Some parts of the Papers have been withheld/redacted due to FOI exempt/Commercial sensitivity

COURT

A meeting of **Court** will be held on **Tuesday 24 June 2025** at **1.45pm** in the Senate Room, Main Campus

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

AGENDA

Item	Title	Lead	Paper No.	Page nos.	Action
1.	**Welcome, Apologies, Announcements, Declarations of Interest**	**Convener**	**Oral**		
2.	**Minutes of meeting held on Wednesday 23 April 2025**	**Convener**	**2.**	4-14	For approval
3.	**Matters arising not otherwise on the Agenda** *3.1CRT/2024/46. Strategic Property Investment and Development (SPID) - Papers have been withheld/redacted due to FOI exempt/Commercial sensitivity.*	**Convener**	**3.1**	15-18	For information
	Reports 4 to 8 below show some items as starred*. Starred items are the main items for discussion and/or approval.				
4.	***Budget 25/26 and Financial Forecasts; Capital Plan minor projects** *Papers have been withheld/redacted due to FOI exempt/ Commercial sensitivity.*	**Frank Coton/ / Gregor Caldow/ Jonathan Loukes**	**4.**	19-53	For approval
5.	***University Strategy – KPI update** *Papers have been withheld/redacted due to FOI exempt/ Commercial sensitivity.*	**Frank Coton**	**5.**	54-77	For information /discussion
6.	**Report from the Principal** **SFC Grants 2025/26* ** Higher Education Developments* **League Tables*	**Principal**	**6.**	78-88	For information /discussion
7.	**Report from the University Secretary** **OSCR changes* **Dunlop Bequest* **Organisational Change Governance Committee* **Court Governance Working Group* **Court Strategy Day 2025* **UKVI* **Glasgow Green – Action Plan*	**David Duncan**	**7. and annexes**	89-165	Items for approval/ otherwise for discussion/ information
8.	***Student Matters, including: Rectors Report; SEC Report; SRC President update** ** SRC Annual Report*	**Rector/ Pablo Moran Ruiz**	**8. and SRC Annual Report – to follow**	166-170	For information /discussion

9.	**Reports of Court Committees**				
9.1	Finance Committee	**Jonathan Loukes**	**9.1 and annex**	171-195	For information /discussion/ approval
9.2	Estates & Sustainability Committee	**Stuart Hoggan**	**9.2**	196-203	For information /discussion
9.3	Information Policy & Strategy Committee	**Frank Coton**	**9.3**	204-211	For information /discussion
9.4	Audit & Risk Committee **Internal Audit appointment*	**Martin Sinclair**	**9.4**	212-219	For information /discussion/ approval
9.5	Remuneration Committee	**Kerry Christie**	**9.5**	220-224	For information /discussion
9.6	People & OD Committee	**Kerry Christie**	**9.6**	225-240	For info /discussion
9.7	Health, Safety and Wellbeing Committee	**David Duncan**	**9.7**	241-245	For information /discussion
10.	**Senate Business**	**Martin Hendry**	**10**	246-255	For information
11.	**Any Other Business** Court members are asked to inform the Secretary of Court 2 days in advance of the meeting, if they have items of Other Business for discussion	**Convener**	**Oral**		
12.	**Date of Next Meeting** Court Strategy Day Wednesday 24 September 9am-5pm Thursday 25 September 2025 at 1345				

ANNUAL SCHEDULE OF COURT BUSINESS

(Sept • *Strategy Discussion Day)*

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
- Annual report to the Scottish Funding Council on Institution-led Review of Quality
- Learning & Teaching update

February
- Pre-Court Briefing
- Draft Outcome Agreement for next year from Vice Principal (or in April)
- Information Policy & Strategy annual update (moved to April)
- Innovation Strategy Update
- Finance KPIs
- Summary Income and Expenditure report (Finance Committee)
- Student Experience Strategy Update

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)

June
- Pre-Court Briefing
- Strategic Plan (annual update)
- SRC annual report
- Institutional KPIs
- Capital Programme
- Budget Overview for forthcoming year/Financial Forecasts/sustainability
- Equality & Diversity Strategy Committee annual report
- Report on Investments (Finance Committee)
- Annual Self-assessment, convener appraisal and Code compliance
- Summary Income and Expenditure report (Finance Committee)
- Annual Report from Organisational Change Governance Group

Court – Overview

Wednesday 23 April 2025

CRT/2024/44. Research Strategy

Court received a presentation by Professor Chris Pearce, (Vice-Principal for Research & Knowledge Exchange) on the University's 2020-2025 Research Strategy. The paper provided a brief update on research performance and outcome and of the major and current issues in the sector related to research.

CRT/2024/45. Transformation Update

Court received an update from Nadia Ness (Executive Director of Transformation), Ciara Lightbody (Director of Business Change) and Graham Stein (Director of Student Lifecyle) on the Transformation and the cross-University programmes that directly enabled delivery of key themes within University Strategy.

CRT/2024/46. Strategic Property Investment and Development (SPID)

Court received an update on the proposal to select a Commercial Funding Partner which detailed the background to the Strategic Property Investment and Development Board (SPID) from Gregor Caldow (Executive Director of Finance) and Nicola Cameron (Director of Joint Ventures). Court approved the re-endorsement of the governance approach for the Strategic Property Investment and Development project (SPID). It was agreed that the staff members of Court would confirm if they wished to nominate a staff member to be part of the SPID Board.

CRT/2024/47. SRI Policy

Court noted Paper 7 SRI Policy which had been updated following the discussion at the Court meeting in November 2024. Following lengthy discussion, Court agreed to approve the SRI Policy as it stands.

CRT/2024/48. Application of conduct rules to student protests

Court noted that a number of student protests had taken place in relation to divestment and the SRI Policy which was had been discussed under item *CRT/2024/47 – SRI Policy*. Following the discussion Court acknowledging the complexity of the issues discussed and the need for ongoing dialogue. It was also noted that it may be beneficial for some Court members to meet with the student protesters, and it was agreed that the Convener of Court would discuss this with the University Secretary and Principal.

