Please see Section 15 which sets out our rights to make changes to the Regulations.
- 12.6 **Student placements and other engagement with third parties.** Certain students may have the opportunity to undertake placements with, or otherwise engage with (for example, conduct research with), third parties as a requirement of, or as part of, their programme or course. Such third parties may include other academic institutions, museums, health boards, charities, and companies and other industrial partners. Before being accepted on a placement or being permitted to engage with such third parties you may be required to agree to certain conditions set by the relevant third party. So, by way of example only, you may be required to agree not to disclose the confidential information of that third party, or to comply with the health and safety or other policies of a placement provider while on their premises.

12.7 **Fitness to Practise.** Certain programmes (by way of example only, programmes leading to certain qualifications in teaching, law, medicine, dentistry, nursing, psychology, and veterinary medicine) require students to demonstrate “fitness to practise”. Being fit to practise means having the skills, knowledge, health and character to work safely and effectively. Your attention is therefore drawn to [Regulation 36](#) of the *University Regulations* which sets out our policies and procedures in relation to determining fitness to practise. You may be required by your programme administrators to sign an additional agreement regarding your fitness to practise.

12.8 **Other important policies with which you must comply.** Your attention is drawn to the following important University policies which may be applicable to you and with which, if applicable, you must ensure you read, understand and comply with:

- (a) [Regulations for the use of University ICT systems and facilities](https://www.gla.ac.uk/myglasgow/it/policy/codeofconduct/) (available at <https://www.gla.ac.uk/myglasgow/it/policy/codeofconduct/>);
- (b) [Code of Good Practice in Research](https://www.gla.ac.uk/myglasgow/ris/researchpolicies/ourpolicies/) (available at <https://www.gla.ac.uk/myglasgow/ris/researchpolicies/ourpolicies/>);
- (c) [Code of Policy and Procedures for Investigating Allegations of Misconduct in Research](https://www.gla.ac.uk/myglasgow/ris/researchpolicies/researchintegrity/misconduct/) (available at <https://www.gla.ac.uk/myglasgow/ris/researchpolicies/researchintegrity/misconduct/>); and
- (d) [Postgraduate Research Code of Practice](https://www.gla.ac.uk/research/ourresearchenvironment/prs/pgrcodeofpractice/) (<https://www.gla.ac.uk/research/ourresearchenvironment/prs/pgrcodeofpractice/>).

13. INTELLECTUAL PROPERTY POLICIES AND REGULATIONS

13.1 **Our intellectual property.** The copyright, design right and all other intellectual property rights in any course materials and all other documents or materials that we prepare or produce (which includes any materials prepared by our employees, contractors and agents) whether or not related to your programme or course will belong exclusively to us or our licensors.

13.2 You may use the University’s intellectual property described above for the purposes of your own private study. You are not permitted to use any of our intellectual property for any commercial purpose and you are not permitted to share any of our intellectual property (including uploading our intellectual property onto social media or third party websites such as YouTube or Course Hero) without our express consent.

13.3 You must also comply with the Copyright Regulation ([Regulation 40](#) in the *University Regulations*) which describes the limited rights (and obligations) you have if you wish to copy third party material under copyright in connection with your studies (for example, materials held in our library).

13.4 **Misuse of University or third party intellectual property.** Any use of University intellectual property or third party intellectual property by you in breach of Section

13.2 or 13.3 above will be treated by the University as a breach of the Code of Student Conduct ([Regulation 33](#) of the *University Regulations*).

13.5 **Your intellectual property.** The copyright, design right and all other intellectual property rights in any work or materials that you produce during the course of your studies at the University will usually belong to you. However, in some cases we may require you to transfer ownership of such rights to us. Examples include:

- (a) if you create intellectual property in connection with a project which is funded or sponsored by a third party (for example, under a research contract which the University has entered into, or under a commercially sponsored studentship);
- (b) if you are working in an area based on and in which the University has valuable intellectual property;
- (c) if arrangements are in place (or anticipated to be put in place) with commercial companies in relation to the results of the research in which you are involved and that research involves University employees; or
- (d) if the research work you are conducting is carried out by you under substantial guidance from University staff.

In other cases, you will have the option to assign any intellectual property you create to the University. We will tell you whether you are required to transfer ownership of your intellectual property rights and will provide details of the terms of that transfer.

13.6 **Your rights if you transfer any intellectual property rights to us.** If you transfer to us any of the intellectual property rights referred to in Section 13.4⁵ above, then you will be granted the same rights as an employee inventor at the University as set out in the [University's Policy for Intellectual Property and Commercialisation](#) ~~(a copy of which can be found here: <https://www.gla.ac.uk/research/strategy/ourpolicies/>)~~. You should follow the procedures as set out in this policy.

13.7 **Our rights to retain and use your research data.** Regardless of ownership of the relevant intellectual property rights, we require access to all data generated using our resources. You must therefore provide the original data when you leave the University. You acknowledge that the University may continue to use such data for the purposes of academic research and teaching. Unless you have transferred the intellectual property rights to us, we acknowledge and agree that we are not permitted to use any of your intellectual property for any commercial purpose without your consent.

14. IF YOU ARE NOT HAPPY – COMPLAINTS HANDLING PROCEDURE

14.1 Our Complaints Handling Procedure is set out in the *University Regulations* ([Regulation 29](#)). It explains what to do if you wish to raise a matter of concern to you or have a complaint about us or our services.

15. OUR RIGHT TO MAKE CHANGES

15.1 The University is a large and complex academic institution. Our Regulations (set out in the *University Regulations*) and our policies referred to in these Student Terms and Conditions have been developed to allow for the good governance, good order, and efficient operation of the University. We may need or wish to make changes to the Regulations and/or policies for a number of reasons. You agree that we can make changes to the *University Regulations* and/or our policies:

- (a) if those changes are reasonable and will help us to maintain or improve good governance, good order or efficient operations (for example, if we have to make changes for health and safety or security reasons or with respect to new or unforeseen challenges);
- (b) to comply with the requirements of law or a governmental authority, regulator or accrediting body; or
- (c) if the change is agreed to be in the interests of the student body generally following consultation with student representatives.

Student representatives are consulted with respect to the drafting of all new Regulations and policies which impact upon students.

15.2 We will not normally implement changes to the *University Regulations* or our policies which affect student matters during an academic session. However, we reserve the right to do so if we reasonably consider such changes:

- (a) are required to maintain academic standards with respect to that academic session;
- (b) are necessary to run our programmes and courses effectively (to enable us to meet our obligations to you) with respect to that academic session; or
- (c) are necessary to comply with the requirements of law or a governmental authority, regulator or accrediting body.

We will give you reasonable notice of any such changes and all updates will be made available on our website.

15.3 We will review and may make changes to these Student Terms and Conditions each academic year. We will publish any changes on our website before the start of the academic year. Your registration for the next academic year will be considered an acceptance of those changes.

16. OUR RESPONSIBILITY FOR LOSS OR DAMAGE SUFFERED BY YOU UNDER THIS CONTRACT

16.1 **We are responsible to you for reasonably foreseeable loss and damage caused by us.** If we fail to comply with our obligations under the Student Contract, we are responsible for loss or damage you suffer that is a reasonably foreseeable result of our breaking the contract or our failing to use reasonable care and skill, but we are not

responsible for any loss or damage that is not reasonably foreseeable. Loss or damage is reasonably foreseeable if either it is obvious that it will happen or if, at the time the contract was made, both we and you knew it might happen, for example, if you discussed it with us during the offer process.

- 16.2 **We are not responsible for loss and damage to your property caused by you.** We are not responsible for any loss or damage to your property caused by you or by other students or by third parties for whom we are not responsible (for example if you lose an item of your personal belongings while on the University campus).
- 16.3 **We are not responsible for services provided by student organisations.** The Student Representative Council, Glasgow University Union, the Queen Margaret Union and the Glasgow University Sport Association are separate organisations independent from the University. We are not responsible for any services provided to you by those organisations.
- 16.4 **We are not responsible for any loss or harm you may suffer during any self-sourced work or volunteering opportunity.** The University will not have vetted the potential employer, conducted any health and safety, insurance or other risk assessments, or provided you with any advice specific to your potential opportunity. This will be the case whether or not the University has provided you with any financial support in relation to the opportunity. The University will therefore not be liable to you for any loss or harm you may suffer during any self-sourced opportunity and, similarly, will not be responsible to the provider of the opportunity for your acts or omissions. You must take appropriate steps to satisfy yourself about the nature of the opportunity and any risks that you might be exposed to.
- 16.5 **We do not exclude or limit in any way our liability to you where it would be unlawful to do so.** This includes liability for death or personal injury caused by our negligence or the negligence of our employees, agents or subcontractors; or for fraud or fraudulent misrepresentation.
- 16.6 This Section 16 continues in effect even if the Student Contract ends.

17. YOUR RESPONSIBILITY FOR INSURANCE

- 17.1 You are responsible for obtaining your own insurance for your property and any other types of insurance that you may need during your period of study such as medical insurance and/or travel insurance.

18. CONFIDENTIALITY

- 18.1 We have set out in Section 4.3 above how we will collect and use your personal information. However, you may during your course of study at the University be exposed to information that needs to be kept confidential. For example:

- (a) if you are involved in a research project at the University you may receive certain information, know-how, data, and other information which the University regards as confidential including, without limitation, the results of projects being conducted at the University, details about unpatented inventions, proposals for additional work or studies, confidential information about an industrial sponsor, and possible commercial opportunities for the University;
- (b) information disclosed during a complaints process; and
- (c) certain programmes (by way of example only, programmes leading to certain qualifications in teaching, medicine, dentistry, nursing and psychology) require students to be exposed to confidential information about individuals such as pupils, patients and relatives,

and all of the above are examples of **Confidential Information**.

18.2 You must respect and preserve the confidentiality of Confidential Information. Accordingly, you must not, without our prior written consent, either:

- (a) disclose the Confidential Information to any third party; or
- (b) use the Confidential Information for any purpose other than the purpose for which such Confidential Information was disclosed to you (this is likely to be for use in a particular research project).

18.3 The obligations of confidentiality set out above shall not apply, or shall cease to apply, to such of the Confidential Information as you can show:

- (a) has become public knowledge other than through disclosure by you in breach of this Section; or
- (b) was already known to you prior to disclosure by or on behalf of the University; or
- (c) has been received by you from a third party who did not acquire it in confidence from the University or from someone owing a duty of confidence to the University; or
- (d) you are required by law to disclose.

18.4 You must, whenever the University so requests, return to the University all documents and other records of the Confidential Information or any of it in any form which you have in your possession or under your control.

18.5 **Additional obligations if you process Personal Information during your studies.** If during your studies you use personal information about another individual (for example, you are working on a research project and you analyse personal information about research subjects), the additional obligations set out in Schedule 2 apply to you.

18.6 This Section 18 continues in effect indefinitely even if the Student Contract ends.

19. HOW THE STUDENT CONTRACT MAY END

19.1 Automatic contract end. The Student Contract will end automatically in a number of different circumstances:

- (a) in the case of research programmes, the date on which we issue you with a letter confirming the award of your degree; or
- (b) in the case of any other programme, the date on which we notify you of the final results of your programme, including any resits (whether or not we confer an award or degree on you); or
- (c) if you have applied to us through UCAS and you have followed the UCAS procedure for accepting another university offer, declining your Offer or withdrawing your application.

19.2 You have the right to cancel the Student Contract within 14 days of accepting your Offer. If you accept an Offer but change your mind, you have 14 days from the date you accept our Offer to tell us you've changed your mind and to cancel the Student Contract and to receive a full refund of any fees that you have paid already under the Student Contract.

If you applied through UCAS, please contact UCAS to change your acceptance within 14 days of accepting your Offer. If you applied directly to the University, please cancel your Offer through our Applicant Self Service Portal within 14 days of accepting your Offer. If you cannot use the Applicant Self Service Portal, you may contact the central Admissions Office by email, telephone call or letter. You will find the contact details for the central Admissions Office in the University Prospectus and on the University Website.

The Student Contract will end on the day on which we receive your self service cancellation, email, telephone call or letter. To arrange a refund of any fees you have already paid, please contact the central Admissions Office.

19.3 You have the right to end the Student Contract because of the University's actions. You have the right to end the Student Contract for the following reasons:

- (a) we have told you about an error in the price or description of your programme or course and you do not wish to proceed;
- (b) we are unable to deliver the programme on which you are registered and we have been unable to find an alternative programme acceptable to you in accordance with Section 10.3; or
- (c) we have made or suggested a change to the supervisory team of your research programme that is unacceptable to you; or
- (d) you have a legal right to end the Student Contract because we have breached an obligation under it and, if the breach is capable of remedy, you have given us 30 days to remedy the breach and we have failed to do so.

If you applied to the University through UCAS and you are not yet a registered student, you can end the Student Contract by contacting the central Admissions Office. Depending on your circumstances you may also have to contact UCAS but we will advise you of this at the time if it is required.

If you applied directly to the University and are not yet a registered student, you can end the Student Contract by declining your offer through our Applicant Self Service Portal. If you are ending the Student Contract close to the start of your programme and we have begun the pre-registration process you will have to contact the central Admissions Office to request to withdraw (your Applicant Self Service Portal will inform you if this is the case). You will find contact details for the central Admissions Office in the University Prospectus and on the University Website.

In either of the above cases, the Student Contract will end on the date we receive your withdrawal.

If you are a registered student, you can end the Student Contract by completing and submitting a withdrawal form online via your MyGlasgow account. The Student Contract will end 10 days after the date on which we receive the withdrawal form (unless you contact us in the meantime to cancel the withdrawal).

19.4 You are still able to end the Student Contract even when it is not because of a University action and it is too late to cancel. If you want to end the contract for any other reason, just contact us to let us know.

If you applied to the University through UCAS and you are not yet a registered student, you can end the Student Contract by contacting the central Admissions Office. Depending on your circumstances you may also have to contact UCAS but we will advise you of this at the time if it is required.

If you applied directly to the University and are not yet a registered student, you can end the Student Contract by declining your offer through our Applicant Self Service Portal. If you are ending the Student Contract close to the start of your programme and we have begun the pre-registration process you will have to contact the central Admissions Office to request to withdraw (your Applicant Self Service Portal will inform you if this is the case). You will find contact details for the central Admissions Office in the University Prospectus and on the University Website.

In either of the above cases, the Student Contract will end on the date we receive your withdrawal.

If you are a registered student, you can end the Student Contract by completing and submitting a withdrawal form online via your MyGlasgow account. The Student Contract will end 10 days after the date on which we receive the withdrawal form (unless you contact us in the meantime to cancel the withdrawal).

19.5 We have the right to end the Student Contract with immediate effect because of certain actions by you. We may end the Student Contract if:

- (a) it is discovered that any information that you have provided on or with respect to your application is not true or accurate or is —misleading by

~~omission incomplete or suggests that you are not a genuine student provided that, if the discovery is made after you have registered as a student, we have applied an expulsion or exclusion following the procedure set out in the Student Code of Conduct or an exclusion from a programme under the Fitness to Practise Procedure;~~

- (b) you fail to provide information or documents reasonably requested by us under Section 3.1 or 3.2 (by way of example only, evidence of your qualifications or your immigration status);
- (c) you have not fulfilled the conditions of your Offer before the date notified to you in your Offer or any other date notified by us to you (see Section 3.4 above);
- (d) you declare ~~under Section 13.2, or we otherwise become aware of, an unspent criminal conviction -which you received prior to your application or which you received at any time thereafter and we reasonably determine that, in light of the crime of which you were convicted, you may harm the safety, interests or reputation of the University were you to remain a registered student of the University.-~~ ~~under Section 3.11 and we reasonably determine that the conviction prevents you from undertaking the programme or course;~~
- (e) you do not pay any applicable deposit in accordance with Section 7.3;
- (f) we are not reasonably satisfied that you have the required immigration status which permits you to undertake and continue your proposed programme at the University;
- (g) we are not reasonably satisfied that you have the required immigration status for the fee status in your Offer;
- (h) you do not register with the University within the timescale required (see Section 4 (Registration));
- (i) you fail to progress academically towards an award of the University (having gone through any available appeals);
- (j) you have not paid your tuition fees before the deadline for payment, the University has not been able to make a repayment arrangement with you (or you have missed two payments under such repayment arrangement) and you still do not make payment after we have reminded you in writing that payment is due; or
- (k) you fail to comply with the Student Contract (including the Regulations set out in the *University Regulations*, as amended from time to time) provided that, if such failure occurs after you have registered as a student, we have applied an expulsion or exclusion following the procedure set out in the Student Code of Conduct or an exclusion from a programme under the Fitness to Practise Procedure.

The Student Contract will end on the date on which the University withdraws you as a student of the University.

- 19.6 **We have the right to end the Student Contract if a programme is withdrawn.** If we have had to withdraw a programme because we are unable to deliver it in accordance with Section 10.3, you will be offered help and advice in finding an appropriate alternative programme at the University. However, if no alternative is available, we have the right to end the Student Contract, in which case the Student Contract will end on the date on which the University withdraws you as a student of the University.
- 19.7 **We have the right to end the Student Contract if an alternative supervisory arrangement for your research programme is not possible or not acceptable to you.** If we have had to seek to make a change to your supervisory team for your research programme, and we have been unable to allocate an appropriate replacement supervisor (because, for example, an appropriate replacement is not available, or the allocated replacement supervisor is not acceptable to you), we have the right to end the Student Contract, in which case the Student Contract will end on the date on which the University withdraws you as a student of the University.
- 19.8 **We have the right to end the Student Contract due to an export control restriction.** We have the right to end the Student Contract if your programme becomes subject to UK export control laws and we are unable to: (a) obtain an export control licence in respect of your participation in the programme; or (b) vary the programme under Section 10.2 to an extent that no export control licence is required; or (c) find an appropriate alternative programme for you at the University. In this case, the Student Contract will end on the date on which the University withdraws you as a student of the University.
- 19.9 **We have the right to end the Student Contract due to government sanctions or government intervention due to national security concerns.** We have the right to end the Student Contract if your participation in a programme is affected by government imposed sanctions or government intervention due to national security concerns and we are unable to: (a) vary the programme to enable your continued study on the programme; or (b) find an appropriate alternative programme for you at the University. In this case, the Student Contract will end on the date on which the University withdraws you as a student of the University.

20. RIGHTS AND OBLIGATIONS FOLLOWING THE END OF THE STUDENT CONTRACT

Following the end of the Student Contract the following rights and obligations apply.

- 20.1 **Payment of outstanding fees.** All outstanding fees owed by you to the University are payable immediately, in full, following the end of the Student Contract unless otherwise agreed.
- 20.2 **Refund of fees.** Any refunds of fees will be made in accordance with the [University Policy on Reduction of Tuition Fee Liability and Refunds](https://www.gla.ac.uk/myglasgow/students/money/policies/refund/)—available at <https://www.gla.ac.uk/myglasgow/students/money/policies/refund/>.

- 20.3 **Return of property, data and Confidential Information and closure of student email account.** All University property (including campus cards) and all data (if any) referred to at Section 13.7 (research data) and the Confidential Information (if any) referred to at Section 18.4 (Confidential Information) within your possession or control must be provided or returned to the University. Unless your student email account has been suspended under the [University's IT Regulations \(https://www.gla.ac.uk/myglasgow/it/policy/codeofconduct/\)](https://www.gla.ac.uk/myglasgow/it/policy/codeofconduct/), the University will keep your student email account open for a reasonable time following the end of the Student Contract to allow you to download any information held in your student email account that you wish to keep.
- 20.4 **Academic Appeals.** Notwithstanding the end of the Student Contract under Section 19.1(a) or 19.1(b), you may appeal the results conferred upon you by the University in accordance with the [University's Academic Appeals procedure—available at https://www.gla.ac.uk/myglasgow/apg/studentcodes/academicappealsstudents](https://www.gla.ac.uk/myglasgow/apg/studentcodes/academicappealsstudents).
- 20.5 **Terms which continue to apply after the end of the Student Contract.** Some of the terms of the Student Contract will continue to apply after the Student Contract ends. We have highlighted these within the relevant Sections of these Student Terms and Conditions but set them out below, for ease of reference:
- (a) Section 4.3 (How we may use your personal information);
 - (b) Section 6 (Tuition and other fees);
 - (c) Section 13 (Intellectual Property Policies);
 - (d) Section 16 (Our responsibility for loss or damage suffered by you);
 - (e) Section 18 (Confidentiality);
 - (f) This Section 20 (Rights and obligations following the end of the Student Contract);
 - (g) Section 21 (Other important terms);
 - (h) Schedule 2 (Additional Obligations relating to processing of Personal Information); and
 - (i) [Regulation 33](#) of the *University Regulations* (Code of Student Conduct) but only in relation to any breach of Regulation 33 by you during your studies which is discovered following the end of the Student Contract.