CRT/2024/49. Report from the Principal

Court noted the report from the Principal – Paper 8 with a key area being the Recruitment and admissions update. Court noted the impact of the uncertainty over student numbers on admissions and financial planning. It was reported that the University was monitoring the situation and exploring additional ways to attract international students.

CRT/2024/50. Report from the University Secretary

Court noted the report from the University Secretary – Paper 9. The following areas were discussed in further detail.

CRT/2024/50.1 UKVI

Court noted that following a UK Visas & Immigration (UKVI) audit in June 2024 the University received written notification that the audit had found “minor breaches” in the University’s compliance.

CRT/2024/50.2 Court Effectiveness Review – Elected Academic Staff Regulations

Court approved the revised process and regulations for the election of academic staff members of Court and noted that the wording for 8.2b would be reviewed to ensure that it was not contradictory.

CRT/2024/50.3 Training for Dismissal Appeal Panel Members

Court approved the list of senior academic colleagues to be trained to sit on certain appeal panels (e.g. appeals against dismissal) as outlined in Annex 2.

CRT/2024/50.4 Gender Representation Objective

Court approved Annex 3, which is a report made in compliance with Section 8 of the Gender Representation on Public Boards (Scotland) Act 2018 following minor amendment.

CRT/2024/50.4 Public Sector Equality Duty – Equality Outcome 2025-2029

Court noted the Equality Outcomes Report which had been considered by Equality and Diversity Strategy Committee (EDSC) in March 2025.

CRT/2024/50.7 Death of a student in the School of Geographical and Earth Sciences (GES)

Court noted that following the last meeting the case had been reviewed and reassurance given that there was no systemic issue within GES or the wider University.

CRT/2024/51. Student Matters, including: SEC Report; SRC President update

CRT/2024/51.2 SRC update

The SRC President reported the SRC had recently visited the campus in China which had allowed the SRC to visit the student services and learnt about the support provided. A number of inconsistencies had been identified – these would be discussed with University colleagues. It was also reported that the SRC was working closely with the University on the student voice within the quality framework.

CRT/2024/52. Reports of Court Committees

CRT/2024/52.1 Finance Committee

Court approved the investment request for £17.6m and noted that this had been put forward to Court for formal approval as the total Project spend was due to be over £25m.

Draft Court

Minute of Meeting held on Wednesday 23 April 2025 held in the Senate Room

Present:
Gavin Stewart Co-opted Member (Elected Convener of Court), Dr Ghassan Abu-Sittah (Rector), Cllr Susan Aitken (Glasgow City Council Assessor), Professor Sarah Armstrong (Elected Academic Staff Member), Professor Tara Brendle (Elected Academic Staff Member), MaryJane Brouwers (Co-opted Member), Duncan Calvert (SRC Assessor), Kerry Christie (Co-opted Member), Mr David Finlayson (Co-opted Member), Stuart Hoggan (General Council Assessor), Dr Bo Hu (Chancellor's Assessor), Mr Christopher Kennedy (Elected Professional Services Representative (Zoom)), Professor Simon Kennedy (Elected Academic Staff Member (Zoom)), Laic Khalique (Co-opted Member (Zoom)), Jonathan Loukes (Co-opted Member (Zoom)), Paula McKerrow (Trade Union Nominee), Lorriane McMillan (Co-opted Member), Dr Christine Middlemiss (General Council Assessor), Pablo Moran Ruiz (SRC President), Professor Sir Anton Muscatelli (Principal), Professor Richard Reeve (Trade Union Nominee), Shan Saba (Co-opted Member), 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 & University Secretary), Amber Higgins (Head of Court Office and Clerk to Court), Martin Sinclair (Chair of Audit and risk Committee), Professor Chris Pearce, Vice-Principal (Research and Knowledge Exchange (For item – CRT/2024/44 only)), Nadia Ness (Executive Director of Transformation (For item – CRT/2024/45 only)), Graham Stein (Director of Student Lifecyle (For item – CRT/2024/45 only)),Ciara Lightbody(Director of Business Change (For item – CRT/2024/45 only)), and Nicola Cameron (Director: Property Joint Ventures) (For item – CRT/2024/46 only)).

Apologies:
Professor Nicola Dandridge (Co-opted Member)

CRT/2024/41. Announcements and declaration of Interests

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; the Principal in his new role as President of the Royal Society of Edinburgh and also an independent report by the Principal on 'regional economic development' commissioned by the Scottish Labour Party; and Professor Richard Reeve reported that he would be standing in the forthcoming Academic Members of Court elections which related to item CRT/2024/50.2 *Court Effectiveness Review – Elected Academic Staff Regulations.*

Court received a presentation by Professor Ana Basiri (Professor of Geospatial Data Science) on AI as part of the Pre-Court meeting. Court's thanks for the briefing were recorded.

Court was reminded that papers and business were confidential.

CRT/2024/42. Minutes of the meetings held on Wednesday 19 February 2025

The minutes were approved for the meeting of 19 February 2025 following minor amendment to CRT/2024/32. Innovation Strategy.

CRT/2024/43. Matters Arising

No substantive matters were raised.

CRT/2024/44. Research Strategy

Court received a presentation by Professor Chris Pearce, (Vice-Principal for Research & Knowledge Exchange) on the University's 2020-2025 Research Strategy. The paper provided a brief update on research performance and outcome and of the major and current issues in the sector related to research. Court noted the following key points:

- Research Strategy: The current research strategy (2020-2025) was discussed, with a focus on the development of the next strategy. Professor Pearce emphasised the importance of continuity and the opportunity to be more ambitious in the new strategy. The consultation process for the new strategy had been broad, involving various stakeholders across the institution.
- Research Performance: It was reported that there was a positive trend in research performance, with an increase in award values and large grant captures. It was noted that while year-on-year comparisons can be problematic due to the "lumpy" nature of awards, the overall trend was positive.
- Funding Environment: The external research policy and funding environment were described as challenging, with the UK Government's spending review impacting funding availability. However, opportunities exist, particularly in defence R&D funding and Horizon Europe.
- Organisational Updates: Key projects, such as the future-proofing of the James Watt Nanofabrication Centre, were highlighted. Court also noted the appointment of Dr. Sumi David as the new Executive Director of Research Services.
- Research Excellence Framework (REF)**:** The university's participation in the pilot for the future REF People, Culture and Environment component was discussed, with feedback from those involved indicating that the pilot may be too burdensome to scale fully.