21. OTHER IMPORTANT TERMS

- 21.1 **Events outside our control.** We will not be liable or responsible for any failure to carry out, or delay in carrying out, any of our obligations under the Student Contract where that delay or failure is caused by an event outside our reasonable control. Examples include adverse weather, pandemics, government intervention, trade sanctions, accidental destruction of a building or industrial action by staff.
- 21.2 For so long as the event outside of our control continues:

- (a) we can suspend those of our obligations under the Student Contract which are directly affected by the event; and
 - (b) the time allowed to carry out those obligations will be extended for the length of time the event continues.
- 21.3 We will take reasonable steps to bring the event to a close or to find a way in which we can carry out our obligations under the Student Contract despite the event. Please also see Section 10.2(h) which sets out our right to make changes in response to such an event.
- 21.4 **We may transfer certain of our rights and obligations to someone else.** We may transfer our obligations under the Student Contract to another organisation or person. This may happen, for example, when we engage a third party to provide specialist teaching. If and when this happens, we will remain responsible to you for the performance of our obligations by that third party.
- 21.5 **We may also transfer our right to receive unpaid fees or other sums of money that you owe us to a third party** but we will tell you when this happens. This may happen, for example, where you owe us a debt under the Student Contract and we pass that debt for collection to a third party debt collection agency.
- 21.6 **You need our consent to transfer your rights to someone else.** You may only transfer your rights or your obligations under these terms to another person if we agree to this in writing. We have no obligation to agree.
- 21.7 **Nobody else has any rights under this contract.** The Student Contract is between you and us. No other person shall have any rights to enforce any of its terms except where we transfer rights in accordance with Section 21.5.
- 21.8 **If a court finds part of the Student Contract illegal, the rest will continue in force.** Each of the Sections of the Student Contract operates separately. If any court or relevant authority decides that any of them are unlawful, the remaining Sections will remain in full force and effect.
- 21.9 **Even if we delay in enforcing the Student Contract, we can still enforce it later.** If we do not insist immediately that you do anything you are required to do under the Student Contract, or if we delay in taking steps against you in respect of your breaking the Student Contract, that will not mean that you do not have to do those things and it will not prevent us taking steps against you at a later date. For example, if you miss a payment and we do not chase you but we continue to provide the programme or course, we can still require you to make the payment at a later date.
- 21.10 **Information on our website.** Information for students is contained on our website here: [www.gla.ac.uk/studentcontract] and where information from our website is specifically referred to in these Student Terms and Conditions, that information will form part of the Student Contract.

If there is any error in this information the University may correct the error and corrections will be binding (subject to your right to end the Student Contract under Section 19.3(a)). If there is any conflict or ambiguity between any information contained on our website and the Student Contract, then the Student Contract will prevail.

21.11 Which laws apply to this contract and where may you bring legal proceedings?

The Student Contract is governed by Scots law.

If you want to bring legal proceedings against the University, then subject to any rights you as a consumer have under Scots law to bring an action against the University in another country, you must bring those proceedings to the Scottish courts.

If we need to bring legal proceedings against you we may bring them in any court or courts anywhere in the world that will hear such proceedings. For example, if you are residing outside of Scotland and we need to pursue you for unpaid tuition fees, we may bring legal proceedings in a court in the country where you are resident.

21.12 This Section 21 will continue to apply after termination of the Student Contract.

Schedule 1

Non-UK Students

Export Controls

Depending on the nature of your programme, UK Export Control laws may apply. This means that you may require a UK export control licence if you wish to access your work outside of the UK. You acknowledge that the decision whether to grant a UK export control licence rests with the Export Control Joint Unit of the UK Government and that we do not accept any responsibility for the success or failure of any such application.

Immigration Controls

If you are a national of a country that is or becomes subject to UK immigration control, the following additional terms and conditions apply:

- 1) You will need to demonstrate with appropriate evidence, at the point of registration and whenever requested to do by the University during your programme, that:
 - a) you have a valid immigration status which permits you to undertake and continue your proposed programme at the University; and
 - b) you have clearance under the Academic Technology Approval Scheme (ATAS) if this is required for your particular programme at the University.

Appropriate evidence may include valid, original immigration documentation showing permission to be in and study in the UK, [or an e-visa checked by us using the UK -Visas and Immigration \(UKVI\) digital immigration system](#), along with a valid passport or national travel document and any other documentation which may be requested by us and which is necessary under applicable governmental regulations. We will retain copies of the documents you provide to us and/or that we verify online for audit purposes (including audits by applicable governmental authorities).

- 2) You acknowledge that in our performance of the Student Contract (i) we may provide such information (including copies of the documents provided by you) to the applicable governmental authority (for example, UK Visas and Immigration (UKVI)) as may be requested under applicable legislation; and (ii) the applicable governmental authority may provide such information to us.
- 3) It is your responsibility to apply for, and provide such information as may be required in respect of, any required visa or other leave to remain. You acknowledge that the decision whether to grant a visa or other leave to remain rests with the UK Home Office or other relevant governmental authority and that we do not accept any responsibility for the success or failure of any such application.
- 4) You acknowledge that we have the right to contact the relevant authority (for example, UK Visas and Immigration) and request information about your immigration status (including current UK immigration status, immigration history and the status of any ongoing immigration application).

- 5) You must inform us, as soon as reasonably practicable, of any changes to your immigration status and provide documentation detailing the change(s). You must also provide any information on your immigration status requested by us. Information provided in response to such requests must be true, complete and accurate to the best of your knowledge.
- 6) You have responsibility for ensuring that you comply with all of the terms of your immigration permission whilst studying at the University. If you wish to take up paid and/or unpaid employment on a part time basis, you must undertake such employment in compliance with the conditions of your visa or other leave to remain as set out in UK immigration rules. Please note that if you choose to withdraw from your studies, if your Student Contract is ended by the University or if you are granted permission to interrupt your studies, this may affect the validity of your visa and your ability to enter and/or remain in the United Kingdom.
- 7) Prior to the expiry of the applicable immigration permission, you are responsible for ensuring that you either leave the UK or submit an in-time extension application (i.e. a valid application submitted before, or in exceptional cases, on, the expiry date of your current leave). If an application for extension of leave is made, you must provide us, as soon as reasonably practicable, with evidence of submission of the new application. If, after expiry of the existing leave, you fail to provide evidence of submission of an in-time application, you will be suspended from studies until this evidence is provided. If an application for extension of leave is submitted after expiry of the previous leave, you will be suspended from studies until evidence of valid UK immigration permission is presented to the University.

Specific additional terms for non-UK students sponsored under the Student Route scheme

In addition to paragraphs 1-7~~8~~ above, students who have been issued a Confirmation of Acceptance for Studies (CAS) and/or students who hold a Student visa under the University's sponsor licence are also subject to the following further conditions.

- 8) Prior to commencement of your programme, you must arrive in the UK and fully complete registration no later than the latest start date shown on your CAS. If commencing a new programme following completion of a previous programme at the University, you must demonstrate that you have submitted your new immigration application in-time and, if applicable, within any earlier deadline stipulated by UK Visas and Immigration guidance. Failure to meet this deadline may result in suspension from studies. If returning to the next academic year of your programme, you must complete registration promptly and within any deadline imposed by us. Failure to complete registration by the appropriate deadline may result in withdrawal of visa sponsorship and the revocation of any Student visa held.
- 9) You must fully engage with your programme, attend all required teaching activities and fully adhere to any required attendance policy. Permission for any length of absence from studies must be sought and will be granted or refused at the discretion of the applicable School or College in line with its attendance policy. We will withdraw visa sponsorship from any students whose attendance/engagement with studies is deemed to be unsatisfactory and/or where they have acted in breach of applicable attendance policy.

- 10) You must attend all scheduled visa check-in sessions held throughout the academic year. The dates and locations of these check-ins will be determined by the University and notified to you. When attending a visa check-in session you must present your current passport and original immigration documentation showing your continuing permission to be in the UK and study at the University, in addition to any other document requested by us. Where immigration status has been issued digitally, we may verify this again to ensure validity. Failure to attend a visa check-in with the required documentation may result in the withdrawal of visa sponsorship and the revocation of any Student visa held.
- 11) If your Student visa will expire prior to the expected completion of your programme, you may request a CAS to enable submission of an application to extend your visa. We will consider CAS requests reasonably but at our sole discretion, and in line with applicable regulations for licenced sponsors. You must submit your application in-time. Failure to submit an in-time application may lead to the withdrawal of a CAS issued prior to the expiry of your visa. A CAS will not be issued to students who have remained in the UK past the expiry of their current leave or breached any conditions of that leave. Where a Student visa application is refused, the student must inform the University immediately after receipt of the refusal notice and fully comply with any suspension imposed. If you wish to submit a further Student visa application in the UK, issue of a second CAS will be at our sole discretion.
- 12) Please note that your Student visa may be revoked or curtailed if your Student Contract ends for any reason. In such circumstances you may not be entitled to a refund of any ~~degree programme~~ fees already paid.

English language requirements

You may be required, at our request, to provide satisfactory evidence of your English language qualifications before admission. Our request will set out what evidence is required, but may include original exam certificates and/or direct confirmation from the awarding body. If you fail to provide such evidence to our reasonable satisfaction, we may at our sole discretion withdraw your Offer and end the Student Contract, in accordance with Section 19.5.

Schedule 2

Additional Obligations relating to processing of Personal Information

For the purposes of this Schedule 2, the following terms are used:

- | | |
|--------------------------------|---|
| Data Subject | this means a living person who can be identified from personal information (for example an identifier like a name, address, ID number or physical attribute); |
| Personal Information | this means any information about a Data Subject; |
| Process | this means any kind of use of Personal Information, such as collection, recording, organisation, structuring, storage, adaptation or alteration, retrieval, consultation, disclosure by transmission, dissemination or otherwise making available, alignment or combination, restriction, erasure or destruction; |
| Processing Instructions | this means the instructions relating to the Personal Information set out in this Schedule 2 together with any other instructions relating to the Personal Information provided to you in writing by the University. |
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- 1) Where you process Personal Information during your studies at the University, depending on the particular circumstances you may either be processing such Personal Information on the University's instructions (in which case paragraph 2 below applies to such processing), or you may be processing such Personal Information not on the University's instructions (in which case paragraph 3 below applies to such processing).
 - 2) If you are processing Personal Information on the University's instructions, you shall:
 - a) process the Personal Information only on and in accordance with the Processing Instructions;
 - b) not disclose any Personal Information without the University's prior written consent, except as required by law or as is necessary to comply with the Processing Instructions;
 - c) take appropriate technical and security measures in relation to the processing of Personal Information appropriate to the risks presented by the processing, in particular the risks of accidental or unlawful destruction, loss, alteration, unauthorised disclosure of, or access to Personal Information transmitted, stored or otherwise processed;

- d) immediately notify the University if you receive any correspondence from either (i) a Data Subject or (ii) an applicable regulator in relation to the Personal Information and consult with the University prior to responding to any such correspondence;
 - e) immediately notify the University if you think any of the University's Processing Instructions are unlawful;
 - f) immediately notify the University (and in any case no later than 24 hours after becoming aware) of any breach of Personal Information (whether actual or suspected), by emailing dp@gla.ac.uk with as much detail as possible about the breach;
 - g) provide reasonable assistance and information to the University in relation to the University's compliance with applicable legislation relating to Personal Information, including:
 - i) consultations with applicable regulators;
 - ii) requests from Data Subjects; and
 - iii) Personal data breaches;
 - h) not transfer any Personal Information to any country outside the United Kingdom or European Economic Area without the University's prior written consent;
 - i) permit the University and those persons authorised by the University (including external and internal auditors, contractors and agents) and applicable regulators or those persons authorised by applicable regulators to monitor, inspect, interview and audit your data, documentation, systems, records, controls and materials for the purpose of reviewing your compliance and ability to comply with the obligations in this Schedule 2;
 - j) at the end of the Student Contract and at any time on request by the University, immediately securely destroy or delete or, at the request of the University, return securely to the University, all Personal Information currently in your possession and/or control and notify the University once this has been done by emailing dp@gla.ac.uk; and
 - k) if requested by the University at any time, enter into a separate data processing agreement relating to any Personal Information ~~to~~ which you are instructed to process on behalf of the University during the Student Contract.
- 3) If you are processing Personal Information not on the University's instructions (for example, where you are a postgraduate research student who has designed a research study that involves the collection and analysis of Personal Information), you and the University shall be jointly responsible for the processing of such Personal Information, in accordance with any guidance published by the University from time to time.
- 4) If you would like more information about the legal duties applicable to the processing of Personal Information further guidance can be found at <https://ico.org.uk/>.

DRAFT RESOLUTION NO 70? – CHANGE OF NAME OF THE CHAIR OF COMMERCIAL LAW TO THE SIR ALEXANDER CHAIR OF COMMERCIAL LAW

In pursuance of the powers conferred under Section 3 of the Universities (Scotland) Act 1966, the Court of the University of Glasgow hereby resolves as follows:

1. Resolution 262 which came into effect on 20 March 1985 shall be replaced by Resolution 70?
2. there shall be in the University of Glasgow the Sir Alexander Stone Chair in Commercial Law and the Professor shall be a Professor in the College of Social Sciences
3. the salary of the Professor shall be funded out of general funds of the University;
4. the patronage of the said Professorship, and the right of nominating and appointing the said Professor and their successors, shall be vested in and exercised by the University Court of the University of Glasgow;
5. the said Professor shall promote the instruction and research in relation to Commercial Law; the University Court shall from time to time define the duties of the Professor as in the case of other Professors in the University;
6. this Resolution shall take effect on 1 December 2024

Dr David Duncan, University Secretary

Explanation

Following a review of Resolution 262 in relation to the Sir Alexander Stone Chair it was noted that although Court approved the name change for the Chair of Commercial Law to the Sir Alexander Stone Chair in Commercial Law, there is no official record of the resolution being updated to reflect this change which dates back to 1986. The revised name reflects more accurately the current position and remains in line with the intentions of the benefactor who provided the original funding for the chair, Sir Alexander Stone.

RESOLUTION NO [708] – REORGANISATION OF RESTRICTED FUNDS (GOUDIE AND STEVENSON FUNDS)

In pursuance of the powers conferred under Section 3 of the Universities (Scotland) Act 1966, the Court of the University of Glasgow hereby resolves as follows:

1. that application be made under Section 43A of the Charities and Trustee Investment (Scotland) Act 2005 for approval of a restricted funds reorganisation in respect of the following:
 - a. The Goudie Endowment Fund to amend the original conditions of the said Fund to enable the revenue of the Fund to be used for wider and more general purposes in support of the programme of research of the James Watt Chair; and
 - b. The Stevenson Trust Fund to amend the original conditions of the said Fund to: (i) enable an amended Selection Board to be constituted, chaired by Clerk of Senate (or nominee), and comprising Secretary of Court (or nominee), Head of College (College of Arts and Humanities), Head of College (College of Social Sciences), Stevenson Professor of Citizenship, and the Leader of Glasgow City Council (or nominee) as standing (voting) members with up to 4 members of academic staff (from at least two Colleges) having fixed term appointments (5 years) as advisory (non-voting) members of the Selection Board; and (ii) dispense with the quinquennial stipendiary requirements and to allow the free income of the Fund (annual and accumulated) to be spent as directed by the Selection Board to promote and support study, inquiry and research in subjects bearing on local government, national polity, and international community through the provision of a publicly available annual series of lectures, and otherwise as the Selection Board may direct.
2. this Resolution shall take effect on **1 October 2024**

Dr David Duncan, University Secretary

Explanation

The Goudie Fund is the fund established through a bequest to the University Court in 1945 by Professor William Goudie, who was James Watt Professor of Theory and Practice of Heat Engines (such Chair now known as James Watt Chair, Professor of Engineering Science) between 1921 and 1938 at the University of Glasgow. The purposes for which the fund was established do not align with modern academic and teaching practice or research interests and, as a result, the revenue of the fund has not been fully utilised.

The Stevenson Trust Fund is the fund established by gift from Sir Daniel Macaulay Stevenson in 1920 for the foundation of a Citizenship Fund Trust. The level of free annual income of the Fund is insufficient to support the original stipendiary conditions set out in the original gift memorandum. Further, the original stipulations do not accommodate modern practices. Adjustment of the conditions will enable wider-reaching and improved fulfilment of the original purposes of the Fund.

**University of Glasgow
Chancellor's Fund**

The Chancellor's Fund meeting takes place twice a year. The last two meetings took place on **Wednesday 25 October 2023** and **Tuesday 23 April 2024**. Both meetings were hybrid.

Committee Members

Dr David Ross
Prof Sir Anton Muscatelli
Dr David Duncan
Martin Hendry
Dame Katherine Grainger DBE
Hailie Pentleton-Owens
Christine Abercrombie
Norman Berry
Dr Morag Macdonald Simpson
David Finlayson
Daniel Traynor

Staff Members

Michaela Mitchell
Kara Koubayssi

In October 2023 there was **21** applications received, totalling **£95,732.05**. A total of **£110,492** was available to disburse of which the Board awarded **£70,906.12** to **20** projects. In April 2024 there was **18** applications received, totalling **£68,735.12**. A total of **£110,274.00** was available to disburse and **£56,684.12** was awarded on 15 projects.

Summary of Successful Projects

October 2023

College of Science and Engineering

FemEng in Botswana	FemEng is a student-led group, actively promoting STEM studies and careers. They have already showcased success in Rwanda, Malawi, and now Botswana, all of which received CF support. In the past year, the fund has contributed to over 1000 workshops, benefiting the participants, the university, and establishing positive partnerships. The funds will cover essential expenses like food, accommodation, travel, and vaccines for eight individuals, creating an outreach opportunity for anyone. The money from the Chancellor's Fund will allow the University of Glasgow students to travel safely when in Botswana and allow any student to take part without financial barriers holding them back.
Scaling up Curio - University of Glasgow's platform for applied AI and programming education	Curio represents a cutting-edge initiative at the intersection of smartphones and robotics, aligning with the school's vision for advancing AI education. The goal is to achieve a 1:1 student-to-robot ratio in the course by 2025. The plan is to manufacture 20 prototypes designed to conveniently fit through letterboxes in packs. It is currently being navigated through three iterations of development; this innovative project aims to significantly benefit students by enhancing their learning experience. It not only creates

	more opportunities for hands-on engagement with AI but also fosters skill development, thereby boosting their employability in a challenging job market. The field faces dual challenges of both securing jobs and recruiting individuals with practical experience, making this initiative pivotal in addressing these issues and providing our students with a competitive edge. The project contributes substantially to improving the learning environment and incorporating advanced technologies.
Building Future Engineers out of Lego	The School of Engineering boasts one of the largest groups within the College, featuring a diverse student population. The project's objective is to bring together second-year students from the same course, appointing them as ambassadors to inspire local school children to explore STEM fields. Through the delivery of the Hydrogen Lego program in nearby schools, this initiative aims to foster bonds, build essential skills, and enhance outreach and awareness efforts. The benefits include empowering students, increasing STEM engagement, enriching community outreach, and involving both staff and students. It emphasises inclusivity, diversity, and its positive impact on local outreach and accessibility, this project stands as a valuable investment in fostering STEM interest and community involvement.
Investigating smart mussel sensors as a tool for the accurate quantification of in-stream hydromorphic habitat	This project endeavours to enhance our understanding of the movement of mechanisms between aquatic organisms and their habitats, thereby making a significant contribution to freshwater conservation. Addressing the challenge of designing and implementing effective river interventions, this initiative aims to pioneer the use of new sensors. These sensors, rooted in cutting-edge research, have the potential to capture hydrogeomorphic indicators, providing unprecedented insights into the quality of aquatic habitats. The benefits extend beyond our university's water lab, as the accessible cameras can be utilised by anyone, fostering collaboration, and gaining international and national attention. This increased visibility reflects positively on the university and enhances opportunities for collaboration. The funds will primarily facilitate the design and production of 12 biosensors, along with the creation of two cameras.

College of MVLS

Establishing a Lived Experience Advisory Panel to support Inclusion, Diversity, Engagement,	The LEAPS of IDEAS project aims to capitalise on the existing strengths of the Doctorate in Clinical Psychology program by establishing a Lived Experience Advisory Panel. Recognising the vital contribution of individuals who possess skills acquired through personal experiences, the project seeks to integrate this invaluable perspective into the curriculum. By doing so, it not only enhances the learning journey for students but also ensures they are well-prepared to thrive post-graduation. The ripple effect of this initiative extends to benefiting patients, as it produces professionals who are better equipped and more informed. The funds are primarily intended to support a grade 6 researcher for one day a week over the course of a year. The hope for the project includes a launch event, mentorship models, establishment of frameworks, and implementation of change packages, all geared towards advancing the approach to mental health and psychological needs.
Glasgow University Remote and Rural Medicine Society Conference (5th National Undergraduate Remote and Rural Medicine Conference)	The projects initiative is to organise another conference on remote and rural medicine, featuring speakers, student-led workshops, and events, including a meal and ceilidh. It aims to highlight the advantages of working and living in these environments while encouraging a career path. Anticipating around 60 delegates, the project is still in its early stage but will primarily benefiting medical students. Despite the crucial focus on addressing health disparities and resources shortages in rural areas, there is a recognition that additional support, is necessary to ensure the success and sustainability of this important initiative can continue in the future.

The National Undergraduate Neuroanatomy Competition (NUNC)	This national competition is open to undergraduate students across the UK and Ireland who are pursuing degrees with a neuroanatomy component. Consisting of two exams with a total of 60 questions, the competition attracted the participation of over 278 students from 29 out of the 33 UK medical schools. While it successfully debuted in Glasgow last year, having never been hosted outside of Southampton, this marks the step in establishing a Northern branch. The benefits extend beyond the participants to include both attendees and involved students, ultimately enhancing the reputation of the University.
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College of Social Science

GLASMUN 2024	The Model UN conference, a highly anticipated and competitive event structured like the UN, spans three days and draws around 120 delegates globally. Set for March 2024, it serves as a significant platform for Glasgow students, offering opportunities for personal and professional development, skill growth, networking, and cultural exchange. Involving numerous universities and schools, the conference not only promotes the university effectively but also contributes to widening access for all. Cost will be spent on social elements such as dinners, gifts, a photographer, food, equipment, trophies, and the platform but the event is ticketed, a strategy to manage costs effectively. Supporting this initiative will contribute to widening access and improving employability.
Scaling-up Innovation, Industry Engagement and Commercialisation through Video Game SEVEN	The request for funding revolves around scoping innovation opportunities, developing a roadmap, and creating a feasibility report to assess the viability of establishing a consultancy service and a paid version of the video game SEVEN. This game serves to amplify the voices and actions of ethnic communities in the context of Just Transitions, with notable government connections. The initiative holds potential benefits for the university by generating income and boosting its reputation through governmental endorsements. In addition, it contributes positively to ethnic communities in Scotland and the wider public by highlighting diverse voices in the narrative of a sustainable future.
The Ecopedagogy Teaching Project: Creating Sustainable and Affordable Impact for Future-Oriented Leaders	The project seeks to establish affordable and sustainable outdoor learning opportunities in higher education, aiming to diversify authentic and accessible learning and assessment experiences. The vision is for students to utilise outdoor spaces for reflection on their personal impact on the social and natural environment. This initiative holds potential benefits for the Business School, encouraging the creation of an outdoor learning team that could potentially collaborate with other schools. For students, it promises engaging field trips, a novel addition that can enhance course appeal and broaden learning experiences. Beyond the immediate impact on students, the project contributes to the university's reputation and has the potential to collect teaching awards. Additionally, it aligns with the goal of nurturing more sustainably minded future business graduates.
Redefining Online Education: using Artificial Intelligence (AI) to support collaborative learning	This projects initiative is to develop and launch the first web-based AI-informed tool by the R&D Team. This tool is designed to support and assess synchronous and asynchronous classrooms. In collaboration with the University, Glasgow Academy, a US University, and an online learning platform company, this project signifies a strategic partnership. Given the increasing importance of digital education in fostering equality and quality in learning, the project aims to pioneer AI-informed tools for educational enhancement. The funds will be allocated to sound engineers, equipment, API software, and access, involving both software and hardware. The primary focus is to benefit secondary and higher education, breaking down barriers to access and

	integrating this software into both in-person teaching and online environments. The funding will facilitate essential research on the application of this learning in classroom and virtual settings, enhancing engagement. The initial phase involves teaching at the Academy, recording progress, and analysing results to adapt findings.
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College of Arts

Pilot PhD in-session programme	The objective is to enhance students' experience by introducing a PHD support person to the School of Modern Languages and Cultures. This initiative aims to improve students' academic literacies and research writing skills through eight weekly sessions lasting 120 minutes each, starting in January 2024. While the primary beneficiaries would be PhD students, the broader impacts include elevating the profile of this academic area, the college, and the involved partnerships with Nankai. The PhD student's responsibilities include setting up and managing Moodle pages, curating new readings and additional materials, monitoring forums, responding to students, formatting slides, and creating reading materials.
Circus On: An Installation and Performance of a composition by John Cage	Funding is sought for an installation and performance at the university's concert hall in June 2024, inspired by John Cage's Circus On. This unique event involves collaboration between students from the University of Arts in Reykjavik and a PhD student from Glasgow. The benefits extend to the PhD student, as well as the broader audience, including students and the public who will have the opportunity to attend. The event also serves to showcase the university as a host of international events, promoting a welcoming atmosphere and fostering connections with international partnerships.
Diversity & Inclusion Targets: What can we learn from the creative industries?	The project plans to organise an in-person event featuring panellists from creative industries, business, and higher education. Following the event, the aim is to create a suite of digital assets that can be downloaded after the conference. The primary goal is to enhance understanding around diversity and inclusion targets and empower staff and students to apply this knowledge in practice. The benefits are widespread, impacting the entire University of Glasgow community by fostering better equality and diversity practices, enhancing the university's reputation for inclusivity, and directly benefiting the 75-100 people attending the event. Additionally, the staff and students involved in organising the event stand to gain valuable experience. The event will be hosted in the ARC and the long-term impact extends beyond the event itself, as the plan is to produce assets and talking heads clips for continued engagement.
Preserving and presenting three enigmatic Egyptian figurines in The Hunterian	The Arts Department is collaborating with the Hunterian to photograph three Egyptian figurines currently housed there, two depicting women and one featuring a partial male figure. Despite their potential as valuable teaching tools, these artifacts are too fragile for regular use. The objective is to capture detailed photographs for publication and to create 3D models, contributing to various ongoing projects. This initiative holds substantial benefits for students enrolled in Egyptology, archaeology, arts, and religious studies, fostering research-led teaching, and exploring untapped areas of study that were previously inaccessible due to the delicate nature of the figurines. The impact extends beyond students to the staff involved in this project. The funding will cover the expenses for a studio, digital imagery, and consultation.

University services

Student and community well-being	This project is a fantastic initiative aimed at uplifting student morale, with a specific focus on organising events to enhance social, well-being, and cultural experiences. The plan
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and engagement programme	includes two late-night student events, six family-oriented gatherings to involve student parents, and eight well-being sessions featuring activities such as arts and crafts, yoga, and poetry. The benefits extend to both students and staff, by creating opportunities for student parents to participate. The project aims to showcase the diverse university experiences available and cultivate a sense of community well-being. This initiative aligns with values of accessibility, cultural enrichment, and inclusivity.
University of Glasgow Chapel Choir tour to Germany and Denmark	The Chapel Choir is gearing up to embark on a tour to Germany and Denmark in June 2024, with plans to represent the university at an event hosted in Mainz, a suggestion put forth by Prof Cushley. Following this, they will venture into two other areas. The tour promises valuable experiences and practice for the 40 participating students and staff in different environments, fostering partnerships, alumni connections, and enhancing the university's reputation.
GUST Regeneration Fund	Glasgow University Student Television is celebrating an impressive 60-year legacy, yet the challenge lied with outdated equipment that hinders its competitive edge and the ability to meet high production standards. Despite a rich history of success and engagement from notable alumni, the desire is to continue attracting top talent. The aim is not only to sustain the offering of both free and commissioned content but also to provide accessible, industry-standard training in equipment and media. This initiative seeks to break down barriers in a challenging industry, allowing students to receive top-notch training without unnecessary obstacles. The ultimate goal is to restore the program to its former glory as a gold standard in both the UK and international realms for student television.
International Family Network	The International Family Network was looking for funding to expand its program, offering more events to facilitate the integration of families and international students. With over 17,000 international students annually, there is a substantial need for support in helping families adjust to life in Glasgow. The funding would contribute to welcome drinks, a Christmas trip, a spring castle visit, and a summer picnic. This initiative aims to enhance the inclusivity and accessibility of life for international students with families, positively impacting the university's reputation and aiding in recruitment efforts.
Kits for Conservation – Promoting University of Glasgow's values while helping African community football	The undergraduate Zoology degree offers unique learning experiences to final year students, which includes an international field courses in central Kenya at the Mpala Research Centre. Students spend 2 weeks getting the chance to engage in field research and connect with local communities. Relationships are built by working together on teaching and research activities, but also via social activities such as sport, and in Africa football more than any other sport has the capacity to build such relationship. This project will provide UofG-branded kits for the FC Mpala football team, fostering inclusivity and showcasing the University's commitment to a diverse community beyond academic collaborations. The primary beneficiaries are the FC Mpala players, gaining coordinated kits for regional matches, supporting their sporting aspirations, and providing a welcome break from daily challenges. The initiative also benefits the University of Glasgow by expanding its international reach, having a collaborative project with African institutions, and supporting African students, align with its commitment to an inclusive community.

April 2024

College of Arts and Humanities

Being Human Festival 2024	The Being Human Festival is the UK's national festival for the humanities, celebrating research in the field through public engagement. The theme for the festival, taking place in November 2024, is 'Landmarks' which celebrates Being Human's 10 th Anniversary.
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	The festival will allow colleagues and PhD students, across multiple humanities subjects, to gain vital experience and develop skills in designing and delivering public engagement activities and evaluation, and most importantly provide a student internship opportunity to assist with the planning and delivery of the event. The College is excited to expand its civic and public engagement through this series of events and will work alongside the Hunterian, Kelvin Hall, Archives, Library, and wider University.
Elizabeth Bishop in Glasgow	'Elizabeth Bishop in Glasgow: A Symposium' will bring together a diverse range of people such as students, scholars, and artists to celebrate the Nova-Scotia raised poet Elizabeth Bishop. It provides an opportunity to celebrate a notable LGBTQ+ writer and artist who was inspired by Scottish writers including Robert Burns and it is a point of pride for the University of Glasgow to be able to support this project that will run events such as readings, recitals, and performances across multiple disciplines such as Scottish Literature, Music, and many others. This project will also provide a student internship opportunity to aid in the delivery and planning of the event
Welcome to Glasgow: Theatre as Integration	This is a pilot project that will use theatre to aid in the integration of PGT students who are new to the city. The project hopes to build a community among PGT students by having them plan and run a play, outside of their timetabled learning hours, which will help them channel their experiences of being a student in a new place. After a successful trial of this project in 2022 this project could again provide community and belonging through rapid integration for many students. It helps to bring students together, help them develop new skills, experiences, and opportunities, whilst breaking down that barrier international students can sometimes face when newly starting.

College of MVLS

Wild Trials 2024 – Undergraduate Simulation Competition	An exciting project that will provide undergraduate students with the opportunity to partake in several emergency and primary care simulations with the overarching theme of pre-hospital and wilderness medicine. This competition will create a unique networking opportunity for students in a safe but challenging and high stress scenario. This benefits both staff and students as they can gain experience of emergency situations without being in danger so if a real-life emergency should arise, they are better equipped to deal with it. For staff this means better experience in how to prepare students for such cases, and for students it facilitates real life experience and enhances their problem-solving skills.
Undergraduate Expedition Support Programme	This project hopes to provide financial assistance to the University of Glasgow's already existing undergraduate expeditions that carry out scientific work in less developed countries by providing extra funds to lessen the financial burden on students taking part, ensuring students from all backgrounds, specifically lower socio-economic ones, can take part. Around 100 undergrad and post grad students are involved in these expeditions, which promote outreach in the Global community and encourage students to embrace new opportunities.
British Sign Language (BSL Café) café's & training	The BSL café project provides basic skills in British Sign Language to students, staff, and the community so they are able to communicate with the deaf and hard-of-hearing population and properly understand the challenges faced by these communities. This is vital to make higher education and society accessible for all people, especially those with disabilities. These cafes will be available across campus and will help promote awareness and encourage understanding.

College of Social Sciences

SAFI 5th Annual Conference: Consent	This conference will be a three-day event focused on the topic of consent. The conference will uniquely bring together female and non-binary academics from the USA, UK, Europe and beyond to discuss the issue of consent in male dominated areas like legal philosophy and public law. Allowing these often-underrepresented groups to
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	discuss their experiences around consent. Projects such as this ensure that diverse voices are involved when we discuss ideas that form the basis of many social discussions and interactions, and this is a deserving project to receive university funding for this very reason.
Grassroots Development Project in Kenya	This project in Kenya hopes to improve student health and education with a holistic approach involving development of infrastructure and educational initiatives geared towards supporting student welfare and rights. It will also help students understand the opportunities available after secondary education. Projects like this promote cross-cultural knowledge exchange which is vital to constructively deal with the unique challenges of the 21 st century, particularly in education. The funding is to send a student to be part of this project in Kenya, representing Glasgow, helping to run classes, build infrastructure, and be part of giving back to the local community.
Towards Sustainability and Long-term Growth: Digitization of Culinary Offerings of the Outer Hebrides Community.	This funding goes towards helping to set up an online food shop that will sell food and other produce from local crofters and businesses in the Outer Hebrides. This has many benefits including providing a stable income stream to crofters, increasing community engagement and due to it being an online platform it will help to cut food waste and thus increase sustainability on the isles. This will benefit the university as it aims to aid in sustainable projects, it builds on a project previously done in the area and gives back to Scottish communities helping them to develop their income streams.

College of Science and Engineering

Analysis of a Hydrogen Powered Freight Rail Vehicle using Inverse Simulation Techniques	We are funding a scale model Class 66 freight locomotive with freight wagons to gather data for computer simulations based on mathematical models of the same trains. They'll be used to investigate net zero research theme, in particular energy storage and modelling. This project is about reducing our carbon footprint, it is working to make sure the University has a great sustainable impact and build environmental links as it works with others in the industry to share findings.
Manufacture of Astraeus-01 CubeSat: Fighting Wildfires from Space	This project will research and assess the likelihood of wildfire occurrence and its severity in a specific area. The project will help students develop skills they may not routinely cover in their university courses and will help the university recognise exceptional students. Additionally, the data produced from the project will help public services mitigate the risk of wildfires more effectively
Going with the Flow/Bloody Fieldwork: Fostering understanding and support for menstrual health in outdoor pursuits	This project will help to foster a better understanding of struggles faced by menstruating individuals during outdoor expeditions. Menstruation can be a challenge during outdoor expeditions, and many expedition planners and leaders do not consider this. The project will provide training to equip expedition leaders to support menstruators in the best way possible. This project will remove the taboo present that stops people who menstruate from attending such expeditions. It extends on from the idea that if products and understanding should be assessable on campus then surely this applies to university led projects off campus too.

University Services

University of Glasgow Sports Bursary Programme	Sports Bursary's are for high performing international standard UofG students to help them excel both in their sport and in their academics. This is beneficial for the university's reputation on the global stage and in the local community and helps the university continue to recruit the best student athletes regardless of their socio-economic background. There has been a strong level of previous success in this area and a real source of pride for the University.
GUSA Chancellor's Fund	The Glasgow University Sports Association fund provides funding for one-off sporting events at the university or trips for sports membership students which are once-in-a-life time either for the impact they will create or for the experience of the individuals. These events and trips benefit the students and university as it increases student opportunities

	and internationally ensures that the university has extremely skilled athletes with a wide range of experience.
Funding for student journalists at Glasgow University Magazine	The Glasgow University Magazine is the longest running student publication at the University of Glasgow. The magazine engages with everything from film and theatre reviews, interviews with local politicians, creative writing pieces, personal essays, and research articles. Additionally, the magazine is completely student led, and funding to this cause would increase journalistic experience in young students at the university increasing the chances of having strong voices present at the university that are passionate and want to speak about a diverse range of issues which also benefits the wider community.

Court Context Card 25 September 2024 - REPORT FROM Finance Committee

Speaker	Jonathan Loukes
Speaker role	Finance Committee Convenor
Paper Description	Finance Committee Report to Court
Topic last discussed at Court	Jun-24
Topic discussed at Committee	Sep-24
Court members present	Court members present at last meeting: J Loukes, S Hoggan, G Stewart, D Haydon, S Kennedy
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	High
Timing	Immediate
Red-Amber-Green Rating	Green
Paper Type	For information and discussion

Paper Summary

The Committee discussed the Terms of Reference, Agenda plan and self evaluation with no substantive changes required.

The Committee noted the update on the recruitment outlook for 2024/45 for PGT international students and it was noted the outlook was positive.

Please note that the **Keystone Building Business case will be discussed under Item 4 on the Court agenda**. The Committee discussed the business case for the Keystone Building and noted that the Keystone building represented an opportunity to deliver world-class facilities to accelerate the impact and growth of the institution at the same time as removing liabilities and unlocking future opportunities. The Committee noted that the Estates Committee was supportive of the business case and external reviews of the business case had also been undertaken by KMPG and an external Gateway review completed. During the discussion it was noted that a further stress test scenario had been forecasted which had been based on a significant downturn. The scenario was seen as unlikely but demonstrated the timing and level of savings that would be required to protect the institution.

In conclusion the Committee agreed that building Keystone was key to ensuring the maintenance backlog could be addressed, it enabled further growth of the University and allowed the University to build its research power. The Keystone would also allow for a significantly improved student and staff experience through delivery of modern, flexible spaces in place of old buildings which have known issues impacting research, teaching and overall experience.

The **Committee agreed to recommend to Court the approval of the Keystone Building Business case to a maximum of £315m.**

The Committee approved the investment request for £23.7m for the next phase of the NIIP and it was noted that this would be reported to Court given the total project spend was £73m and total cumulative spend to date was £40.1m. Further details on the NIIP project is attached as **Annex 1**.

The Committee requested further details around the contingency amounts associated with works on the Kelvin building, which would be provided out of cycle – with a total additional value of £0.57m

The Committee received a report which considered the circumstances surrounding the decision to make an additional salary payment to University of Glasgow staff on the 28 June 2024 due to the failure of the normal intended Bacs payment to meet the required payment date.

The Committee noted that the Divestment had been discussed at the Court meeting in June 2024 and a number of recommendations had been made which included consultation on the SRI Policy. The committee received an update on progress and agreed that the amended SRI Policy would be discussed at the next Committee meeting before a formal recommendation was made to Court in November 2024.

The Committee also approved the TRAC return for 2022/23.