During the discussion the role of the Advanced Research Centre (ARC) in facilitating collaboration and the need for a values-driven research strategy was noted. The discussion also touched on the challenges of balancing teaching and research responsibilities, particularly in the social sciences and arts and also the impact of geopolitical changes and the recall of funding. Court noted that due to the complexity and scale of the University there could be areas of microculture that did not reflect People and Culture Environment report but it was important to set out these expectations and challenge behaviour that fell short of this. A query was raised about the Hunterian Museum linkage with the research strategy and it was agreed that this would be looked at.

Court thanked Professor Chris Pearce for his update.

CRT/2024/45. Transformation Update

Court received an update from Nadia Ness (Executive Director of Transformation), Ciara

Lightbody (Director of Business Change) and Graham Stein (Director of Student Lifecyle) on the Transformation and the cross-University programmes that directly enabled delivery of key themes within University Strategy. Court noted the following key points:

- Service Excellence: Aimed to simplify and improve professional services, reduce bureaucracy, and enhance clarity and efficiency. The programme had engaged with various stakeholders across the institution to gather feedback and identify areas for improvement.
- Routes to Enrolment: This programme focused on transforming the student enrolment process to improve efficiency and the student experience. The team had identified and implemented tactical changes to streamline the process.
- MyGrades: A new platform for managing student grades, MyGrades aimed to streamline processes and improve consistency. The platform had been piloted and was being rolled out across the institution.

During the discussion Court noted the progress being made on MyGrades and welcomed the improvements to the student assessment and feedback experience. A query was raised about the use of both Moodle and MyGrade templates as this created additional work and it was agreed that this would be taken back by the team. It was also noted that there was a core project plan that included all the system changes and risks across the University to ensure that there were no issues with systems competing for implementation or wider knock-on effects.

Court thanked Nadia Ness, Ciara Lightbody and Graham Stein for the update.

CRT/2024/46. Strategic Property Investment and Development (SPID)

Court received an update on the proposal to select a Commercial Funding Partner which detailed the background to the Strategic Property Investment and Development Board (SPID) from Gregor Caldow (Executive Director of Finance) and Nicola Cameron (Director of Joint Ventures). Court noted that previously the University had approved entering into a joint venture to redevelop Church Steet, with a deal to deliver this falling through in late 2022 due to economic uncertainty and high borrowing rates. Since then the SPID board had been progressing work to redevelop Church Street and was set to relaunch selection of a joint venture partner.

Court discussed the governance and financial aspects of a joint venture project for student residences and innovation spaces. The project involved developing university-owned land, including some listed buildings. It was noted that it was important to maintain the University's involvement in the project due to its strategic nature and the need for pastoral care in student residences. It was also reported that this would allow the University to develop on campus residences which would support students with access requirements. The development of the various plots would ensure the long-term fabric and safety of the buildings involved.

During the discussion a query was raised about the loss of Lilybank car park and the effect on disabled parking in the area. Court noted that this would be a decision for the Planning Office of Glasgow City Council, who would fully assess the implications and undertake an equality impact assessment in accordance with planning regulations. A member of Court raised concerns about the impact of student residences on the local community and businesses, and it was noted that it would be for the planning officers to determine the outcome and assess any wider implications for the local community. Court also discussed the membership of the SPID Board, and it was noted that any decisions requiring governance approval would be forthcoming through Court Committees and Court following the normal governance process and approvals.

Court approved the re-endorsement of the governance approach for the Strategic Property Investment and Development project (SPID). It was agreed that the staff members of Court would confirm if they wished to nominate a staff member to be part of the SPID Board. Court agreed that it would be beneficial for new Court members to receive a summary of why the SPID project was the best approach for the University to deliver residences and innovation facilities.

Court thanked Gregor Caldow and Nicola Cameron for the update

CRT/2024/47. SRI Policy

Court noted Paper 7 SRI Policy which had been updated following the discussion at the Court meeting in November 2024. The Convener of Court reminded Court members of the discussion that had taken place at the November meeting, including highlighting the vote in favour of continuing to invest in the defence sector. It was reported that since the last Court meeting there had been a referendum of students held by the SRC and that a number of letters and emails had been received which had called for an extraordinary meeting of Court and a reversal of the Court vote.

The SRC President reported on the SRC Referendum on UofG Arms Divestment where students had demonstrated overwhelming support for the University to cease investments in companies that derive more than 10% of their revenue from the defence sector. The motion passed with 89.3% of votes in favour - 8,668 students voted Yes to divestment, with 9,706 students casting their votes. This turnout was significantly higher than any other student-motivated matter in recent memory. Court noted that the turnout was around 19.2% of the eligible student population.

During the discussion a query was raised about the University's legal liability if it continued to invest in companies involved in the defence sector. The Deputy Secretary clarified that the University, as a minority shareholder, was highly unlikely to be legally liable for the actions of these companies but no formal legal advice had been sought. A query was also raised about the previous communication issued following the last Court meeting as it was felt that this was confusing and that it would be helpful to ensure that any further University communications clearly outlined the reasons for staying invested. A member of Court raised concerns about repeating the discussion that had taken place in November, adding that the recent student vote and staff engagement with the previous survey showed that the majority of staff and students had not expressed support for these views. It was also suggested that staff and students who hold opposing views were unable to express their view without fear of being intimidated or targeted.

Following lengthy discussion, Court agreed to approve the SRI Policy as it stands. It was also noted that it would be beneficial for Court members to have sight of the mapping of the University's relationships with the defence sector and the value of these relationships.

CRT/2024/48. Application of conduct rules to student protests

Court noted that a number of student protests had taken place in relation to divestment and the SRI Policy which was had been discussed under item *CRT/2024/47 – SRI Policy*.
As the Senior Senate Assessor, Professor Simon Kennedy outlined the approach to handling disciplinary and conduct-related issues and clarified the distinction between academic and non-academic misconduct, noting that non-academic matters could be resolved at either level one or level two. The importance of proportional responses to misconduct and the need for clear guidelines were highlighted.