The detailed report for item FC/2024/15- Executive Directors report is attached as **Annex 2**.

Topics to be discussed	As Court wishes
Action from Court	to note the recommendation for the approval of the Keystone Building Business Case
	to note the approval of the NIIP project due to the total cumulative spend of £40.1m
	other items for noting
Recommendation to Court	Finance Committee RECOMMENDS the approval of the Keystone Building which will be discussed under Item 4 on the Court agenda
Relevant Strategic Plan workstream	Agility, Focus
Most relevant Primary KPI it will help the university to achieve	Cash generation
Most relevant Secondary KPI it will help the university to achieve	
Risk register - university level	SMG001, SMG003 SMG012, SMG019, SMG021, SMG022

Demographics	
% of University	100% students 100% staff
Operating stats	
% of	100% revenues 100% costs 100% profits 100% real estate 100% total assets 100% total liabilities
Campus	All
External bodies	UK Government; UKRI; Scottish Government; SFC; USS; Glasgow City Council; Scottish Enterprise; NHS; industry partners
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	FRS 102 Financial Reporting Standards
Equality Impact Assessment	
Suggested next steps	
Any other observations	

University of Glasgow
Finance Committee
Minute of Meeting held on Wednesday 11 September 2024

Present:

Jonathan Loukes (JL(Chair)), Gregor Caldow (GC), Prof Dan Haydon (DH), Prof Simon Kennedy (SK), Pablo Moran Ruiz (PMR), Prof Anton Muscatelli (AM), Gavin Stewart (GS), David Thompson (DT)

In attendance:

Prof Frank Coton(FC), Dr David Duncan (DD), Angus Ross (AR), Amber Higgins (Clerk), Peter Haggarty (PH), Stuart Hoggan (SH), Mary Jane Brouwers (MJB), Laurie Foulds (LF)

Apologies:

Arleen McGichen (AMc), Elspeth Orcharton (EO)

FC/2024/01. Summary of main points

- The Committee discussed the Terms of Reference, Agenda plan and self evaluation with no substantive changes required.
- The Committee noted the update on the recruitment outlook for 2024/45 for PGT international students and it was noted the outlook was positive.
- The Committee discussed the business case for the Keystone Building and noted that the Keystone building represented an opportunity to deliver world-class facilities to accelerate the impact and growth of the institution at the same time as removing liabilities and unlocking future opportunities. The Committee noted that the Estates Committee was supportive of the business case and external reviews of the business case had also been undertaken by KMPG and an external Gateway review completed. During the discussion it was noted that a further stress test scenario had been forecasted which had been based on a significant downturn. The scenario was seen as unlikely but demonstrated the timing and level of savings that would be required to protect the institution.

In conclusion the Committee agreed that building Keystone was key to ensuring the maintenance backlog could be addressed, it enabled further growth of the University and allowed the University to build its research power. The Keystone would also allow for a significantly improved student and staff experience through delivery of modern, flexible spaces in place of old buildings which have known issues impacting research, teaching and overall experience.

The Committee agreed to recommend to Court the approval of the Keystone Building Business case to a maximum of £315m.

- The Committee approved the investment request for £23.7m for the next phase of the NIIP and it was noted that this would be reported to Court given the total project spend was £73m and total cumulative spend to date was £40.1m.

- The Committee requested further details around the contingency amounts associated with works on the Kelvin building, which would be provided out of cycle – with a total additional value of £0.57m.
- The Committee received a report which considered the circumstances surrounding the decision to make an additional salary payment to University of Glasgow staff on the 28 June 2024 due to the failure of the normal intended Bacs payment to meet the required payment date.
- The Committee noted that the Divestment had been discussed at the Court meeting in June 2024 and a number of recommendations had been made which included consultation on the SRI Policy. The committee received an update on progress and agreed that the amended SRI Policy would be discussed at the next Committee meeting before a formal recommendation was made to Court in November 2024.
- The Committee also approved the TRAC return for 2022/23.

FC/2024/02. Declarations of interest

There were the following declarations of interest in relation to business to be conducted at the meeting: Arleen McGichen as Group Chief Internal Auditor for Royal London, as an ongoing declaration.

FC/2024/03. Minutes of the meeting held on Wednesday 29 May 2024

The minutes of the 29 May 2024 meeting were approved.

FC/2024/04 Matters Arising

The Committee noted that the IT Investment Approval Pipeline would be circulated following the meeting.

The Committee also noted that the paper on Benefits Realisation would be put forward to the next meeting in November 2024.

FC/2024/05. Finance Committee Annual Review

FC/2024/05.1 Finance Committee ToR

The Committee approved the remit with no changes for 2024/25.

FC/2024/05.2 Finance Committee Agenda Plan

The Committee noted the Agenda Plan for 2023/24 and agreed that it would be updated to reflect recent title changes.

FC/2024/05.3 Self Evaluation

JL briefly outlined the feedback from the Self-Evaluation and it was noted that there had been a smaller number of responses than in previous years. The Chair noted that members were welcome to provide feedback at anytime throughout the year. It was agreed that JL and GC would speak with the new Chair of the Audit and Risk Committee to discuss whether the link between the two committees needed to be strengthened.

FC/2024/06. Recruitment Update

GC provided an update on the recruitment outlook for 2024/45 for PGT international students and it was noted the outlook was positive. It was noted that the budgets continued to be based

around 2 scenarios and that a number of universities were facing similar uncertainty in student numbers.

During the discussion it was reported that a key area for the budget process was protecting the operating margin and building a flexible approach for the next financial year. The level of student accommodation required to support recruitment would continue to be monitored including the requirement for nominations. Senior managers continued to work closely with key colleagues in the Colleges to ensure that high growth Schools were able to recruit staff in a timely manner.

The Committee noted that by the next Committee meeting in November 2024 the international PGT numbers should be known.

FC/2024/07. Keystone Building

GC outlined Paper 5 which summarised the business case for the Keystone Building. The Keystone building represented an opportunity to deliver world-class facilities to accelerate the impact and growth of the institution at the same time as removing liabilities and unlocking future opportunities. The Committee noted that the investment would be made from within existing cash holdings, and the University had both reserves and credit facilities that were in place to protect the institution in the event of a downturn in demand, allowing the University time to restructure. The University would continue to develop and evaluate other projects while also pursuing cost savings and a return to budget growth trajectory in order to continue to further its ambitions as a world leading institution.

GC reported that two detailed workshops had taken place one in January 2024 and one in August 2024 with Estates and Finance Committee members along with Court members. The workshops had focused on a number of scenarios and there were two University budgets prepared, each with their own investment plan. Scenario 1 reflected a return to the modest growth trajectory in international students under the previous budget. Scenario 2 assumed that international recruitment remained in line with 2023/24 numbers. The budgets were approved by Court in June 2024, with final international recruitment likely to land between both positions. Spending levels for 2024/25 had been set at Scenario 2, with an uplift in budgets to be implemented using the margin on tuition fees of 50% as required. The Committee noted that Scenario 1 and Scenario 2 had been updated for the forecast 23/24 year-end position and had been rebased using the 24/25 forecast data so that: Scenario 1 24/25 used the latest forecast and then returned to budget trajectory growth from 25/26. Scenario 2 24/25 used the latest forecast and remained at this for the remainder of the cash flow. It was noted that the Investment plans remain unchanged, aside from reprofiling of spend where relevant and updated based on the latest Keystone cost estimate.

During the discussion it was noted that a further stress test scenario had been forecasted which had been based on a significant downturn. The scenario was seen as unlikely but demonstrated the timing and level of savings that would be required to protect the institution. The Committee noted that even if Keystone was not built the institution would have to make significant savings to protect the long-term financial sustainability of the institution. In relation to the sustainability and the University meeting its target in 2030, the University remained committed to this and Keystone represented the most efficient modern building the institution had built with significant improvements over the JMS and ARC. It was acknowledged that new buildings tend to have higher energy usage but significant additional expenditure had been made on Keystone to increase efficiency. Keystone remained the most sustainable outcome in comparison to refurbishing existing buildings.

The Committee noted that the Estates Committee was supportive of the business case and external reviews of the business case had also been undertaken by KMPG, Internal Auditors and by Gateway.

In conclusion the Committee agreed that building Keystone was key to ensuring the maintenance backlog could be addressed, it enabled further growth of the University and allowed the University to build its research power. The Keystone would also allow for a significantly improved student and staff experience through delivery of modern, flexible spaces in place of old buildings which have known issues impacting research, teaching and overall experience.

The Committee agreed to recommend to Court the approval of the Keystone Building Business case to a maximum of £315m.

FC/2024/08. Investments Applications

FC/2024/08.1 Kelvin Building Essential Works

PH briefly outlined the investment request for £0.57m which covered a number of additional works identified during the course of the project. During the discussion the Committee suggested that it would be beneficial to understand how the original contingency was spent and why the additional contingency is high.

The Committee approved the investment request for £0.57m for additional building works on the Kelvin Building subject to receiving additional detail on contingency.

FC/2024/08.2 Kelvin Building Firestopping Works

PH also briefly outlined the investment request for £1.4m which covered firestopping work on the Kelvin Building. The building was a key facility and critical for the University in delivering courses for the School of Physics and Astronomy. In addition, the Kelvin building housed three lecture theatres across Schools which were essential for teaching throughout the academic year. The work would reduce the impact of damage in the event of a fire occurring in this building as the fire stopping works would limit the spread of smoke and fire.

The Committee noted the investment request for £1.4m for the firestopping works on the Kelvin Building which had been approved by investment committee and was shared for information with the Committee given linkage to Kelvin Building essential works.

FC/2024/08.3 Network Infrastructure Investment Programme

FC and AI Thomson briefly outlined the investment request for £23.7m which covered the first phase of roll-out of the new network to University buildings. This next phase of the Network Infrastructure Investment Programme (NIIP) would last the next 18 months at which point a further request would come forward for approval, taking into account learnings to date. The total programme was anticipated to take the next 3.5 years after which an ongoing cycle of upgrades would ensure that the network was appropriately maintained in the future.

The Committee approved the investment request for £23.7m for the next phase of the NIIP and it was noted that this would be reported to Court given the total project spend was £73m and total cumulative spend to date was £40.1m.

FC/2024/08.4 Out of Cycle

PH reported to the Committee that two out of cycle requests would be coming to the committee in due course for approval.

FC/2024/09. TRAC Return

The Committee noted Paper 6 – Annual TRAC Return for 2022/23. During the discussion the Committee noted that the overall University response achieved the required level of 70% but there are individual schools which fall below this percentage. Response rates had been discussed at Senior Management Group (SMG) and it had been agreed to report the quarterly response rates to SMG to enable Heads of College to raise with appropriate Heads of Schools. The TRAC manager had also attended all College Management Group meetings to reinforce the importance of completing the TAS returns. It was noted that it may be beneficial to review the content of the regular time allocation survey emails to ensure that it reflected that this was a statutory return.

The Committee reviewed the 22/23 return and approved the plan for the upcoming 23/24 return.

FC/2024/10. Insurance Review

The Committee noted Paper 7 which outlined the outcome of the University of Glasgow annual renewal exercise for the majority of its insurance policies, which renews on 1st August each year. The insurance renewal exercise for 2024/2025 has been successfully completed on time and the total Insurance premium for the 2024 Renewal was £4.5m, an increase of £0.3m (8%) on prior year. This increase was in line with the increase in the insured values and consistent with market conditions.

The Committee agreed that Cyber Insurance would be kept under review given the progress that was being made in this area. The Committee also discussed the need to monitor the total coverage required on the property insurance once Keystone was built.

FC/2024/11. GIC Funding Model

The Committee noted Paper 8 which summarised the financial impact of the partnership between the UOG and GIC/Kaplan over a five-year period. [REDACTED]

[REDACTED]

FC/2024/12. Project SIERRA ERP

The Committee noted Paper 9 which provided an update on Project SIERRA – Shaping Integration Enterprise Reporting Research & Accounting. The overall Project cost was currently included in the Investment Plan at £25m (estimate) and initial funding request of £6.3m to standup 20 essential resources to enable the project to commence was approved at the last Committee meeting. The project will look to deliver service improvements, process efficiencies and enhancements to reporting and control through close alignment to the University's overall technology and service excellence strategy.

The Committee agreed, that along with the Audit and Risk Committee, they would receive a detailed briefing of the project at a future meeting this year.

FC/2024/13. UofG BACS Failure

The Committee received a report which considered the circumstances surrounding the decision to make an additional salary payment to University of Glasgow staff on the 28 June 2024 due to the failure of the normal intended Bacs payment to meet the required payment date. The report also addressed areas where the University could improve both internal

controls and processes and communications and processes with their current and future banking supplier.

During the discussion the Committee noted that HSBC response had not been at the level that would have been expected given the level of holdings with the bank. It was also noted that the University would be moving to Lloyds and discussions had taken place in relation to their BACS controls to ensure that this situation did not reoccur. It was noted that the emails from the University to staff had been received positively by staff. The discussion also noted that the Treasury Team was small given the level of holdings that the University had across various banks and that the finance directorate was looking into areas that the team could be strengthened. The Committee also noted that the Audit and Risk Committee had discussed the issues and that the People and Organisation Development Committee and Court would also discuss the issue given the impact on all staff and also the reputational impact.

FC/2024/14. Investment Approval Pipeline

The Committee noted Paper 12 which provided an outline of the investment approvals coming forward.

FC/2024/15. Director of Finance report

FC/2024/15.1 Directors Update

GC also outlined the Director of Finance report and the following areas requiring a decision were discussed:

- Commercial residences – the committee noted the improved position on the occupancy for 2024/25 and break clauses for Sept 2025 should the University decided to action these.
- CBRE – the Committee noted that discussions were ongoing with the management team to try to resolve the ongoing issues.
- Finance Structure – it was reported that the role of Group Financial Controller role had been reinstated taking over the majority of the Deputy Directors previous responsibilities and was currently being recruited. A Director of Commercial Finance position has also been created which would provide oversight on the >£100m of revenue generated in commercial operations and would be the finance lead / business partner for SPID, Economic Development and Internationalisation.

A query was raised about the endowments as the income from these had continued to rise each year and a question was raised how the University was planning to use these funds. GC reported that both the capital and interest gained from the endowments were restricted funds, as they needed to meet the terms of the bequest. In some cases the capital could not be spent and most of the endowments had criteria which restricted the areas that they could be used for. The amount of interest earned had also increased recently due to higher than normal interest rates.

FC/2024/15.1 Socially Responsible Investment (SRI) Policy

GC reported that following the Court meeting in June 2024, it had been agreed that the University:

- Would undertake a full consultation with the University community on its Socially Responsible Investment Policy with a view to revising and strengthening it (this work should be completed as soon as possible and no later than November). The consultation would encompass the investments in specific sectors including the defence sector.

- Following Court's approval of the revised SRI Policy, the University would, if appropriate, re-tender that part of the University's fund management arrangements that still allowed investment in the defence sector (recognising that one part of the fund management arrangements was already held in funds which excluded investments in arms).
- Student representatives and the campus trade unions would be invited to join a task group which would shape the University's ongoing response to the humanitarian crisis in Gaza which included external experts.

It was agreed that the amended SRI Policy would be discussed at the next Committee meeting before a formal recommendation is made to Court in November 2024.

FC/2024/16. Table of Actions

Action	Date Due	Notes
Committee members to provide ongoing feedback in relation to the papers issued	Ongoing	Members of the committee
Refine the 6 month overview of the investment requests	March 2025	Executive Director of Finance
Benefits realisation update	November 2024	Executive Director of Finance
Recommended approval for the Keystone Business case to £315m	September 2024	Court
Approval for £0.57m for the Kelvin Essential Building works. Circulate details of the contingency.	September 2024	Executive Director of Estates
Approval for £1.4m for the Kelvin Firestopping works	September 2024	Executive Director of Estates
Approval for £23.7m for the NIIP. With formal reporting to Court.	September 2024	Head of Court Office
Detailed review of Project SIERRA	Spring 2025	Deputy Director of Finance
Approval of the TRAC Return for 2022/23	September 2024	Deputy Director of Finance
Review the Insurance provision Cyber Security and Property as required	November 2025	Deputy Director of Finance

FC/2024/17. AOB

The Committee discussed the items to be in the Court cover sheet and these were agreed.

FC/2024/17.1 Committee membership

The Committee noted that this would be Elspeth Orcharton last meeting as a Committee member as she would be stepping down on 30 September 2024 following 8 years as a Co-

Opted Member of Court. The Committee warmly thanked Elspeth for her contribution and dedication to the University and wished her well for the future.

FC/2024/17. Date of Next Meeting

The date of the next meeting was noted as 6 November 2024.

Court Context Card 25 September 2024 Report from Estates Committee	
Speaker	Mr Stuart Hoggan
Speaker role	Estates Committee Convener
Paper Description	Report from Estates Committee 27 August 2024
Topic last discussed at Court	Last report to Court was 18 June 2024
Topic discussed at Committee	Various
Court members present	Mr S Hoggan (Convener), Professor S Kennedy, Mr P Moran Ruiz, Mr C Kennedy, Professor T Brendle, Mr D Duncan
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	Various
Timing	Short, Medium and Long Term
Red-Amber-Green Rating	Not Applicable
Paper Type	Information
Paper Summary	<p>At the most recent meeting on 27 August, the Estates Committee:</p> <ul style="list-style-type: none"> - considered and approved the latest version of the Keystone Business Case, for onward transmission to Finance Committee and Court - approved the Estates Investment Plan for 2024/25, and - discussed an update on Sustainability. <p>The Committee also:</p> <ul style="list-style-type: none"> - approved the business case for additional funds of £570k for the Kelvin Building Essential Works - received a regular report on construction price inflation - considered an update on capital investment, a report on health and safety compliance, and the Estates risk register, and reviewed and revised its remit.
Topics to be discussed	
Action from Court	
Recommendation to Court	
Relevant Strategic Plan workstream	
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	
Demographics	
% of University	100% staff and students
Campus	Entire University Estate (all campuses)
External bodies	Glasgow City Council; external contractors
Conflict areas	Not Applicable
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	Building and Planning legislation
Equality Impact Assessment	On a building by building basis/by CapEx, where applicable
Suggested next steps	
Any other observations	

UNIVERSITY of GLASGOW
Estates Committee
Minute of meeting held in room 146, Clarice Pears Building
Tuesday 27 August 2024

Present: Mr. S Hoggan (Convenor), Mr. P Haggarty, Mr. G Caldow, Dr. D Duncan, Professor T Brendle, Mr. S Good, Mrs. L Hanna, Mr. C Kennedy, Professor S Kennedy

In attendance: Ms. N Cameron, Mr. C Ewing, Mr. A Griffin, Mrs. L Shaw, Mr. D Harty, Mr. S Baird, Mr. O Gibson, Mrs. S De Sykes, Ms. M Magee, Mr. R Yarr, Mrs. K Y Biggins (Clerk)

EC/2024/46 Apologies

Mr. Hoggan welcomed all and noted apologies received from Professor Muscatelli and Mr. McIntyre.

EC/2024/47 Declaration of Interests

There were no declarations made.

EC/2024/48 Minute of the meeting held on 15 May 2024

The Committee approved the minute as an accurate record.

EC/2024/49

(a) Action Tracker

29 Future Estates Committee Activity 2024 information - The Committee were asked to read and provide any comments to the Convenor/Exec Director of Estates. Ongoing.

(b) Future Estates Committee Activity

This was provided for comment outside the meeting.

EC/2024/50 Review of Committee Remit

Mr. Hoggan informed the Committee that it is standard practice to review governance annually and make necessary updates. Mr Haggarty indicated that a reference to the role of Deputy Chair is required and that the meeting cycle is incorrect and will be updated. Dr. Duncan noted that there are ongoing discussions about the relationships within governance meetings. Mr. Kennedy pointed out that his named role affects other opportunities. Dr. Duncan assured that this issue will be addressed as part of the ongoing review and that he will provide the necessary wording to reflect this change.

EC/2024/51 Keystone Business Case

Mr. Hoggan referenced the workshop held on Thursday 22 August. Formal approval is now required through the governance process. Mr. Caldow highlighted several key components, including growth, vacating buildings, and expanding the School of Engineering, which all aligned with strategic goals. Main actions remaining include further downside modelling, considering market collapse, estimating operating surplus, and inflation impact. Mr. Haggarty noted that the movement of construction prices is reflected in item 7 of the agenda, with a spike in prices observed. The focus is on target price and a guaranteed maximum price.

t.

The Sustainability Budget includes elements for capturing data and creating digital twins of new and existing buildings. We were meeting Scottish Gas to monitor and improve fuel consumption. The recent Energy Workshop considered opportunities estate-wide on focusing on equipment usage and data capture to inform future investment. We were tracking over 100 projects across various stages, with smaller interventions being more complex than new constructions. The Rankine Building has more failing components compared to other buildings of a similar age.

Mr Hoggan noted that the Investment Plan is approved.

EC/2024/53 Construction Inflation Report

Mr Haggarty noted that the paper 7 is for information and awareness as part of an annual update.

Construction companies account for 18% of company failures. This information is being used to inform our discussions around Keystone. Professor Kennedy queried whether the Henshaw failure impacted us and Mr. Haggarty noted that this was procured via MPX - existing guarantees will sit with the parent company.

EC/2024/58 Sustainability Update

Mr. Yarr presented paper 8.

The sustainability team is focusing on governance with a four-tier approach.

There is a large volume of ongoing projects, and the governance process is improving. Engaging staff, stakeholders, external stakeholders and students is key. A new Estates Sustainability Programme Board has been established. We were embedding sustainability in project and maintenance teams. We were developing a cost per tonne of lifetime metric to evaluate project payback. A snapshot of ongoing projects is provided.

The focus was on how to tackle buildings and prioritise works, with an emphasis on collaborative efforts. New legislation from the Scottish and UK governments will change statutory reporting requirements, marking a significant step change.

Mr. Kennedy noted the importance of staff and student buy-in and understanding the impact of interventions, noting that simple measures like covering the swimming pool can save money and reduce carbon emissions. Collective support from the Senior Management Team is required to initiate these efforts. We were monitoring energy use on campus, including travel and offsetting when the footprint can no longer be reduced. Mr. Good emphasised viewing offsetting as a last resort.

All decisions are considered through the lens of sustainability and net zero. Robust communications from the Senior Management are essential. No-cost, low-cost and higher-cost interventions are being considered.

Digital Twin creation and meaningful data is required to allow progress. Metering is a soft cost but essential for change. A financial support mechanism is required for the sustainability team. Mr. Caldwell noted that business cases are required to progress plans. A visible dashboard will help track progress. Proposals will come forward via the Board.

EC/2024/59 Kelvin Building Essential Works

Mrs De Sykes presented paper 9.

The paper requested approval of additional funds of £570,000 (inclusive of VAT) to improve building accessibility.

Front Entrance and Additional Lifts: enhancing accessibility. New Link Bridge: allowing access from Professor Square. Replacement of Fire Doors: ensuring safety and compliance.

Works are progressing with Taylor and Fraser. Electrical Distribution Boards: £53,000 for redevelopment. Room 105 Radiation Protection Services: £63,000 for additional sanflow. Groundwater Damage and Dampness: programme change from November to April. Bridge Redesign: revisit required for fire escape and strategy due to material concerns, leading to additional costs. Construction Works: approval for additional construction works. Contingency Replenishment: request to replenish contingency funds, amounting to 10% of the overall project value.

Mr Hoggan noted that this was approved.

South Park Terrace approval is required out-of-cycle. £1.226m is requested. Time is of essence as the contractor is on site.

Mr. Hoggan noted that this approach was approved.

EC/2024/60 Executive Director of Estates Report

Since the last Committee in May 2024 the focus within the Directorate has been on:

- 1.1 Keystone Stage 4 design development and Target Price procurement activities
- 1.2 Keystone enabling works
- 1.3 BRF/Matrix design development
- 1.4 Workspace 2030 University Services
- 1.5 Innovation design development (Plot J)
- 1.6 Residential design development (Plot E)
- 1.7 Facilities Management Contract
- 1.8 Construction Framework Renewal tender process
- 1.9 Lead Advisor Consultants Contract Renewal.

Library annex works are delayed due to Henshaw contractor failure. The recent news report of fire overnight in London brings this into focus. Hillhead Street options appraisal has been undertaken and will be subject to discussions with Glasgow City Council Planning. Vet pathology will be facilitated via 4 sub-projects and submitted to Investment Committee on 2 September 2024.

Compliance Team recruitment has been successfully completed. Head of Technical services interviews are taking place 18 September 2024.

The spring and summer exam diet was successfully completed and graduations were very well supported by the FM Team.

Estate was closely working with the Procurement Team on the lift tender and contract.

The Comms and Engagement team are finalists in the Institute of Internal Communications Awards.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Professor Brendle mentioned the decision to remove janitors from buildings, resulting in a loss of service. Some staff remain in service and work across zones, retaining the corporate memory. Mr. Haggarty acknowledged inefficiencies existed in the former model. Mrs. Hanna felt that this is a performance management issue and that empowerment issues exist. Mr. Haggarty noted that the end-user experience needs improvement.

David Hall was now confirmed in post as Director of Projects and Scott Baird as Head of Projects.

EC/2024/61 Estates Risk Register

Ms. Magee joined to present item 11.

The new format had been launched over summer period. This format is being reviewed and feedback is sought. Lack of available and appropriate teaching space remains high whilst stable. Procurement of CMIS system and risk of failure is at high impact and stable. Professor Kennedy queried RAAC risk being high as our exposure is considered low. Mr. Haggarty confirmed residual risk is lower and structural engineers are on site during this week. The Committee are content with risks listed for Estates. Mrs. Hanna queried SMG risk appetite. Mr. Caldow noted the document exists that has risk appetite incorporated and he will share and check that this is also on the system.

EC/2024/62 Safety and Compliance Report

Mr. Harty referenced item 12.

There are signs of DWB cultural piece developing and initiatives will be reported in future.

A safety forum was held on 19 August 2024. A performance structure and governance was in place. Inspections and audits were robust with a full Compliance team in place. Issues that have arisen are relatively minor and where possible corrected at time of finding. Supporting projects with fire safety works and mitigation plans are put in place. HSE visits are in place with a proven track record of management processes. Safety champions help develop the cultural piece. There are a number of workstreams in place re CBRE campus works.

EC/2024/63 Investment Projects Update

Mr. Baird referenced item 13 noting that the report provided is June 2024 and key data have since been updated.

There are circa 115 projects live in period. £19.1m higher in projects, contingency movements reduced by £9.3m.

Pathology suite status is currently red. ARC £0.8m higher due to retention adjustment increase. PDMS £0.5m higher due to retention adjustment increase. No impact to overall project spend. Infrastructure £0.5m lower; forecast reduced as retention expected to be paid early FY24/25. Other Movements £0.6m lower in current year.

Pathology post-mortem is being retendered. Computing science growth and Kelvin Essential works – reset in next reporting period. Outpatient Building Church Street discussions are ongoing.

Mr. Hoggan noted that the annual underspend position will be reviewed at next reporting period.

Professor Kennedy queried whether Tennant building is listed. Mr. Haggarty confirmed this and advised that if Keystone and residencies progress, opportunities exist to utilise as temporary accommodation for contractors, supporting its preservation. Mrs. Hanna queried timing around decisions in relation to Church Street; Ms. Cameron advised this was anticipated at the end of August but is expected to be delayed.

EC/2024/43 Investment under delegation

Mr. Haggarty referenced item 14a which has been provided for noting.

EC/2024/43 AOB

Mr. Hoggan advised that it is practice for a self-evaluation exercise to be carried out by other Committees. A form has been designed and will be shared with the Committee.

Mr. Hoggan reminded the Committee all discussions held during the session were confidential.

EC/2024/45 Schedule of Meetings for 2024/25

Friday 25 October 2024 - 9.30am - 12.30pm
Tuesday 14 January 2025 - 9.30am - 12.30pm
Wednesday 12 March 2025 - 9.30am - 12.30pm
Wednesday 21 May 2025 - 9.30am - 12.30pm

Court Context Card 27 September 2023 - Audit & Risk Committee Report

Speaker	Elspeth Orcharton	
Speaker role	Audit & Risk Committee Chair	
Paper Description	Minute of Committee meeting 27 August 2024	
Topic last discussed at Court	Last Audit & Risk Committee report June 2024	
Topic discussed at Committee	See paper summary section.	
Committee members on Court who were present at meeting	Elspeth Orcharton, Professor Sarah Armstrong, Stuart Hoggan, Lorraine McMillan	
Cost of proposed plan		
Major benefit of proposed plan		
Revenue from proposed plan		
Urgency	Low	
Timing	NA	
Red-Amber-Green Rating	Green	
Paper Type	Information;	

Paper Summary

The Committee noted that the pre-meeting briefing had been a presentation on Fraud Prevention Measures.

The Committee approved the appointment of Martin Sinclair as the Chair of the Committee and a recommendation would be made to the Nominations Committee and Court.

The Committee noted the Terms of Reference and approved the Annual Business cycle.

The Committee received a presentation by Gregor Caldow, Executive Director of Finance on the updated Risk Register. The Committee requested the Annual Risk Update included the sources and landscape of risks considered and on which it was based and GC agreed to include details. Subject to that, the Committee approved the Annual Risk Update and Risk Register and it was noted that it would be submitted to the next Court meeting in September for formal approval. **See Item 5 - Risk Register on the Court Agenda**

KPMG advised that the outstanding actions list had increased by 19, with 76 outstanding recommendations. The number of actions completed since the last meeting was 15. The Committee received internal audit reports – Core Financial Controls: Treasury Management, Data and Analytics Framework, Data Retention for HR System Records, Operational Risk Management, Service Excellence Project Advisory Report.

The Committee recieved the Internal Audit report for 2023/24 from KPMG and noted that for the 14 reviews completed in 2023/24: 3 were green; 4 were green-amber; 5 were amber-red; and two were advisory reports. The internal auditors had issued an annual report for 2023/24, which included an opinion on the adequacy and effectiveness of governance, risk management and control, and of the University’s economy, efficiency and effectiveness (value for money) arrangements. The opinion was based on an assessment of the design and operation of the underpinning aspects of the risk and assurance framework and supporting processes; an assessment of the range of individual assurances arising from their risk-based internal audit assignments that have been reported throughout the period. This assessment has taken account of the relative materiality of these areas; and an assessment of the process by which the university has assurance over the registration requirements of its regulator(s).

The opinion for 2023/24 was that significant assurance with minor improvement opportunities could be given on the overall adequacy and effectiveness of the organisation’s framework of governance, risk management and control.

During the discussion the Committee noted that when reflecting on the range of internal audits undertaken in the year, as well as those specifically referenced above, KPMG have not noted any control deficiencies which prevented them from issuing an overall ‘significant assurance with minor improvement opportunities’ conclusion. The University Risk Register reflects the University’s key objectives and risks and is regularly reviewed. The Court reviewed the Risk Register on a regular basis and the Audit & Risk Committee reviews whether the University’s risk management procedures are operating effectively.

The Committee received the internal audit for the Keystone Business Case and noted that all the recommendations had all been completed.

The Committee noted that the External Audit had recently started and no concerns were raised at this stage. The External auditors would provide a full report to the next meeting in November 2024.

Other areas discussed included the BACS Staff Pay issues, Corporate Structure, UCAS data breach, Auditor Appointments and Accounting Changes.

Topics to be discussed	As Court wishes
Action from Court	To note the Internal Audit Annual report outcome of ‘Significant assurance with minor improvement opportunities(amber-green)
Recommendation to Court	To note the report

Relevant Strategic Plan workstream	
Most relevant Primary KPI it will help the university to achieve	
Most relevant Secondary KPI it will help the university to achieve	
Risk register - university level	
Demographics	
% of University	100% Cross University application on several items
Operating stats	
% of	100% operating stats per UoG accounts
Campus	All
External bodies	
Conflict areas	None Highlighted
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	Accounting regulations incl FRS102; Statements of Recommended Practice (for audits)

Equality Impact Assessment	
Suggested next steps	N/A
Any other observations	

**UNIVERSITY OF GLASGOW
Audit & Risk Committee**

**Draft Minute of Meeting held on Wednesday 6 September 2024
In the Melville Room**

Present:

Elspeth Orcharton (Chair), Professor Sarah Armstrong, Stuart Hoggan, Vincent Jeannin, Iain Mackenzie, Lorraine McMillan, Lesley Newdall, Martin Sinclair

In attendance:

Dr David Duncan, COO & University Secretary, Gregor Caldw, Executive Director of Finance, Craig Chapman-Smith, Director of Strategy Implementation and Risks, Angus Ross, Deputy Director of Finance, Neil Thomas (KPMG), James Lucas (KPMG) Carys Ross (KPMG), Matthew Hall (PwC), Amber Higgins (Clerk), Jane Hoey, Head of Risk (Observer)

Apologies: Professor Sir Anton Muscatelli

AUDIT/2024/01. Welcome and Briefing

The Chair welcomed Lorraine McMillan Co-opted member of Court and Jane Hoey, Head of Risk to the meeting.

The Committee noted that the pre-meeting briefing by Jane Hoey, Head of Risk had been on Fraud – prevention and detection control measures . The presentation covered:

1. The approach to counter fraud – governance, awareness and education along with mitigation and control measures
2. Counter Fraud Framework
3. Prevention and detection controls for non-academic areas
4. Fraud incidents for 2022 and 2023 – 3 reported cases in 2023
5. The current financial control and fraud risk
6. Examples of high level operating controls

During the discussion the committee queried if all the incidents of fraud were being recorded/identified as the numbers reported seemed to be extremely low given the size and scale of the organisation. It was noted that the sector often shared lesson learned from other incidents of fraud and that the banks also shared information and had measures on place to prevent fraud.

The Committee noted that the Anti-Bribery Policy was due to be reviewed and that it would be discussed at a future meeting.

ACTION Clerk/Head of Risk

The Committee thanked Jane Hoey for the update.

AUDIT/2024/02. Declarations of Interest

There were no declarations of interest.

AUDIT/2024/03. Minutes of the meeting held on 15 May 2024

The minutes were approved.

AUDIT/2024/04. Matters Arising

No substantive matters were raised.

AUDIT/2024/05. Audit and Risk Committee Business

05.1 Chair of the Audit and Risk Committee

The Chair reported that her term of office on Court was due to end on 30 September 2024 and that following discussion it was suggested that Martin Sinclair take on the role of Chair of the Committee.

The Committee approved the appointment of Martin Sinclair as the Chair of the Committee and a recommendation would be made to the Nominations Committee and Court.

ACTION Clerk

05.2 Audit and Risk Committee Terms of Reference

The Chair outlined the current Terms of Reference. During the discussion it was noted that the Whistleblowing Procedures should be reviewed and the possibility of an online report form be developed for the webpage. It was also noted that it was important that the Committee received all the reports and updates as outlined in the ToR.

The Committee approved the Terms of Reference.

ACTION Clerk

05.3 Audit and Risk Committee Annual Business

The Chair outlined the Annual Business cycle. The Committee approved the Annual Business cycle following minor modification.

05.4 Audit and Risk Committee Self Assessment

The Chair outlined the Self Assessment which had been recently completed. The Committee noted that it would be more effective and have greater oversight if it could see other assurance reports/audits performed in the university by other bodies/regulators and it was agreed that the University Secretary would look into this.

ACTION Clerk/DD

05.5 Audit and Risk Committee Non-Audit Services Policy

The Committee noted the Non-Audit Services Policy which was approved following minor amendments.

ACTION AR

AUDIT/2024/06. Management update

06.1 Audit-related policies/information for Committee

DD advised the Committee that there were no substantive changes to audit-related policies at the time of the meeting.

It was reported that the policy on the disclosure of criminal convictions was being reviewed following recent guidance from the Scottish Government.

It was agreed that the recent report into the fraud in Malawi would be circulated to Committee.

06.2 Return to Campus

DD updated the Committee on the Student numbers for 2024/25 which looked positive but confirmed numbers would not be known until towards the end of October when registration would be completed. It was also expected that the number of voids in student accommodation would be lower than last year and that the break clauses would be reviewed later in the year.

06.3 Payroll issues

The Committee received a report which considered the circumstances surrounding the decision to make an additional salary payment to University of Glasgow staff on the 28th June 2024 due

to the failure of the normal intended BACS payment to meet the required payment date. The report also addressed areas where the University could improve both internal controls and processes and communications and processes with their current and future banking supplier.

During the discussion the Committee noted that HSBC response had not been at the level that would have been expected given the level of holdings with the bank. It was also noted that the University would be moving to Lloyds and discussions had taken place in relation to their BACS controls to ensure that this situation did not reoccur.

It was also reported that recent internal audits had not looked at this specific area and would have been unlikely to have raised concerns as a review of the BACS limit was planned in the near future. The Committee agreed that the best course of action was to ensure that the documentation in relation to the controls and checks of BACS were updated and that a future internal audit could review the core financial controls if felt necessary. The Committee also noted that the Finance Committee, People and Organisation Development Committee and Court would also discuss the issue given the impact on all staff and also the reputational impact. An unannounced site visit had been made by the Home Office in relation to its licences and the report will be published on Sharepoint for Committee members.

A question was asked about progress on preparation of an overall assurance map and DD agreed to progress this.

ACTION DD

AUDIT/2024/7. Risk Register – Strategic Risk Summary

The Committee received a presentation by Gregor Caldw, Executive Director of Finance and Craig Chapman-Smith, Director of Strategy Implementation and Risks on the updated Risk Register for 2024/25. It was noted that over the last 12 months work continued embedding and implementing the Risk Management Framework at the College and School level. It was noted that SMG regularly review the Risk Register which was continuously updated.

During the discussion it was noted that it was important to have the right balance between the detailed risk register and ensuring that the actions were being delivered as part of good management practices.

Subject to the report being updated to draw out the SMG discussions, the Committee approved the Annual Risk Update and Risk Register and it was noted that it would be submitted to the next Court meeting in September for formal approval.

ACTION GC/CCS

AUDIT/2024/8. Internal Audit Update

08.1 Internal Audit Update Report - Implementation of Outstanding Recommendations

The update on implementation actions was noted. KPMG advised that the outstanding actions list had increased by 19, with 76 outstanding recommendations. The number of actions completed since the last meeting was 15. The Committee noted that of the 60 actions in the tracker 41 actions were not due and 19 action was overdue but management had requested an extension to the deadline.

The Committee noted the number of overdue had increased since the last meeting and it was important that these were actioned as soon as possible. KPMG reported that management were supportive if any difficulties arose whilst trying to close of actions.

The Committee agreed that it would be beneficial to see the aging profile of the actions to ensure that any actions with a high risk profile were not being reset with a new completion

date with no oversight from the Committee.

The Committee noted that there had been a total of £82,746 non-audit fees from 1 August 2023 to 31 July 2024 which was within the Non-Audit Services Policy.

08.2 Internal Audit Update Report

08.2.1 Internal Audit Update Progress Report – Activity up to September 2024

The Committee noted the report prepared by KPMG which outlined the progress against the 23/24 internal audit plan. As at September 2024, 14 of the 15 planned audits had been completed, with 1 review being performed as part of the 2024/25 audit plan.

08.2.2 Core Financial Controls: Treasury Management Internal Audit Report

This review was undertaken as part of the 2023/24 internal audit plan approved by the Audit and Risk Committee. The internal audit reviewed the extent to which the University had identified appropriate controls within the University's Treasury Management Policy and whether there was subsequent oversight, monitoring and reporting provided through the University's Treasury governance mechanisms. KPMG also assessed whether the University had considered compliance with counter-party requirements, loan covenants and the amount of cash available within cashflow forecasting.

During the discussion the Committee noted the issues around the BACS payment which had not been in the scope of this audit and it was agreed that KPMG and senior management would review cycle of internal audits to ensure that any key areas that could have a significant impact would be considered i.e. staff pay.