The University Secretary updated Court on the university's approach to handling protests and demonstrations, emphasising the need to balance freedom of expression with the safety and well-being of the University community. The importance of maintaining open communication with protestors and addressing their concerns respectfully was highlighted. Court noted that the approach taken so far had been to facilitate peaceful demonstration but any action disrupting teaching or events or limiting access to buildings would lead to students who were identified being dealt with under the Student Code of Conduct. It was noted that minimal disciplinary action had taken place so far and that action had only been taken where criminal damage or harassment/intimidation had been carried out.

During the discussion concerns were raised about the potential criminalisation and securitisation of the campus, particularly regarding the wearing of masks during protests and the possible use of doxxing to identify protesters which could be used to cause harm to the individual in the future. Concerns were also raised about the gathering of data on individuals attending events and Court noted that this would be investigated further.

The University Secretary reported that police were only called on to campus when there was a public order concern or criminal damage had taken place. Concerns for frontline staff who were dealing with the protesters were highlighted. Court agreed that a balance should be maintained between allowing peaceful protests and keeping order, with some Court members expressing worry about the impact of intimidating behaviour on staff and prospective students and the need to support these individuals also. It was noted that this concern had also been raised at the Senate meeting.

It was noted that it was important that the University was open and transparent about when the police would be called to handle protests to ensure the right to protest was protected. Court also acknowledged that it was important that students were not treated as exceptional cases and unchallenged on their behaviour and that they should face equal treatment to those who undertake protests elsewhere in the city.

Court also discussed a possible change in student Code of Conduct to make the wearing of masks (except for religious and health reasons) a disciplinary offence. Court noted that any policy changes relating to student behaviour and conduct was a matter for Senate and that legal and equality advice would be sought. The SRC President and some Court members expressed concerns about a possible ban in the wearing of facemasks as it would be difficult to enforce and could lead to potential human rights breaches. Court noted that it was important that staff dealing with protesters were able to identify students vs members of the public to ensure the wellbeing of all staff and students on campus.

The Rector noted that he felt that University had tried to deflate the situation where possible and had had a very fluid policy which had meant the protests had not escalated whilst noting that protests can escalate quickly.

Court agreed that it would be beneficial to ensure that all staff and students received guidance, especially those on the frontline, on what action to take if they were confronted by protests and whom they should contact.

Following the discussion Court acknowledging the complexity of the issues discussed and the need for ongoing dialogue. It was also noted that it may be beneficial for some Court members to meet with the student protesters, and it was agreed that the Convener of Court would discuss this with the University Secretary and Principal.

CRT/2024/49. Report from the Principal

Court noted the report from the Principal – Paper 8. The following areas were discussed in further detail:

- Recruitment and admissions updates – Court noted the impact of the uncertainty over student numbers on admissions and financial planning. It was reported that the University was monitoring the situation and exploring additional ways to attract international students.
- Sector Issues – Court noted Scottish universities were facing significant financial strain, with eight of 18 institutions reporting deficits totalling over £220 million. The crisis had been exacerbated by declining international student income, rising costs, and real-terms cuts in public funding.
- Immigration White Paper – The potential impact of the UK Government's upcoming immigration white paper was highlighted along with the efforts being made to influence government policy through the Russell Group.

The Principal reported that a video had been shared with the University which discussed some of the sectoral challenges and how the University was responding. The discussion touched on some of the current financial and geo-political issues impacting the UK higher education sector and the uncertainty they created. It also outlined how the University was navigating the current climate through its financial framework and remaining cost conscious.

CRT/2024/50. Report from the University Secretary

Court noted the report from the University Secretary – Paper 9. The following areas were discussed in further detail.

CRT/2024/50.1 UKVI

Court noted that following a UK Visas & Immigration (UKVI) audit in June 2024 the University received written notification that the audit had found “minor breaches” in the University’s compliance. An action plan was implemented in December and a re-audit took place between 8-9 April 2025. It was reported that the audit had gone as well as could be expected and that the legal adviser was confident of a positive outcome. At some stage in the near future, a lessons learned paper and an outline of proposed management and governance arrangements going forward would be presented to SMG and the Audit and Risk Committee.

CRT/2024/50.2 Court Effectiveness Review – Elected Academic Staff Regulations

Court noted that the Court Governance Working Review (CGWR) had revised the process and regulations for Elected Academic Staff Members of Court following discussion at the last Court meeting. During the discussion concerns were raised about the ability to manage the use of email lists for campaigning purposes and official endorsements. Court however concluded that it was important to maintain fairness to all candidates and that use of official endorsements should not be permitted. The manifestos for each candidate would be circulated to the electorate and the Court Office would ensure that these were publicised as widely as possible.

Following discussion, Court agreed that there should be an elected academic member from each college.

Court approved the revised process and regulations for the election of academic staff members of Court and noted that the wording for 8.2b would be reviewed to ensure that it was not contradictory.

CRT/2024/50.3 Training for Dismissal Appeal Panel Members

Court approved the list of senior academic colleagues to be trained to sit on certain appeal panels (e.g. appeals against dismissal) as outlined in Annex 2. Court noted that it had been agreed that a number of UCU members would also undertake the training to ensure that they fully understood the process and could advise their members accordingly. Court also noted that the gender balance of the list would be reviewed when further changes were suggested.

CRT/2024/50.4 Gender Representation Objective

Court approved Annex 3, which is a report made in compliance with Section 8 of the Gender Representation on Public Boards (Scotland) Act 2018 following minor amendment.

CRT/2024/50.4 Public Sector Equality Duty – Equality Outcome 2025-2029

Court noted the Equality Outcomes Report which had been considered by Equality and Diversity Strategy Committee (EDSC) in March 2025. The report outlined the progress on the 2021-2025 Equality Outcomes, the internal and external factors influencing the proposed set of Equality Outcomes, and the consultation process conducted to engage staff and students in setting the University's new Equality Outcomes for 2025-2029.