ACTION KPMG/GC

A number of areas of good practice had been identified and there were four low-risk findings. The Committee noted that the report was classified as a significant assurance (Green) risk overall and noted the recommendations.

08.2.3 Data and Analytics Framework Internal Audit Report

This review was undertaken as part of the 2023/24 internal audit plan approved by the Audit and Risk Committee. The audit assessed the design of Phase 1 of the Framework by undertaking a gap analysis of its contents based upon good practice identified in similar frameworks at comparable institutions. KPMG also evaluated the delivery of Phase 1 of the Framework, including the proposed allocation of resources. This had involved conversations with management to establish whether there was sufficient resource available to deliver activities whilst continuing to deliver business as usual (BAU).

A number of areas of good practice had been identified and there were four medium-risk findings and there was also one low-risk finding. The Committee noted that the report was classified as partial assurance with improvements required (Amber/Red) risk overall. The Committee noted the report and the recommendations.

08.2.4 Data Retention for HR System Records Audit Report

This review was undertaken as part of the 2023/24 internal audit plan approved by the Audit and Risk Committee. The audit assessed the HR systems data retention policies and procedures, the operating effectiveness of the processes within these and key roles and responsibilities for personal data management. KPMG also considered how data records were maintained locally within the Colleges and Schools.



A number of areas of good practice had been identified and there were four medium-risk findings along with one low-risk finding. The Committee noted that the report was classified as partial assurance with improvements required (Amber/Red) risk overall. The Committee noted the report and the recommendations.

08.2.5 Operational Risk Management Internal Audit Report

This review was undertaken as part of the 2023/24 internal audit plan approved by the Audit and Risk Committee. The audit reviewed considered the design and operating effectiveness of the Risk Management Policy and Framework (the Policy) as applied at the University Services Leadership Teams and Project/Programme Boards. KPMG considered the consistency of practices exercised across the different teams and boards sampled within their testing.

A number of areas of good practice had been identified and there were three medium-risk findings, along with two low-risk findings. The Committee noted that the report was classified as partial assurance with improvements required (Amber/Red) risk overall. The Committee noted the report and the recommendations.

08.2.6 Service Excellence Project Advisory Report

This review was undertaken as part of the 2023/24 internal audit plan approved by the Audit and Risk Committee. The audit conducted a high level review of the Service Excellence programme at the University. The aim of the project is to standardise the activity undertaken, and the services offered by different professional services teams which sit within different College's across the University. Due to the early stage of the programme, KPMG had performed the review on an advisory basis, and as such no assurance rating had been assigned and the findings had not been assigned risk ratings.

A number of key findings had been identified along with a number of areas of good practice. The Committee noted the report and the recommendations.

08.3 Internal Audit Annual Report 2023/24

The Financial Memorandum between the Scottish Funding Council and Higher Education Institutions required that the Head of Internal Audit provide a written report and annual internal audit opinion to the institution's Audit and Risk Committee and that a copy be sent to the Scottish Funding Council. As such, the report presented the internal auditors' view on the adequacy and effectiveness of governance, risk management and control; and economy, efficiency and effectiveness (value for money) arrangements. This was achieved through a risk-based plan of work, agreed with management and approved by the Audit and Risk Committee.

For the 14 reviews completed in 2023/24: 3 were green; 4 were green-amber; 5 were amber-red; and two were advisory reports. The internal auditors had issued an annual report for 2023/24, which included an opinion on the adequacy and effectiveness of governance, risk management and control, and of the University's economy, efficiency and effectiveness (value for money) arrangements. The opinion was based on an assessment of the design and operation of the underpinning aspects of the risk and assurance framework and supporting processes; an assessment of the range of individual assurances arising from their risk-based internal audit assignments that have been reported throughout the period. This assessment has taken account of the relative materiality of these areas; and an assessment of the process by which the university has assurance over the registration requirements of its regulator(s).

The opinion for 2023/24 was that significant assurance with minor improvement opportunities could be given on the overall adequacy and effectiveness of the organisation's framework of governance, risk management and control.

Opinion on risk management, control and governance for the period 1 August 2023 to 31 July 2024

KPMG provided an assurance rating of 'Significant assurance' (green) for their review of Core Financial Controls which focused on the processes and controls relating to the Treasury Management process. The testing found that controls in these areas were generally well designed and operating effectively with some low risk exceptions noted in relation to the formal approval of the Treasury Management Policy; review process for online bank approvers; quality of treasury action plans; and the formal defining of the Cash Investment sub-committee.

KPMG provided an assurance rating of 'Partial assurance with improvements required' (amber-red) for the audit of the Operational Risk Management process. This review considered the design and operating effectiveness of the Risk Management Policy and Framework as applied at the University Services Leadership Teams and Project/Programme Boards level. The testing identified operating effectiveness issues and inconsistencies in the application of key controls including inconsistencies in the format of risk registers and a lack of formal risk register review in line with required frequencies. KPMG also identified that annual reviews are also not conducted for the risk registers at this level due to insufficient senior risk management resource. The findings and assurance rating of this report were in line with management's expectations given the University's maturity in relation to risk management with significant enhancements having been, and continuing to be, made to the strategic risk management process and ongoing development of risk management processes at an operational level.

As part of producing their year end opinion, KPMG have reflected on the findings of this audit combined with the overarching assessment of risk management at the University based on evidence from a range of other audit reports, the ongoing engagement with management and the attendance at and observation of risk management activities as part of Audit & Risk Committee meetings. KPMG are therefore comfortable that the 'Partial assurance with improvements required' rating in relation to operational risk management does not on its own prevent them from issuing a more positive annual opinion.

KPMG are required to provide an opinion on the design and operation of controls throughout the year, and have concluded 'Significant assurance with minor improvement opportunities(amber-green) can be given on the overall adequacy and effectiveness of the organisation's framework of risk management, control and governance.

Opinion on value for money for the period 1 August 2023 to 31 July 2024

KPMG consider that the University has adequate and effective arrangements to achieve economy, efficiency and effectiveness. During the course of their work, KPMG identified areas where they believe that the University could improve value for money arrangements, and reported these to management in the assignment reports. The review of 'Estates "Core" Projects Contract Management' identified that a Framework is in place to aid value for money in contracts for core estates projects. KPMG did identify areas for improvements regarding the implementation of KPIs to measure the performance of suppliers which would help to assess value for money. The overall conclusion for this review was 'Significant assurance with minor improvement opportunities' (amber-green).

In KPMG 'Information Services Investment Plan' audit, they raised minor improvement points relating to improved oversight of staff resourcing across IS projects and the need to periodically review upcoming projects to ensure they remain a priority for the University. The

implementation of these actions will help to ensure investment into new IS projects is protected and appropriately utilised. KPMG provided an assurance rating of 'Significant assurance' (green) for this review.

KPMG have not made findings in the course of their work that would lead to them significantly questioning the overall arrangements in place at the University to secure value for money in the use of resources. KPMG overall conclusion on value for money arrangements is 'significant assurance with minor improvement opportunities' (amber-green).

Opinion on data quality for the period 1 August 2023 to 31 July 2024

In 2023/24 KPMG considered data quality arrangements through the 'Data and Analytics Framework' review. The University has developed a Data and Analytics Framework with the aim of reducing the complexity of data held across the University in order to make working with data more efficient. Whilst KPMG found the Framework to be generally well designed, further work is required to set clear timescales for the delivery of key activities and ensure delivery responsibilities are effectively communicated to relevant staff. KPMG also identified that there was weak processes for monitoring and reporting on progress as a formal governance structure had not been formally defined. KPMG provided an assurance rating of 'Partial assurance with improvement required' (amber-red).

The findings of this review have been used to support KPMG overall conclusion on data quality arrangements as 'partial assurance with improvement required' (amber-red).

Conclusion

During the discussion the Committee noted that when reflecting on the range of internal audits undertaken in the year, as well as those specifically referenced above, KPMG have not noted any control deficiencies which prevented them from issuing an overall 'significant assurance with minor improvement opportunities' conclusion. The University Risk Register reflects the University's key objectives and risks and is regularly reviewed. The Court reviews the Risk Register on a regular basis and the Audit & Risk Committee reviews whether the University's risk management procedures are operating effectively.

The Committee expressed its thanks to KPMG and all the staff involved, for their work in relation to the internal audits.

08.4 Keystone Business Case Internal Audit Report

This review was undertaken as part of the 2024/25 internal audit plan approved by the Audit and Risk Committee. The audit conducted a review of the draft Keystone Business Case at a point in time, while it was under development for presentation to Court in September 2024. KPMG recognised that the document was a work in progress at the time of audit and there were 'live' edits being made as their work progressed. KPMG's internal audit was performed at this time at the direct request of management, to allow for independent scrutiny prior to presentation to Court.

A number of areas of good practice had been identified and there were three medium-risk findings, along with one low-risk finding. The Committee noted that the report was classified as significant assurance with minor improvement opportunities (Amber-Green) risk overall. The Committee noted the report and the recommendations.

It was agreed that the audit report would be shared with the Finance and Estates Committees. The Committee also noted that all the recommendations within the report had all been completed.

AUDIT/2024/9. External Audit

The Committee noted that the External Audit had recently started and no concerns were raised

at this stage. The External auditors would provide a full report to the next meeting in November 2024.

The Committee noted that there had been a total of £163,500 non-audit fees from 1 August 2023 to 31 July 2024 which was within the Non-Audit Services Policy.

AUDIT/2024/10. Corporate Structure

Details of the updated corporate structure had been provided and were noted.

AUDIT/2024/11. Accounting Changes

Details of the updated accounting changes had been provided and were noted.

AUDIT/2024/12. Any Other Business

12.1 UCAS

The University Secretary reported that there had been a minor breach of the embargo in relation to UCAS data and students being informed that they had been accepted onto a degree programme before the agreed deadline. It was noted that this was due to human error which has been reported to UCAS and a lessons learned exercise was being undertaken.

12.2 Pre-meeting Topics

The Committee noted the topics listed and agreed that AI and Project SEIRRA should be added to the list. The new Chair of the Committee would agree with management shortly the topic for the next pre-meeting briefing.

ACTION Chair

12.3 Auditors Appointment

It was agreed that the appointment process for the Auditors would be discussed at the next meeting.

12.4 Chair of ARC

The University Secretary noted that Elspeth Orcharton, Chair of Audit and Risk Committee would be stepping down at the end of September 2024 following 8 years on the University Court as a Co-opted member of Court. Elspeth had attended the Audit and Risk Committee from Oct 2021 and had taken over as the chair from the end of March 2022. The Committee thanked Elspeth for all her hard work as the Chair of the Committee and wished her all the best for the future.

AUDIT/2024/13. Date of Next Meeting

The Committee noted the date for the next meeting was Wednesday 30 October 2024.

Court Context Card 25 September 2024 - Minutes from Information Policy and Strategy Committee on 30 August 2024

Speaker	Professor Frank Coton, Senior Vice-Principal and Deputy Vice-Chancellor (Academic)	
Speaker role	IPSC Chair	
Paper Description	Minutes of Meeting on 30 August 2024	
<i>Topic last discussed at Court</i>		
<i>Topic discussed at Committee</i>	See summary below	
<i>Court members present</i>	B Wood, P Moran Ruiz	
<i>Cost of proposed plan</i>		
<i>Major benefit of proposed plan</i>		
<i>Revenue from proposed plan</i>		
<i>Urgency</i>		
<i>Timing</i>		
<i>Red-Amber-Green Rating</i>		
<i>Paper Type</i>	For Information	
<i>Paper Summary</i>	<p>IPSC reviewed the Committee's Terms of Reference and agreed they would remain unchanged for the 2024/25 academic year.</p> <p>IPSC focused on cyber security, noting improved balance between prevention activities and business continuity discussions, leading to increased awareness and engagement. Key progress included near completion of a mandatory awareness-raising course for all staff and recruitment of new team members.</p> <p>With B Wood as chair for the item, IPSC considered the updated Business Case for the Network Infrastructure Investment Programme. [REDACTED]</p> <p>IPSC noted the Project Eos Update, highlighting the management of 17,131 devices and 100% service adoption in several areas. A five-stage process was proposed to help schools adopt EUC services, and budget estimates emphasised the need for better asset registers and a standard four-year refresh cycle. The discussion concluded with a consensus on clear policies and collaboration with HR and Finance for successful implementation.</p> <p>The Director of IT provided an update from IT Services, highlighting the University's dependency on Microsoft and a strategic shift towards AI products. Key updates included the firewall cutover, the launch of Information As A Service, and ongoing campus migrations. Challenges such as recruitment were noted, along with progress on the Eos project and a modernised student enrolment interface.</p>	
<i>Action from Court</i>	As Court Wishes	
<i>Recommendation to Court</i>	To note and discuss as required	
	To note	
<i>Relevant Strategic Plan workstream</i>	Community, Connectivity, Challenges	
<i>Most relevant Primary KPI it will help the university to achieve</i>	Enables all KPI's	
<i>Most relevant Secondary KPI it will help the university to achieve</i>		
<i>Risk register - university level</i>	Risk SMG014 Technology Strategy; Risk SMG015 IT Security, [Risk 006 Student Experience; Risk 012 Campus Development Programme]	
<i>Demographics</i>		
<i>% of University</i>	100% of staff and students	
<i>Operating stats</i>		
<i>% of</i>	N/A	
<i>Campus</i>	All	
<i>External bodies</i>		
<i>Conflict areas</i>		
<i>Other universities that have done something similar</i>		
<i>Other universities that will do something similar</i>		
<i>Relevant Legislation</i>		
<i>Equality Impact Assessment</i>		
<i>Suggested next steps</i>		
<i>Any other observations</i>		

University of Glasgow

Information Policy and Strategy Committee

Minute of Meeting held on Friday 30th August 2024 at 14:00 on Zoom

Present: Frank Coton (Chair for items 1-5, 7-13), Susan Ashworth, Gregor Caldow, Paula Donoghue, David Duncan, Billy Howie, Mark Johnston, Alun McGlinchey, Pablo Moran Ruiz, Kenneth Robertson, Bethan Wood (Chair for item 6)

Attending: Jennifer Davies (for item 7), Hayley Jenkins (for Nina Dougals), Peter Mitchell (for item 7), Michael Thomas (for item 7), Alasdair Thomson, Andrea Roy (Clerk)

Apologies: Nina Douglas, Laic Khalique, Chris Pearce, Philippe Schyns

1 Minutes of the previous meeting

The minutes of the previous meeting held on 16th May 2024 (Paper 1) were accepted as an accurate record.

2 Matters arising and review of actions

The IPSC Action Tracker (Paper 2) was reviewed.

- **University dependency on Microsoft:** Mark Johnston (MJ) agreed to update on this in his report under item 8.

There were no further matters arising.

3 Terms of Reference – annual review

Frank Coton (FC) advised that at the start of each academic year, every committee reviews their Terms of Reference (TOR), included in the paperwork as Paper 3. IPSC discussed whether the TOR accurately represent the business of the IPSC. After consideration, IPSC agreed to keep the TOR as they are.

FC enquired about the status of Court representation at IPSC. David Duncan (DD) responded that discussions were ongoing with one Court member, and a decision on the replacement member was expected soon. DD is progressing this.

4 Format of future meetings

IPSC has successfully conducted both hybrid and online meetings, with external members joining remotely and University staff attending in person. The committee discussed whether to continue with purely online meetings or to mix them with face-to-face sessions.

FC expressed reluctance to have all meetings face-to-face, acknowledging the inevitability of some online meetings. Kenny Robertson (KR) felt a mix of online and in-person meetings would be more beneficial. Paula Donoghue (PD) agreed, noting the importance of engagement. Gregor Caldow (GC) and DD echoed these sentiments, highlighting the effectiveness of online meetings and the added value of in-person interactions.

FC proposed holding the next meeting online and planning future meetings on campus, with ample notice. GC suggested combining meetings with facility tours, and KR and Susan Ashworth (SA) supported offsite visits to other organisations for broader perspectives. PD offered to host in Glasgow, and KR in Microsoft's London office. FC concluded by suggesting a plan for online meetings followed by face-to-face sessions in Glasgow, incorporating offsite visits to enhance variety and engagement.

5 Information and Cyber Security

DD and Alun McGlinchey (AM) presented the Cyber Security Report (Paper 4), noting that the

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

6 Network Infrastructure Investment Programme – Refreshed Business Case request for approval

Bethan Wood (BW) assumed the role as chair for this item to avoid a conflict of interest in FC's capacity as Chair of the Project Board. Alasdair Thomson (AT) was in attendance to speak to the updated Business Case for the Network Infrastructure Investment Programme (Paper 5).

AT presented the history and main drivers of the network programme, emphasising the growing number of devices, poor Wi-Fi coverage, and increasing cyber threats. These drivers remain relevant today. Capita won the competitive tender for Phase 4, which successfully piloted four buildings, showing significant Wi-Fi improvements. Extensive surveying work created a comprehensive database of network nodes and buildings.

Phase 5's scope and approach were discussed, highlighting the lessons learned from Phase 4. The pilot buildings provided valuable cost data and insights, which informed a complex estimation model for the Phase 5 rollout. Collaboration with Estates was noted as crucial, and stakeholders are comfortable with the methods being used. The programme is moving towards treating network engineering as more of an estates discipline.

Approval was sought for progression to Phase 5 of the Networking Programme amounting to £23.7m in incremental funding for an 18-month rollout to March 2026. The importance of avoiding unnecessary cabling and focusing on Wi-Fi was stressed, as cabling can significantly increase costs. Real-time performance monitoring and data-rich insights were highlighted as essential for ongoing network management. Cisco Catalyst Centre will provide the ability to deploy synthetic devices for real-world data observation.

Challenges include coordinating access with building stakeholders and managing Capita's capacity to scale their teams. The proposal was approved, with a suggestion to provide an update on network performance monitoring measures in future IPSC meetings – need to consider how that monitoring should be done. The importance of maintaining a real-time view of network performance to avoid future issues was emphasised. The discussion concluded with a consensus on the need for a disciplined approach to avoid unnecessary costs and ensure the programme's success.

7 Project Eos – Progress Update

FC resumed the role of Chair for this item onwards.

Mike Thomas (MT), Peter Mitchell (PM) and Jennifer Davies (JD) attended to present the Project Eos Progress Update (Paper 6 and supporting documentation as Papers 6a-6e).

The Eos project continued to expand, managing 17,131 devices, including 1,682 My-Mac devices. Service adoption reached 100% in Arts, Social Sciences, MVLS, and University Sciences, with tailored approaches needed for schools within Psychology and CoSE. A five-stage process was proposed to help schools adopt EUC services, focusing on provision, access to local resources, gaining agency, and testing user adoption and interoperation.

Budget estimates highlighted the complexity of managing equipment procurement centrally, with a need for better asset registers and historic data. Eos will fund one mobile device, a bag, and a headset for each user, with no budget for home-use monitors. Future budget estimates assumed a refresh period of four years, with a total refresh cost of around £4-£5 million for new devices and replacements.

The discussion emphasised the importance of a standard refresh cycle, ideally four years, and the need for centralising the budget to manage costs effectively. Concerns were raised about the behavioural impact of budget allocations and the need for cost-neutral solutions. The discussion concluded with a consensus on the importance of clear policies that had been subject to equality impact assessments, and collaboration with HR and Finance to ensure successful implementation.

8 Director of IT Update

MJ provided an update from IT Services.

MJ reported on the University's dependency on Microsoft, noting a significant strategy shift with a focus on AI products. Regular check-ins with rivals were conducted to validate their approach. KR emphasised the importance of staying aligned with Microsoft and maximising collaborations to achieve the best commercial outcomes. MJ highlighted the importance of sector-wide negotiations for educational products.

In the IT update, MJ shared both positive news and challenges, including difficulties in recruiting 365 talent but noted good progress with new hires. Key updates included the firewall cutover, the launch of Information As A Service, and ongoing migrations on the main campus. The Eos project and modernised student enrolment interface were also mentioned.