CRT/2024/50.5 Organisational Change Governance Committee (OCGC) – SPHSU Review

Court noted that following discussion at its last meeting, Shepherd and Wedderburn (S&W) had provided the opinion that the University had indeed demonstrated that the EDI impact of the approach being taken to the SPHSU had been and was being appropriately considered in line with the University's legal and statutory obligations.

Court also noted that the formal dispute lodged by UCU had been resolved. The convenor advised Court that a lessons learned exercise would be undertaken in the new session to reflect on the SPHSU process and issues.

CRT/2024/50.6 Head of School Appointments

Court noted the following appointments:

College of Social Sciences - Adam Smith Business School
Professor Graeme Roy had been appointed as the interim Head of the School, from 14 April 2025 to 31 December 2025.

College of Arts and Humanities - School of Modern Languages & Cultures
Professor Nina Parish had been appointed as the Head of the School for four years, from 1 August 2025 to 31 July 2029.

CRT/2024/50.7 Death of a student in the School of Geographical and Earth Sciences (GES)

Court noted that following the last meeting the case had been reviewed and reassurance given that there was no systemic issue within GES or the wider University. A review of Credit Refused code usage over the past two years confirmed that this was an isolated incident. Two training sessions had been held with GES exam board representatives:

- The first, prior to the February board, involved direct support from the Chair of the Academic Regulations Committee to ensure procedures were correctly followed.
- The second covered the roles and responsibilities of exam boards, regulatory compliance, handling exceptional cases, and compassionate communication.

A follow-up session was being planned for ahead of the May exam boards to support ongoing compliance. This training, which was initially developed for GES, would also be rolled out University-wide in advance of the May boards, targeting exam board chairs and assessment officers. Court also noted that the student's family had requested further information, which the University would provide.

CRT/2024/51. Student Matters, including: SEC Report; SRC President update

CRT/2024/51.1 Rector update

No substantive matters were raised.

CRT/2024/51.2 SRC update

The SRC President reported the SRC had recently visited the campus in China which had allowed the SRC to visit the student services and learnt about the support provided. A number of inconsistencies had been identified – these would be discussed with University colleagues. It was also reported that the SRC was working closely with the University on the student voice within the quality framework.

The SRC President highlighted the recent elections which had seen the highest voter turnout since 2017 and second highest in the last 30 years, with 4,228 votes cast which showed the increasing level of engagement from the students.

CRT/2024/51.3 Student Experience Committee

Court noted the Student Experience Committee reports from the 22 January and 11 March 2025.

The Convener thanked the SRC President for his report.

CRT/2024/52. Reports of Court Committees

CRT/2024/52.1 Finance Committee

Court noted that a joint workshop on Project SIERRA had been held with the Finance Committee and Audit & Risk Committee which discussed the implementation of a new Enterprise Resource Planning (ERP) system and research management system, considering the risks and benefits of a "big bang" implementation versus a phased approach. Gregor Caldow (Executive Director of Finance) reported that Project SIERRA was on track to complete Phase 1, with a planned end date of April 25. Phase II involved preparation for procurement of product and systems implementation partners and was due to be concluded later in the summer.

Court noted the Phase II Business Case, which sought £17.6m to fund a full project team had been approved by Investment Committee, Information Policy and Strategy Committee and Finance Committee.

Court approved the investment request for £17.6m and noted that this had been put forward to Court for formal approval as the total Project spend was due to be over £25m.

Court noted the remainder of the report from the Committee.

CRT/2024/52.2 Estates and Sustainability Committee

Court noted the report from the Committee and that the annual update on the Glasgow Green: The University of Glasgow Response to the Climate Emergency - Action Plan would be presented at the next Court meeting.

CRT/2024/52.3 Information Policy and Strategy Committee

Court noted the report from the Committee.

CRT/2024/52.4 Audit & Risk Committee

Court noted the report from the Committee.

CRT/2024/52.5 Health Safety and Wellbeing Committee

Court noted the report from the Committee and the Annual Report.

CRT/2024/53. Senate Matters

Court noted the report from the Senate meeting held on the 10 April 2025.

CRT/2024/54. Any Other Business

CRT/2024/54.1 Congratulations

Court passed on their congratulations to Rachel Sandison (Deputy Vice-Chancellor – External Engagement and Vice-Principal – External Relations) who was appointed as the Scottish Government's Trade and Investment Envoy for International Education and to Duncan Calvert (SRC Assessor) who was elected as the next SRC President from 1 July 2025.

CRT/2024/54.2 Periodic Subject Reviews (PSRs)

The Convener of Court encouraged Court members to participate in Periodic Subject Reviews (PSRs) to gain deeper insights into the life of the University and the student and staff experience within individual subjects and Schools. Any member of Court interested should contact the Clerk of Court for further information.

CRT/2024/55. Date of Next Meeting

The next meeting of Court would be held on Tuesday 24 June 2025 at 1.45pm. A Pre-Court briefing on the Information Technology Strategy would take place at 12pm.

COURT

Court Meeting: 24 June 2025
Document Title: Strategic Property Investment and Development Board (SPID) Update
Responsible: Gregor Caldow, Executive Director of Finance

Executive Summary:

At the Court meeting on the 23 April Court received an update on the proposal to select a Commercial Funding Partner which detailed the background to the Strategic Property Investment and Development Board (SPID) from Gregor Caldow (Executive Director of Finance) and Nicola Cameron (Director of Joint Ventures).

Court agreed that it would be beneficial for new Court members to receive a summary of why the SPID project was the best approach for the University to deliver residences and innovation facilities which is attached for information.

Action Required:

☐ FORMALLY APPROVE
☐ FOR DISCUSSION
☒ TO NOTE/FOR INFORMATION

Resource Implications: As per budgets

Risk and Assurance:
SMG - Government Policy Changes (ID: 1298)
SMG - Operating Cash Generation (ID: 1262)
SMG - Operating Cash Control (ID: 1276)
SMG - Student recruitment market (ID: 1357)
SMG - Value, impact and benefits realisation (ID: 1289)
SMG - Maintaining and improving reputation (ID: 1342)
SMG - Research (ID: 1369)
SMG - Economic Development and Innovation (ID: 1380)
SMG - Campus development and maintenance (ID: 1392)
SMG - Organisational resilience and agility (ID: 1430)

University Strategy: World Changers Together: World Changing Glasgow 2025

Sustainability Implications/Assessment: None

Student Experience: SPID will support the University to enhance the overall student experience

Equality Considerations: N/A

Supporting Information: None

Classification:	☐	OPEN
	☐	CONFIDENTIAL
	☒	STRICTLY CONFIDENTIAL

This paper is commercially sensitive and should not be published

University of Glasgow

COURT

Court Meeting: 24 June 2025
Document Title: 2025-26 Budget, cash forecast and investment plan
Responsible: Professor Frank Coton, Gregor Caldow & Jonathan Loukes

Executive Summary:

The paper summarises the 2025-26 Budget, cash forecast and investment plan.

The University continues to face sector-wide financial pressures, including a 22% reduction in government funding since 2019–20, rising operational costs, and a decline in international student recruitment. Despite a relatively strong financial position, the University forecasts an £18.1m funding gap by 2028–29, even after embedding £40m in annual savings into the 2025–26 budget.

Recent projections show a further drop in international PGT intake to 6,200 students, reducing revenue by £11m annually and expanding the funding gap to £60.9m over the forecast period. To mitigate this, the University will use unspent endowment returns in 2026 and may require an additional £20m in annual savings from 2027.

Strategic priorities remain unchanged: enabling growth, putting people first, enhancing research, improving service delivery, and enriching the student experience. Key initiatives include maximising academic performance, portfolio review and curriculum rationalisation and, Service Excellence and process redesign.

Whilst Capital investments continue, the budget preserves core investment in infrastructure and strategic priorities, it is likely additional investment will be required in core strategies over the forecast period. Innovation is highlighted as an area that would require additional funding if momentum on strategy delivery was to be maintained and that any upside in income (e.g., from improved international recruitment) would be directed toward core strategies including Innovation as well as considerations on overall shape.

The budget, forecast and investment plan for 2025-26 were discussed in detail by the Finance Committee and the minutes of the discussion can be found under **Agenda Item 9.1b**

The Finance Committee considered downside modelling of a 25% drop in international intake and this would necessitate institutional restructuring or risk depleting cash reserves by 2031. The Finance Committee noted that Senior Management Group will maintain close oversight to ensure financial resilience and strategic delivery.

Court is **asked to review and approve** the final 2025-26 Budget and 3-year forecast and investment plan.

Action Required:

☒ **FORMALLY APPROVE the 2025-26 Budget and 3 year forecast and investment plan**.

☐ FOR DISCUSSION
☐ TO NOTE/FOR INFORMATION

Resource Implications:	As per budgets
Risk and Assurance:	SMG - Geopolitical landscape (ID: 1450) SMG - Government Policy Changes (ID: 1298) SMG - Operating Cash Generation (ID: 1262) SMG - Operating Cash Control (ID: 1276) SMG - Student recruitment market (ID: 1357) SMG - Value, impact and benefits realisation (ID: 1289) SMG - Maintaining and improving reputation (ID: 1342) SMG - Research (ID: 1369) SMG - Economic Development and Innovation (ID: 1380) SMG - Campus development and maintenance (ID: 1392) SMG - Climate change and sustainability (ID: 1422) SMG - Data governance and information security (ID: 1409) SMG - Organisational resilience and agility (ID: 1430)
University Strategy:	World Changers Together: World Changing Glasgow 2025
Sustainability Implications/Assessment:	None
Student Experience:	Court provides oversight on the short and long-term financial sustainability and financial resilience of the University which supports the enhancement of the overall student experience
Equality Considerations:	N/A
Supporting Information:	

Classification:

☐ OPEN
☐ CONFIDENTIAL
☒ STRICTLY CONFIDENTIAL

This paper should remain strictly confidential and should not be released as it contains commercially sensitive information.

University of Glasgow

COURT

Court Meeting: 24 June 2025
Agenda Item: KPI and Strategy Update
Responsible: Professor Frank Coton, Senior Vice Principal and Deputy Vice Chancellor (Academic)

Executive Summary:

This paper provides Court with a comprehensive update on institutional performance against the KPIs set out in the University's current strategic plan and outlines progress towards the development of the next University Strategy, which will guide institutional priorities through to 2035.

The purpose of the paper is twofold:

- To provide assurance on the University's performance to date, highlighting areas of strength, areas requiring continued attention and those where targets are unlikely to be met.
- To inform Court of the approach being taken to develop the next strategic plan, including the timeline, engagement activities and the emerging architecture of the strategy.

This work is being undertaken to ensure that the University remains aligned with its long-term ambitions and is well-positioned to respond to sectoral challenges and opportunities. The measurable targets are the KPIs themselves, which are tracked annually and benchmarked against sector norms. A refreshed KPI framework is being developed to support the next strategic cycle.

Court is asked to note the progress made and the direction of travel, and to provide any guidance on the emerging approach to strategic planning and performance measurement.

Action Required:

☐ FORMALLY APPROVE
☒ FOR DISCUSSION
☒ TO NOTE/FOR INFORMATION

Resource Implications: There are no direct financial implications arising from this paper. However, our KPIs indicate institutional performance and competitiveness, both of which are relevant to financial sustainability. The next University Strategy will inform future resource allocation across thematic and enabling areas going forward.