MJ discussed the top three challenges faced in the last period and provided an overview of EDUCAUSE's top technology issues for HEIs in 2025. He suggested further discussion on these issues at a future meeting. FC and DD agreed that a detailed discussion would be beneficial, and it was proposed as an agenda item for a future meeting.

Action: Clerk

9 Court Context Card

A discussion took place about the items that would be included in the IPSC context card for reporting to Court. It was agreed to include the following items:

- Headlines from the Cyber Security update
- Approval of the Network Infrastructure Phase 5
- Headlines from Project Eos update
- Summary update from MJ's report

10 Investment Plan

The update on the Information Services Investment Plan Update (Paper 7) was included for information as there had been no substantial changes to the IP since the previous meeting.

The updated version of the report would be reviewed in more detail at the next IPSC.

11 Programme/project reports

The IPSC Project Reports (Paper 8) were reviewed. The Chair asked for any further comments on the Reports to be fed-back through the Clerk or MJ.

12 AOB

There were no further items for discussion.

13 Date of next meetings

Dates of future meetings were noted as follows:

- Thursday 24th October 2024 at 14:00 – 16:00 (Zoom)
- Monday 20th January 2025 at 10:00 – 12:00 (In-person/hybrid, venue TBC)
- Monday 17th March 2025 at 10:00 – 12:00 (In-person/hybrid, venue TBC)
- Thursday 22nd May 2025 at 10:00 – 12:00 (In-person/hybrid, venue TBC)

Court Context Card - P&OD Committee -25 September 2024

Speaker	Kerry Christie
Speaker role	P&OD Committee Chair
Paper Description	Draft minute of P&OD Committee meeting held on 19.06.24 (incl. Draft Minutes of EDSC (18.03.24) & JCCN (13.06.24))
Topic last discussed at Court	Nov-23
Topic discussed at Committee	See paper summary section.
Committee members present	See Attached.
Cost of proposed plan	N/A
Major benefit of proposed plan	N/A
Revenue from proposed plan	N/A
Urgency	
Timing	
Red-Amber-Green Rating	
Paper Type	Information
Paper Summary	The Senior Vice Principal and Deputy Vice Chancellor (Academic) provided an update on the development of the University's next strategy including an overview and his reflections of previous strategic cycles. The Executive Director of People & OD shared an update on the appointment process for the new Principal & Vice Chancellor, acknowledged the ongoing development of the next University strategy, initiated a discussion on the review of the POD Committee, provided an updated on the annual pay negotiations, and invited the committee to join in congratulating recent UHR Award winners. The Committee heard an update from the Director of Organisational Development on the progress of P&OD transformation including system developments. Early information was shared on the University's Service Excellence project, focused on enhancing the customer experience of our services. The Committee noted the minutes of the most recent EDSC (18.03.24) Annex 1 & JCCN (13.06.24) Annex 2
Topics to be discussed	None
Action from Court	Primarily to note
Recommendation to Court	
Relevant Strategic Plan workstream	Agility, Focus, Empowering People
Most relevant Primary KPI it will help the university to achieve	Service Excellence
Most relevant Secondary KPI it will help the university to achieve	Service Delivery
Risk register - university level	2a,2b,3a,3b,11,12a
Risk register - college level	
Demographics	
% of University	100% staff
Operating stats	
% of	
Campus	All
External bodies	None Highlighted
Conflict areas	None Highlighted
Other universities that have done something similar	N/A
Other universities that will do something similar	N/A
Relevant Legislation	Legislation regarding consultation with trade unions.
Equality Impact Assessment	The topics discussed will impact on all staff within the University.
Suggested next steps	N/A
Any other observations	

University of Glasgow
People & Organisational Development Committee
Minute of meeting held on Wednesday 19 June 2024

Present: Kerry Christie (KC) – Chair, Dr David Duncan (DD), Christine Barr (CB), Prof. Frank Coton (FC), Prof. Sara Carter (SC), Prof. Bethan Wood (BW), Susan Ashworth (SA), Prof. Richard Reeve (RR), Shan Saba (SS), Martin Glover (MG), Tony Elliot (TE), Imogen Singh (IS), Lindsay Gilchrist (LG) (Minute) & Laura McCrimmon (LM) (Technical Support)

Apologies: Prof. Tara Brendle (TB)

Attending: James Hamilton (JH) (Item 5 Transformation Update)

Executive Summary:

- The Senior Vice Principal and Deputy Vice Chancellor (Academic) provided an update on the development of the University's next strategy including an overview and his reflections of previous strategic cycles.
- The Executive Director of People & OD shared an update on the appointment process for the new Principal & Vice Chancellor, acknowledged the ongoing development of the next University strategy, initiated a discussion on the review of the POD Committee, provided an update on the annual pay negotiations, and invited the committee to join in congratulating recent UHR Award winners.
- The Committee heard an update from the Director of Organisational Development on the progress of P&OD transformation including system developments. Early information was shared on the University's Service Excellence project, focused on enhancing the customer experience of our services.

POD/24/11 - Welcome, Introductions & Apologies

KC welcomed the Committee, noting apologies (as above), and welcomed two new members, Tony Elliot and Imogen Singh.

POD/24/12 - Update from Court

KC offered an update from the 18 June meeting of Court: University budget and income projections for the next planning cycle, an update on the development of the next University strategy, sustainability, the fiscal challenges associated with the recent Scottish Funding Council settlement, the Student Representative Council annual review, and the latest information following the recent report produced from the Divestment Working Group.

POD/24/13 – University of Glasgow – Strategy Development Update

FC presented an update on the development of the next University strategy. The Committee heard reflections on the previous four strategic cycles, lessons learned, and the intended future direction.

As the University develops its next strategy for the period beyond 2025, extensive engagement with the University community has identified the need for improvement in systems, processes, estates, decision-making, and communication. Professional services colleagues have expressed a lack of career development opportunities, although the recent launch of Career Pathways at the Technician

Conference was well received. Positive feedback was also noted in areas such as leadership, academic career development, inclusivity, new estate development, and digital system upgrades.

As we move towards a ten-year strategic planning cycle with real-time KPIs, the developing strategy development will be tested with internal and external stakeholders, with a view to a final draft by Summer 2025, with the launch expected in October following the arrival of the new Vice-Chancellor. Subsequent approval by Court will be dependent on the new Vice-Chancellor's appointment timeline.

The Committee welcomed a focussed approach with a ten-year cycle, emphasising the importance of a clear implementation framework. The committee emphasised the need for clarity so that colleagues understand the strategy and its relevance to their roles. Additionally, the committee highlighted the importance of connectivity with the city, civic engagement, and integrating the ethos of social responsibility.

POD/24/14 – P&OD Strategic Update

CB highlighted key elements from the P&OD strategic update.

Appointment of New Principal & Vice Chancellor

Following the recent announcement of the retirement of the Principal & Vice Chancellor on 30 September 2025, the University has engaged executive search firm Saxton Bampfylde to support the appointment of a successor. A number of applications have been received following a wide-ranging advertising and executive search process attracting an impressive calibre of candidates, with a notably diverse pool. A comprehensive consultation exercise across our community revealed the key attributes sought in our new Vice Chancellor. These included the ability to demonstrate a strong enthusiasm for civic engagement, possess an acute awareness of the social, political and economic context of HEIs in Scotland, and most importantly, the capability to harness the University's achievements and articulate a compelling narrative to support its future direction while authentically embodying our values.

Court Effectiveness Review & POD Committee

The recent Court Effectiveness Review initiated a review of Committee proceedings and governance arrangements with an alternative nomenclature - POD Advisory Committee. It is envisaged that the Committee will convene once per semester in April and October to align with regular reporting requirements, with meetings scheduled later in the day to minimise disruption on the professional commitments of external lay members. Elements of the existing format of the meeting, such as the POD Strategic Update and Analytics, would be retained with ideally two topical discussion points. Such an approach will similarly be applied to the EDSC and its equality sub-committees.

Most committee members supported the changes, with the proviso that there is a focussed agenda and careful consideration of the number of representatives to ensure adequate coverage.

Employee Relations – National Climate & Annual Pay Negotiations

National pay negotiations for AY 2024-25 began in late March with UCEA, representing 140 higher education institutions across the UK, and the five Higher Education sector trade unions: EIS, GMV, UCU, Unison and UNITE. Constructive talks have taken place over the six meetings with the outcome of these discussions awaited. The sector-wide pay spine review and its relationship with the independent financial review continues to remain a priority. The Committee will be kept apprised of developments.

UHR Awards

The Committee congratulated the recipients of this year's Universities HR (UHR) Awards. Firstly, the "Together Against Racism" campaign was honoured with the Equality, Diversity and Inclusion Award, reflecting our collective commitment to fostering a culture of equality and inclusivity across our community. Secondly, Lindsay Gilchrist was awarded the "HR Star of the Year" Award, in recognising a colleague who is highly valued member of the team with a proven track record of having gone above and beyond the call of duty within their role.

P&OD Talent Management & Succession Planning

Recent months have seen significant change within our service, which has supported our talent management and succession plans across our senior leadership team.

- Tracey Aydogan has been appointed as Interim Director of POD Operations, with responsibility for the strategic leadership and oversight of Employee Relations, Communications & Engagement, Equality, Diversity & Inclusion and aspects of the shared services hub specifically UKVI and Global Mobility.
- Angela Loy, previously a senior Business Partner in the College of Science & Engineering, has been appointed Interim Head of POD for University Services.
- A newly created post of Director of Strategic Business Partnering has recently been advertised with an appointment likely to be made in September.

POD/24/15 – Transformation Update – Service Excellence Focus

JH attended to present an update on transformation activity with a particular focus on P&OD transformation and service excellence.

P&OD has been moving towards a model closely resembling the Ulrich model through continuous technology improvements, phased implementation of central hubs, with a view to become a digitally enabled function. This transformation includes the implementation of three hubs: the ER/Casework hub, led by Chris Branney, which standardises complex casework; the Shared Services hub, led by Ann Hastings, which responds to transactional queries; and the UKVI hub, led by Tracey Aydogan, which acts in an advisory role for immigration and global mobility matters. Significant learning and development has been undertaken with the teams to ensure consistency, improve service delivery, and effect process improvement.

Systems development has been noteworthy. A new careers portal for professional services colleagues is expected to “go live” later this month, subject to User Acceptance Testing, to open more professional development opportunities. Additionally, a new system for Occupational Health, Orchid, will digitise existing paper-based filing and is expected to be operational from October. Furthermore, a recruitment system, Volcanic, will streamline and improve the candidate experience, improve employer branding, and provide better analytics and reporting functionality, with a planned launch in late December during the quieter recruitment period.

The Committee welcomed the addition of these new systems and expressed particular interest in the careers portal. The committee enquired how the portal would assist colleagues from diverse backgrounds who typically struggle to progress in their careers. It was noted that early intervention through management conversations and resources to increase awareness of the opportunities available would be essential, and this would be something to focus on going forward. The committee also sought to understand how the advice and guidance provided through the portal would align with external candidates, with clarification provided that this portal would not be available to external candidates, however providing advice and guidance for external candidates could be explored further as part of enhancements to the overall candidate experience.

The committee heard an overview of the Service Excellence work, which is now incorporated into the transformation portfolio, initiative to address evolved systems and processes that have not been intentionally designed, which are causing confusion and frustration. The main driver of Service Excellence is to set standards commensurate with the university’s stature, focusing on optimising people’s potential rather than achieving cost efficiencies. Although the vision and goals of service excellence are still being quantified, it aims to encompass all services across colleges and university services and has a set of established principals. Early engagement efforts are ongoing to understand the landscape, set out the programme to colleagues and clarify its objectives. A steering group has been established to feed into the transformation board, with plans to prioritise services for review.

The Committee discussed the importance of measuring success, acknowledging that customer satisfaction might initially dip before improvements are realised. Stakeholder feedback emphasised

the need to avoid dehumanising services, recognising that while self-service can be beneficial, human contact remains essential for resolving issues and providing support. Service excellence, therefore, focuses not only on systems but also on enhancing the overall customer experience through stakeholder collaboration.

POD/24/16 – People & OD Quarterly Data Analytics

The committee heard some key headlines from the quarterly data analytics paper, including continued headcount growth (+4.6% vs April 2023), and irregular hours staff representing 25.8% of overall headcount also increasing (2.7% vs April 2023). International staff continue to grow, with the Rest of World staff group (+10%) growing at a faster rate than our EU staff (+1.5%).

New vacancies continue to be lower (-19.3%) year on year as expected in the current climate, however, have seen a 23.3% increase since the previous reporting quarter (Nov23 - Jan24). Sickness absence rates have remained stable, averaging at 2.6% over the period (Nov 23 – Jan 24), up slightly from 2.3% in the previous year, however still below the sector average of 2.7% as reported in the recent UCEA Sickness Absence Survey.

The proportion of senior women has risen to 34.7% (+1.3% vs April 2023). Disability declarations continue to increase to 7.9% however 21.1% of colleagues have yet to disclose their disability status and so focus on communications continues. Minority ethnic population also continues to grow with UK minority ethnic staff growing 1.1% and all minority ethnic staff growing by 3.4%. The current average gender pay gap continues to fall to now 12.2% having fallen marginally from 12.5% in the last reporting quarter and from 13% in the previous year. The overall gap for professorial colleagues is currently 9.3% representing a 1.2% reduction on the percentage (10.5%) reported in the previous year. The gap for senior professional colleagues is currently 1.7% having fallen 5.7% compared to the corresponding reporting period last year which can be explained by a combination of high earning males leaving the University and the appointment of senior male colleagues to Band 1 of the Senior Professional Group, and a resultant reduction in the average male salary.

The committee engaged in discussion regarding several highlighted areas of the analytics, including the number of staff engaged on irregular hours contracts and the measures being implemented, in collaboration with trade union colleagues, to reduce these numbers. Additionally, the committee discussed gender pay gaps across different zones, and noted increases in sickness absence, with an emphasis on identifying underlying causes. The varied experiences of EU and international staff, particularly those incurring significant visa costs, were also considered. Furthermore, it was noted that voluntary turnover remains low compared to other sectors.

POD/24/17 - Draft Minutes of EDSC (18.03.24) & JCCN (13.06.24)

The draft minutes of the March EDSC and the June JCCN were noted as shared.

POD/24/18 - Minute of previous meeting of P&OD Committee (20 March 2024)

The Committee approved the note of the previous meeting in March 2024.

POD/24/19 – AOB and Closing

No other business was noted. KC brought the meeting to a close noting the date of the next meeting scheduled for 16 October 2024.

Equality and Diversity Strategy Committee
Minutes of Meeting held on 18 March 2024 at 10:00
Zoom Meeting

Present: Prof Sir Anton Muscatelli (Convener), Mrs Christine Barr, Dr Katie Farrell,
Prof Moira Fischbacher-Smith, Ms Kirsteen Fraser, Ms Hailie Pentleton-Owens
Mr Tom Rice (vice Mrs Emma Gilmartin)

Apologies: Mr Tony Anderson, Prof Muffy Calder, Prof Sara Carter, Dr David Duncan,
Mrs Emma Gilmartin, Ms Uzma Khan, Prof Iain McInnes, Miss Rachel Sandison

Attending: Mrs Janell Kelly (clerk), Dr Nighet Riaz

Welcome and Apologies

The Convener welcomed members and noted this was K Farrell's first EDSC meeting as the Interim Head of Equality, Diversity and Inclusion (EDI). He also noted Tom Rice, Director of Marketing & Communications, joined the Committee in place of E Gilmartin, who is now on maternity leave. The Convener acknowledged the apologies received, noting the meeting was quorate.

1. Minutes of the previous meeting – EDSC/20231206/Minutes 1.0

The minutes were approved.

2. Matters arising – Paper 1

K Farrell provided relevant information and updates on the following items:

Action 1 – SFC's 'Persistent Inequalities' and National Equality Outcomes (NEOs)

K Farrell will liaise with Gregor Caldwell, Executive Director of Finance, and the Financial Accounting Team on whether it is appropriate for them to attend the SFC and EHRC's first sectoral event in May, where SFC will communicate on the NEOs measurement framework, provide reporting guidance and to understand the sector's support requirements in order to deliver the desired outcomes of the NEOs.

ACTION: EDU

Action 2 - Student Wellbeing Framework Review – West Report

Neil Bowering will attend the next EDSC meeting to provide an update from the Student Support & Wellbeing Framework Implementation Group.

Action 4 – Equality, Diversity and Inclusion (ED&I) Governance

K Farrell confirmed this item will be discussed later in this meeting.

Action 5 – Discussion on the IHRA 'Definition' of Antisemitism

K Farrell reported both sub-actions had been actioned and M Fischbacher-Smith will provide an update on under Any Other Business later in the meeting.

Action 6 - Domestic Violence & Abuse (DV&A) Discussion

K Farrell confirmed the Policy Review Group will lead on developing policy/guidance on DV&A. Once complete, this will be reviewed by the Gender Equality Group and then EDSC.

ACTION: EDU

K Farrell confirmed she would update H Pentleton-Owens on progress made in reviewing and streamlining the respective staff and student reporting systems and would further update EDSC at the next meeting.

ACTION: EDU

3. Together Against GBV Campaign Update

T Rice advised the [campaign webpages](#) have been updated to include a video summary of the activities held during November's 16 Days of Activism. Members noted the campaign implementation group will continue to meet and drive the campaign forward, to ensure the impact is felt in staff and student's lived experiences. T Rice noted work continues to rationalise the GBV support information web content. He advised future student-focused campaign outputs will concentrate on consent and reinforcing positive behaviours, while for staff, this will look at addressing sexual harassment in the workplace. Members also welcomed the intention to capture the new student audience and to spread activities, events and communications across the new academic year.

K Farrell highlighted that, although not all GBV related, the recent increased reporting of incidents & concerns shows both the Together Against Racism and GBV campaigns have raised awareness of the reporting routes and empowered people to seek support. H Pentleton-Owens reported a similar increase in student reports, along with more engagement with the GBV counsellor and other SRC support services.

K Fraser observed, with the increased visibility of reporting routes, the University must ensure reports are dealt with effectively, to meet the expectations which have been raised by the campaigns.

The Convener asked that GEG and EDSC receive information on reporting and case management timescales to ensure the University is meeting its commitments in the campaign and that sufficient resources are in place to deal with the increased workload.

ACTION: EDU

4. Student Related Items

H Pentleton-Owens confirmed all student related items had already been raised through the Equality Groups.

5. Equality Champions Updates**5.1 Age**

K Farrell confirmed there was nothing to report in this area.

5.2 Sanctuary

K Farrell relayed the update R Sandison provided prior to the meeting.

- The Ukrainian student society led a vigil on the second anniversary of the war in Ukraine. Consul Generals from Ukraine, Germany and Poland were in attendance and the main building was lit up in the colours of the Ukrainian flag. R Sandison, as Sanctuary Champion, attended and spoke at the vigil alongside the University Chaplain and others. The University contributed case studies in support of the #TwinforHope UK-Ukraine twinning initiative.
- The new Sanctuary Coordinator, who has experience of allocating our Sanctuary scholarships, working

across the community and with NGOs to support forcibly displaced migrants, will take up their role in April.

- Plans for this year's Refugee Week (17-23 June) will include a number of events and initiatives, including a vigil to commemorate the lives lost during the ongoing Middle East conflict and hopefully a tree-planting event, being arranged by Professor Alison Phipps, the UNESCO Chair in Refugee Integration through Languages and the Art (RILA).
- R Sandison met with colleagues from UCU to discuss the University's ongoing response to the Middle East conflict, including our expanded commitments to the Council for At Risk Academics (CARA).
- Initial discussions were held with the University of Edinburgh to explore possible collaborative activities in the sphere of Sanctuary; this may include a new Fellowship scheme.
- The University will host the launch of the Scottish Government's new Refugee Strategy, likely to be in early July. As part of the event, a dinner with refugee leaders and representatives from UNESCO and United Nations High Commissioner for Refugees (UNHCR) will be held.
- Named Sanctuary Scholarships are being explored and work is ongoing to formalise the case to expand these scholarships through post-campaign fundraising priority setting.