Risk and Assurance:	This paper provides assurance on institutional performance against the current strategic KPIs and outlines the approach to developing the next strategy. Given the scope of the University Strategy, all categories within the Strategic Risk Register are relevant. The strategy development process is designed to mitigate institutional risk through alignment of strategic priorities, integration of risk considerations and the establishment of a robust implementation and review framework.
University Strategy:	This paper directly addresses the University's overarching institutional strategy and its associated KPI framework. It also relates to the development of the next strategic plan, which will encompass and align with core thematic strategies in Research and Learning & Teaching.
Sustainability Implications/Assessment:	Performance against the current sustainability KPI is reported on in this paper. The next strategic plan will continue our commitment to long-term planning for and investment in emissions reduction, sustainable infrastructure and responsible operations.
Student Experience:	Current KPIs directly relate to student engagement, satisfaction, progression and mobility. The next strategic plan will recognise the central importance of the student experience with a focus on enhancing academic, personal and professional outcomes for students.
Equality Considerations:	The paper includes data on colleague diversity KPIs and outlines the University's commitment to embedding values of inclusion and equity in the next strategic plan. An Equality Impact Assessment will be undertaken on the next university strategy and its supporting KPIs.
Supporting Information:	

Classification:	☐ OPEN ☒ CONFIDENTIAL ☐ STRICTLY CONFIDENTIAL

Note: If paperwork includes information that is considered personal under Data Protection Legislation of Data Protection Laws, it should be highlighted clearly that this should not be shared. If any information is to be redacted before publishing, Authors of papers are responsible and should supply a redacted copy to the Clerk of Court for publication and if required, clearly identify a timeframe for publication.

This paper is classified as confidential due to its focus on institutional performance and the development of the University's next strategic plan. It includes forward-looking information, emerging priorities, and early-stage proposals that may be commercially sensitive or subject to change. Disclosure at this stage could compromise the University's competitive position. This classification applies to the full content of the paper.

University of Glasgow

COURT

Court Meeting: 24 June 2025
Document Title: Principal's Report
Responsible: Professor Sir Anton Muscatelli, Principal & Vice Chancellor

Executive Summary:

The Principal's Report includes updates on the following areas:
1. Scottish Funding Council Final Allocations 2025/26

2. Higher Education Developments and Political Update, including Spending Review, Scottish Government reshuffle, Scottish Parliament elections 2026, and parliamentary scrutiny of the HE sector's financial sustainability.

3. League Tables: the University is to be placed 12th in the world in the Times Higher Education Impact Rankings; and 79th in the QS World University Rankings 2026. Glasgow is placed 31st in the Complete University Guide 2026.

4. Senior Management Group appointments: Professor Andy Schofield joins the University of 1 September 2025 for a handover period, before assuming the role of Principal and Vice Chancellor on 1 October.

5. Key activities: Principal's main engagements since the last Court meeting.

6. Senior Management Group business since the last Court meeting.

Action Required:

☐	FORMALLY APPROVE
☒	FOR DISCUSSION
☒	TO NOTE/FOR INFORMATION

Resource Implications: The report contains a note of SFC Grants for 2025/26 and provides an overview of implications of the UK government's Comprehensive Spending Review.

Risk and Assurance: The range of topics covered in the report touch on all the risks in the SMG Risk Register.

University Strategy: All strategies.

Sustainability Implications/Assessment: N/A

Student Experience: N/A

Equality Considerations: N/A

Supporting Information:

Classification:	☐	OPEN
	☒	CONFIDENTIAL
	☐	STRICTLY CONFIDENTIAL

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Please note the embargoes in place on the Times Higher Education Impact Rankings (18 June) and the QS World University Rankings (19 June). After these dates, when the embargo is lifted, the information is no longer classified as confidential.

University of Glasgow

Court - Tuesday 24 June 2025
Principal's Report

Items A: For Discussion

1. SFC Grants 2025/26

On 29 May, the SFC published their final funding announcement for Academic Year 2025/26. As outlined at the last meeting, we tend to see little change between the indicative and final funding announcements – with the main change being the confirmation of controlled subject funded place allocations which had not been finalised at the time of the indicative announcement's publication. These have been factored into our budget forecasts reported elsewhere in the Court agenda.

The table below illustrates that there has been a minor adjustment to our Main Teaching Grant allocation between the indicative and final funding announcements, a decrease of 0.8%, due primarily to confirmation of expected reductions to our controlled subject funded places – largely driven by a 12% drop in our PGDE Primary funded place allocation (-35 places) when compared to 24/25. This is consistent with wider sector policy.

Table 1: Overview of Glasgow's SFC Funding Settlement AY 25/26

	£k Final 24/25	£k Indicative 25/26	£k Final 25/26	£k Variance to Indicative	£k YoY Change (Final 24/25 – Final 25/26)
Main Teaching Grant	91,066	92,865	92,181	-684 (-0.8%)	+1,115 (+1.2%)
Research Excellence Grant*	52,364	53,578	53,578		
KE & Innovation Fund	3,000	2,905	2,905		
Research Postgraduate Grant	8,832	9,110	9,110		
Grants for Innovation, Teaching and Research	155,262	158,458	157,774	-684 (-0.8%)	+2,512 (+1.6%)

* Total of REG(a), REG(b) and REG(c) grant funding

<u>Capital Funding</u>
Research Capital
SFC are expecting to receive HE Research Capital (HERC) grant funding from the UK Department for Science, Innovation & Technology (DSIT) for FY 2025-26, which will be matched by SFC. The amount is still to be confirmed and they are working on the assumption that it will be the same level as FY 2024/25 (£18.8m). Glasgow's HERC funding allocation for FY24/25 was £4.86M – with SFC match-funding bringing total research capital funding to £9.73M for FY 23/24.

Once the amount is confirmed SFC will issue a separate publication and confirm institutional allocations.

Capital Maintenance and Other Capital Grants
Between the indicative and final funding announcement, there has been a slight reduction in our capital maintenance allocation, a £4k drop to £664k from £668k.

<u>Wider Funding Issues</u>
The final funding announcement contained no specific references to the funding being provided to the University of Dundee in the current financial year, or the increase in employer National Insurance contributions. I can provide a further update at Court on any further sectoral issues.

2. Higher Education Developments and Political Update

<u>Comprehensive Spending Review</u>
On 11 June, the UK Government published the outcome of its Comprehensive Spending Review (CSR), covering 2026/27 to 2028/29 for day-to-day spending, and to 2029/30 for investment spending.

The Chancellor noted in her statement to Parliament that funding for the Scottish Government equates to the largest devolved government settlement in real terms since devolution in 1998. However, it is worth noting that the slower growth in public spending in Phase 2 of the Spending Review mean that the Scottish Government's fiscal space from Barnett consequentials will increase by less in 2026/27 and in subsequent years than it did in Phase 1 of the spending review. The Scottish Fiscal Commission's latest economic and fiscal forecasts in May 2025 also highlighted a weaker tax position in Scotland and a growing gap on social security spending. Hence this will limit the total envelope which the Scottish Government has to increase spending post-2026.