Members welcomed the breadth of activity in this area. The Convener confirmed the University has renewed the twinning with the two Ukrainian universities. He also highlighted the ongoing work in trying to support those staff and students affected by the crisis in Gaza.

K Fraser called for clear guidance/signposting for staff trying to assist students whose access to financial support has been affected by such conflicts.

ACTION: EDU/External Relations

5.3 Race

K Farrell advised, as part of the University-wide LGBT History Month celebrations, the Global Majority Network co-hosted an event with the LGBTQ+ Staff Network. The event was the first event to look at intersecting identities, covering areas of faith and sexuality as well as masculinity.

K Farrell highlighted the recent message from U Khan, as Race Equality Champion, encouraging line managers to facilitate attendance at the Global Majority Network meetings/events and thanked members for cascading this down through their local management structures.

She also advised PI&A, Recruitment and P&OD Systems colleagues have produced more detailed analysis of colleague recruitment data by ethnicity. She confirmed high level results have been shared with P&OD Executive and will be discussed at P&OD Committee, following which College and University Services level data will be shared, to facilitate local action planning and ownership.

K Farrell reported KMPG have recently completed their audit of the implementation of the Understanding Racism, Transforming University Culture (URTUC) Action Plan. This will be discussed with the Race Equality Group in April, along with the recently updated URTUC Action Plan, to consider recommendations for future actions.

5.4 Religion and Belief

K Farrell noted I McInnes, as Religion & Belief Champion, took part in the panel discussion at the earlier mentioned LGBT History Month event in February. He also worked with the University Chaplaincy to

facilitate discussions on scripture and gender equality for a webinar to celebrate International Women's Day.

5.5 Gender (Sex)

K Farrell advised, in light of T Rice's earlier GBV update, there was no further items to update on from the Gender Equality Group but noted the many events held across the University to mark International Women's Day (IWD). The Convener reported he had participated in a well-attended event, organised by the Adam Smith Business School's Prof Kat Riach, on mental health and the menopause, looking at how to share best practice. He noted the panel included representatives from the NHS, Scottish Government, BT. The Convener congratulated all those involved in organising IWD events across the University.

5.6 Disability

C Barr reported Dr Lydia Bach joined the recent Disability Equality Group (DEG) meeting to update on the extensive activities, as part of the College of Science and Engineering's HESTIA (Honouring Everyone's Strengths Through initiatives and Actions) initiative during December's UK Disability History Month.

C Barr updated members on the positive progress made in addressing many of the legacy Estates-related issues and in supporting both students and colleagues. To continue this progress, an Estates sub-group, chaired by Peter Haggarty, Executive Director of Estates, will be established; the group will report to DEG.

The Convener welcomed the establishment of new Estates-focussed sub-group and hoped this would ensure any issues are addressed quickly and future accessibility improvements are made proactively.

Members noted Admissions and Disability Services have worked to improve data feeds to allow all applicants to declare a disability and have a study support conversation in advance of registration. C Barr noted this forms part of the work to meet the SFC Guidance which requires all universities to make their application process more accessible.

Members also noted Student Support and Wellbeing are reviewing the role Disability Coordinator Roles within Schools and the processes around disseminating students' study support needs. C Barr noted the College of Arts and Humanities were trialling a new Disability Service Business Partner role.

C Barr highlighted DEG also considered the Disability related results from the Employee Engagement Survey results. She confirmed focus groups will be held to try to establish how to improve the experiences of disabled and neurodivergent colleagues.

K Fraser welcomed the University's move to engage line managers in mandatory reasonable adjustments/disability awareness training which will hopefully improve understanding, resulting in better support for their disabled and neurodivergent colleagues.

5.7 LGBT+

M Fischbacher-Smith reminded members that the University had renewed its annual Diversity Champions membership with Stonewall in January 2024. The LGBT+ Equality Group members agreed this should be renewed again in January 2025, to allow for a fuller consultation to take place on any future renewals. She confirmed the University would only not renew if a positive alternative had already been agreed.

M Fischbacher-Smith then highlighted the extensive programme of events hosted by Schools, the SRC, and both staff and student societies throughout February's LGBT History Month.

Members heard the LGBT Equality Group also reviewed results from the Employee Engagement Survey and noted that colleagues appear to be more comfortable declaring in a survey than in the University's People XD system, as survey declarations rates are higher. M Fischbacher-Smith also highlighted those who declared as bi-sexual and 'other sexual orientation' responded less favourably than the overall University population; this may need to be investigated to understand what concerns these groups have.

5.8 Mental Health

K Farrell advised she had no update to provide in this area.

6. **Equality, Diversity and Inclusion (ED&I) Governance**

K Farrell reminded members of the previous stakeholder engagement and EDSC's discussions and suggestions on the review process. She highlighted the previous Head of EDI, M Taylor had led and completed this project prior to leaving the University in February.

Members noted stakeholder feedback included calls for more visibility of EDI management information to better inform local initiatives, student representation on College-level committees, College representatives on Equality Groups and better links between College EDI leads and EDSC.

K Farrell shared the proposed new EDI Architecture and talked through the changes. These include:

- Biannual meetings between EDU and the SRC Sabbatical Officers and Welfare Officers
- Biannual meetings between EDU and College EDI Committee Chairs.
- College representatives on Equality Groups
- College EDI Leads to be linked with EDSC

K Farrell shared further detail of the specific actions required for each of the Equality Groups, the College EDI Committees, EDSC and EDU. In response to the Convener's question, K Farrell confirmed she would liaise with D Duncan and U Khan to consider who would be most appropriate to be involved from the two specific groups involved in EDI work within University Services.

ACTION: EDU

The Convener and other members fully endorsed the inclusion of College EDI leads as full members on EDSC, stating this would hopefully address the current lack of visibility and build awareness of the extent of work being discussed at EDSC, ensuring clear messaging was cascaded. K Fraser stated she hoped these changes would help spread the collective responsibility to embed EDI work across the whole University community.

Members discussed how best to support both College EDI representatives and EDU to disseminate such information. K Farrell confirmed this will form part of the initial discussions with the EDI Committee Chairs. T Rice stated Communications would support EDU to initially disseminate the outcome of the review but also in raising awareness of the EDI work in PO&D, Equality Groups and the Champions.

ACTION: EDU

C Barr noted the Court Effectiveness Review may result in the reinstatement of a Court representative on EDSC.

The Convener suggested, with the addition of new members, it may be more appropriate for the first EDSC meeting each academic year to be held in-person.

ACTION: EDU

7. Any Other Business

7.1 IHRA Working Group update

M Fischbacher-Smith reported the Remit and Membership of the working group will be finalised soon. She noting UCUG had made specific requests, while the other Trade Unions only asked that the process be open and transparent. M Fischbacher-Smith confirmed she wished to discuss these requests further with the Convener and C Barr, before being able to hold the first meeting of the Working Group. She also stated it was important to have representation from the Jewish Students' Society (JSoc) and the Glasgow University Muslim Students' Association (GUMSA) and the SRC as part of the Working Group membership.

The Convener reminded members that EDSC had made the original decision to adopt the IHRA definition and stressed the need for the Working Group's recommendations to be brought back to EDSC for further discussion and a final decision made. The Convener emphasised that, as with all equality issues, the views of any minority affected would be paramount in any final decision. In this case, the views of JSoc and Jewish staff in the University would play a major role in any discussion of the issues covered in the IHRA definition. The Convener would discuss this issue further with M Fischbacher-Smith and other members of Senior Management Group (SMG) once they had an opportunity to seek the views of JSoc and Jewish staff in the University.

ACTION: Convener; M Fischbacher-Smith

No other items of business were raised.

Date of Next Meeting: 5 June 2024 at 10:00 – 12:00

Joint Committee of Consultation & Negotiation (JCCN)



Date: 13 June 2024
Time: 13.00-14.30
Location: Teams

Present

David Duncan (DD) - Chair
Christine Barr (CB)
Tracey Aydogan (TA)
Chris Branney (CBR)
Frank Coton (FC)
Alex Gibson (AG)
Chris Kennedy (CK)
Sophie Watson (SW)
Richard Reeve (RR)
Vlad Unkovski-Korica (VU)
Laura McCrimmon (LM)

Deputy Vice Chancellor (Operations), COO & Secretary
Executive Director of People & OD
Director of P&OD Operations
Interim - Head of Policy & Employee Relations (clerk)
Snr VP & Deputy Vice Chancellor (Academic)
GMB
UNITE
UNISON
UCU
UCU
EA to the Exec. Director of P&OD (Minute)

In Attendance:
Gregor Caldwell

Executive Director of Finance (Item JC371)

Minute

JC364 Welcome & Apologies

DD welcomed everyone to the meeting, and noted that no apologies have been received.

JC365 Approval of Note & Matters Arising

Two outstanding matters arising from the last meeting were addressed:

- the TU paper on non-pay items, which had an action on the JULC to revisit the paper and prioritise the asks, whilst giving due consideration to financial implications. Some items contained within the paper are already being progressed through PRG etc., but the paper will be revisited by TU colleagues at a later date.
- CBR confirmed the list of academic dismissal appeal hearing members tabled at the last meeting has made some progress, but UCU requested a fuller discussion on the subject, which would be picked up through regular meetings. Appeal panel training will begin post-summer in any case whilst work continues to secure agreement on the jointly proposed grouping, which will then proceed for Court for approval as required under the relevant Ordinance.

It was noted that the minute of the previous meeting was missing an action surrounding the sharing of agency data spend. CB clarified that the analysis completed to date would not be of any significance in its current form.

JC366 National Landscape - Pay & Non-Pay Considerations

The committee heard that the JNCHES pay negotiations continue with positive progress being made. Consideration is being given to a phased uplift during 2024/25 with an imminent decision expected on both pay and non-pay considerations. It was noted that the financial difficulties being experienced by some institutions remains at the forefront of the negotiations.

The committee noted that local discussions surrounding both the pay spine review and career pathways were progressing at pace over the winter months. However, whilst the career pathways project is on track, discussions surrounding the pay spine have stalled. CB acknowledged that Lesley Cummings, who is leading these projects has been focussed on launching the Career Pathways Portal, but that a meeting on the pay spine review would take place soon. TU colleagues reiterated the importance of both projects moving forward at pace and expressed the view that key decision makers would need to be part of future negotiations. It was noted that progress must be in line with what is agreed at a national level

and it was reported that any proposals would be tabled at SMG for approval.

JC367 **Progress on Extended Workforce Working Groups**

The committee heard that TU colleagues have not been engaged in the proposed working groups following the disbandment of the Extended Workforce Oversight Group. It was noted that two Heads of Strategic Business Partnering had been identified to take strategic oversight of relevant workstreams, which will be taken forward at College level. To date Fergus Brown – HoSBP MVLS has met with Prof. Chris Pearce and has begun to scope out the terms of reference for the Research Career Development working group. Tracy Bryant Shaw – HoSBP COSS has met with the other College HoSBP and has begun to analyse the extended workforce data following the paper and recommendations recently tabled to SMG by Prof. Jo Gill, which included greater responsibility for GTAs being taken by the Graduate Schools. CB reiterated that each College will be responsible for taking forward required actions for their areas and that the TU colleagues within each College will be consulted once groups/meetings are established. Whilst TU colleagues accepted that the Extended Workforce work might be managed at College level, there was a view that the Research and Development work required a more cross college approach and that both areas needed University level oversight to ensure consistency.

JC368 **Additional Facility Time**

The collective TU's requested that the additional 0.5 fte facility time awarded to the Unions to aid in the delivery of the Career Pathways and Pay Spine Review projects for a period of 2-yrs be further extended given the ever-increasing workload of TU colleagues and the need to backfill their substantive posts. **Action CB/DD** to respond to the TU request following further discussion and consideration of the budget.

JC369 **Employee Relations**

Organisational Change - A joint meeting has been scheduled with TU and P&OD colleagues to share best practice and consider any improvements which could be made to existing processes and practices to ensure a consistent approach to change.

The committee heard from Unite that the recent COSE IT change project had fallen short of the standards expected in relation to both policy application and meaningful consultation. Unite came close to filing a failure to agree given the strength of feeling amongst the staff and the lack of consultation, which the College had not felt was necessary as there was no risk of redundancies. The committee was reminded that any significant changes to jobs required consultation with TU colleagues at the earliest opportunity.

There were also questions raised with regard to funds within MVLS being appropriately invested to protect roles and reduce uncertainty for colleagues within SPHSU. Whilst colleagues accepted that external funding ends, they argued that the University should consider ways to protect the research base. It was noted that CB and TA had already met with Mary Senior and VU to discuss ways in which to mitigate job losses.

The Committee recognised that it would be fruitful to consider how any new TU office bearers might be brought up to speed in terms of knowledge and experience around ways of working and current practices. TU colleagues reiterated the requirement for more facility time as they lose office bearers due to burn out and workload.

Policy Review Group (PRG) - Following the recent spate of legislation driven policy changes, PRG has continued horizon scanning activities looking across further future legislative changes and emerging strategic themes, which may be impacted further following the general election. A new right to request a predictable working pattern is planned for September 2024, whilst internally, driven by discussion on non-pay policy aspects, a case will be explored to enhance Shared Parental Pay (whilst considering its overlaps with Paternity Leave/Pay).

CCF - CBr spoke to the CCF update on the business of the Collective Consultation Forum (CCF) as a sub-group of the JCCN. The CCF meets quarterly to provide the recognised Trade Unions with information regarding the roles identified as potentially at risk of redundancy due to funding/fixed-term end dates (under Tier 1 of the Management of Organisational Change Policy). The paper was taken as read with no comments or questions raised.

JC370 **AOCB**

- The committee was supportive of the University's proposed approach in relation to the ongoing conflict in Gaza, hearing that a paper will go to Court for discussion next week and that DD will be speaking with students on Monday. The paper outlines proposals around disinvestment, whilst noting that this will not happen overnight due to contractual obligations, but will instead be addressed via a review of the investment policy and a retendering process. A working group of both staff and students will also be established to look at ways we can support the people in Gaza in a progressive and positive way. Unite will be discussing a paper at their upcoming conference in relation to the rebuilding of the Gaza Education Sector.

TU colleagues noted support for the approach taken by the H&S committee, whereby our Security staff were advised not to put themselves in harm's way during any heated exchanges in relation to the conflict in Gaza.

VU/TU agreed to discuss concerns surrounding individual visa cases offline.

- The committee heard that the cost of travel was set to increase (due to changes to the Zone Card pricing) and were asked to consider any ways in which we could support people with sustainable and cost-effective travel.

JC371 **Financial Update**

GC joined the meeting and spoke to slides providing an overview of the University finances, noting that the budget has been to the Finance Committee and will go to Court next week. The committee heard that there are significant financial deficits across the Scottish and Russell Group HE sector given the drop in international student numbers, with over 60 institutions having announced voluntary severance schemes. Whilst UoG remains in a good financial position this year, savings will need to be made if international recruitment doesn't increase. Two budgets have been prepared covering Scenario 1 and Scenario 2. S1 is based on student numbers returning to A/Y 2022/23, and S2 is based on cost control measures which would need to be implemented if numbers remain stagnant, whilst acknowledging we will need to continue to invest in our people and estate for a sustainable future. The landscape remains uncertain at this juncture but will be continuously monitored.

At the October 2023 meeting of JCCN, the committee was provided with an update on the significant gap to budget of c. £54m, which the University was able to close through cost saving measures and high interest rates.

GC responded to questions from TU colleagues in relation to the perception the University is only investing in income generating posts and that some areas of the University have increased the use of agency staff as a work around when posts are not being approved. An example was provided where in the business school 12 Academic posts had been advertised, but admin posts were not being approved when people leave. The committee heard that this is not the practice across the University and that College specific decisions were managed at a local level based on business need. There has been an increase in MPA roles across the University that are not income generating; further, whilst there is a case for agency staff to be used to fill short terms gaps, there is acknowledgement that this is more expensive. It was noted that PSG is currently undertaking a review of agency spend and practices across the institution.

It was noted that none of the UK parliamentary parties mention the future of the HE sector in their manifestos. Whilst UUK and the Russell Group continue to lobby the Government for a sustainable funding model, we must also ask the collective trade unions to continue to put pressure on the government.

No further business was tabled, and the meeting was brought to a close.

Court Context Card - Remuneration Committee Report to Court 25 Septemeber 2024

Speaker	Kerry Christie
Speaker role	Remuneration Committee Convener
Paper Description	Remuneration Committee Report to Court
Topic last discussed at Court	Jun-24
Topic discussed at Committee	
Committee members present	Court members present at last meeting: Kerry Christie (Convener), Professor Bethan Wood, Shan Saba, Pablo Moran Ruiz
	Other members present Laura Hamilton
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	Low
Timing	Immediate
Red-Amber-Green Rating	Green
Paper Type	For information
Paper Summary	
The Remuneration Committee convened to consider a single item of business.	
The Chair reported that following the conclusion of the appointment process for the new Principal and Vice-Chancellor, a recommendation was being put forward to the Remuneration Committee in relation to the salary package.	
The Remuneration Committee approved the salary proposal. It was noted that the salary would be uplifted by whatever amount was approved by the Remuneration Committee for senior management for 2025/26.	
The Remuneration Committee also agreed that should the new Vice-Chancellor & Principal choose to stay in the Principals Lodgings on campus, a market value for rent would be charged.	
Topics to be discussed	as Court wishes
Action from Court	to note the report
Recommendation to Court	items for noting
Relevant Strategic Plan workstream	
Most relevant Primary KPI it will help the university to achieve	
Most relevant Secondary KPI it will help the university to achieve	
Risk register - university level	
Demographics	
% of University	
Operating stats	
% of	
Campus	
External bodies	CUC/CSC
Conflict areas	
Other universities that have done something similar	HE sector as a whole
Other universities that will do something similar	
Relevant Legislation	Scottish Code of Good HE Governance
Equality Impact Assessment	
Suggested next steps	
Any other observations	

University of Glasgow

Remuneration Committee

Minutes of the Remuneration Committee held on 5 September 2024 at 1400 via Zoom

Present: Kerry Christie - Chair, Laura Hamilton, Pablo Moran Ruiz, Shan Saba, Professor Bethan Wood.

Apologies: Tony Elliott, Professor Sir Anton Muscatelli, Gavin Stewart

Attending: Dr David Duncan, Tracey Aydogan, Amber Higgins (Clerk)

RC/2024/01. Welcome and Introductions

The Chair welcomed Pablo Moran Ruiz, the new SRC President to his first meeting.

RC/2024/02. Remuneration Committee - Interim Report

The Chair reported that following the conclusion of the appointment process for the new Principal and Vice-Chancellor, a recommendation was being put forward to the Remuneration Committee in relation to the salary package.

The University Secretary outlined a report that had been circulated to the Remuneration Committee. During the discussion it was noted that following a robust selection process, the Search Committee was unanimously of the view that [REDACTED] should be appointed and a formal recommendation was being made to Court on 6 September 2024.

The Remuneration Committee noted that the salary proposal for Professor [REDACTED] was [REDACTED] and in line with the principles previously agreed by Court. It was noted that the Committee members who were unable to attend had had the opportunity to provide feedback in advance of the meeting and were supportive of the proposal. The Committee also noted that:

- the proposed salary was slightly below the market median positioning for the Russell Group;
- reflected the relevant skillset and the complexity and scale of the role;
- provided scope for future reward for excellent performance in advancing the strategic aims and objectives of the University, should this be appropriate.

The Remuneration Committee approved the salary proposal of [REDACTED]. It was noted that the salary would be uplifted by whatever amount was approved by the Remuneration Committee for senior management for 2025/26.

The Remuneration Committee also agreed that should the new Vice-Chancellor & Principal choose to stay in the Principals Lodgings on campus, a market value for rent would be charged.

RC/2024/03. Date and time of next meeting

The next meeting will be held on 4 December 2024.