R&D and Innovation
R&D spending is to increase across the UK from £20.4 billion in 2025-26 to over £22.6 billion per year by 2029-30. The CSR notes that will include, "significant investment in Scotland. Scotland has a distinguished history in R&D and the government wants to support and strengthen the sector."

The DSIT budget will increase by an average annual rate of 2.5% over the CSR period. R&D funding in DSIT is to reach £15.2 billion a year by 2029-30, including:

- £500m for a R&D Missions Accelerator Programme to "break down barriers and accelerate the delivery of the government's missions";
- £410m for a Local Innovation Partnership Fund, to "support local leaders to drive innovation excellence across the UK";
- At least £1 billion to significantly scale up the Advanced Research and Invention Agency (ARIA), to fund breakthrough R&D designed to catalyse future growth; and
- Up to £750m for a new supercomputer, to be housed at the University of Edinburgh. This will be the largest supercomputer in the UK and gives scientists in all UK universities access to computational power that can be found in only a handful of other nations.

There is also a welcome reference to funding for association to Horizon Europe, "and its successor."

International
£2.25m will be provided over 3 years from 2026/27 to continue the Scotland Office's 'Brand Scotland' programme, promoting investment opportunities overseas.

Separate to the CSR, the UK Government has today announced a £78m budget for the 2025/26 Turing Scheme, which amounts to a 25% reduction compared to the previous year.

UK Shared Prosperity Fund (SPF)
UK SPF is to be replaced with a new local growth fund, "investing in up to 350 deprived communities across the UK, to fund interventions including community cohesion, regeneration and improving the public realm."

Funding for Scotland will be a flat cash equivalent of Scotland's share of the 2025/26 SPF. Implementation will be led by the Scotland Office and the Ministry of Housing, Communities and Local Government, working in partnership with the Scottish Government.

The Industrial Strategy
The CSR notes the Industrial Strategy will be published later in June, as a 'whole-of-government endeavour'.

Scottish Government Reshuffle
On 11 June, First Minister John Swinney announced a "modest" Cabinet reshuffle. The main change is placing housing at the "heart of the Cabinet" with Màiri McAllan appointed Cabinet Secretary for Housing, following her return from maternity leave. Gillian Martin, who was covering Màiri McAllan's previous Climate Action and Energy brief, has been appointed to the role of Cabinet Secretary permanently. The University has recently hosted a visit from Gillian Martin to highlight our work in energy and will continue to engage with the Cabinet Secretary on ways in which we can support this portfolio. Richard Lochhead, who regularly engages with the University as Minister for Business, has seen his portfolio expand to include Business and

Employment. Maree Todd will become Minister for Drugs and Alcohol Policy to replace Christina McKelvie, who died in March.

The Scottish Cabinet is now as follows:

- First Minister: John Swinney
- Deputy First Minister, with responsibility for Economy and Gaelic: Kate Forbes
- Cabinet Secretary for Finance and Local Government: Shona Robison
- Cabinet Secretary for Education and Skills: Jenny Gilruth
- Cabinet Secretary for Justice and Home Affairs: Angela Constance
- Cabinet Secretary for Social Justice: Shirley-Anne Somerville
- Cabinet Secretary for Transport: Fiona Hyslop
- Cabinet Secretary for Housing: Màiri McAllan
- Cabinet Secretary for Climate Action and Energy: Gillian Martin
- Cabinet Secretary for Rural Affairs, Land Reform and Islands: Mairi Gougeon
- Cabinet Secretary for Health and Social Care: Neil Gray
- Cabinet Secretary for Constitution External Affairs and Culture: Angus Robertson

Scottish Parliament Elections 2026

With under a year to go until the Holyrood 2026 elections, the recent by-election in Hamilton, Larkhall and Stonehouse highlighted the changing political landscape in Scotland, in the emergence of new parties performing well both in the by-election and in the latest national polling. The resulting win for Scottish Labour was unexpected, according to polling, and indicates that the outcome of the elections next year remains uncertain. The University continues to engage positively with all parties represented in Holyrood and is developing a focused engagement plan ahead of the elections.

Financial Sustainability of the Higher Education Sector

Universities Scotland participated in a one-off session with the Scottish Parliament's Education, Children and Young People's Committee on 4 June to discuss the financial sustainability of the university sector. Universities Scotland Director Claire McPherson joined a panel that included three university Principals, including Professor Sir Peter Mathieson of University of Edinburgh, Professor James Miller of UWS and Professor Sue Rigby of Edinburgh Napier University.

Items B: For Information

3. League Tables

Times Higher Education Impact Rankings 2025 – Under strict embargo until 18 June

The University has achieved an extremely positive performance once again in the THE Impact Rankings 2025, to be published on 18th June. Glasgow has been placed 12 in the world for the second year in a row (subject to confirmation, we expect to be placed 2nd in the UK). This is good to see in an increasingly competitive and larger field. In excess of 2,500 institutions submitted to the 2025 Rankings, an increase of 18% since the previous year.

As Court is aware, these rankings demonstrate the difference a university is making in the world by working towards the United Nations' Sustainable Development Goals and aim to highlight work by universities in their communities and feature institutional activities and efforts not covered in other rankings. To have retained our placing in this context is a great achievement and demonstrates the breadth of our impact.

Other key points:

- We have improved our ranking performance in 10 SDGs, slipped back in 5 SDGs, and held position in 2 SDGs.
- Underscoring the increased competitiveness, we have improved our absolute scores in 13 SDGs and reduced score in 4 (and our overall score has improved every year of submission)
- UofG is now in the world top 50 for 11 SDGs (up from 9 in 2024) and in the world top 10 for 3 SDGs (up from 2 in 2024)
- Our highest ranked SDG in 2025 is **SDG 6, Clean Water and Sanitation**, where we now rank 3rd globally (up from =67th).
- We ranked 10th in both **SDG 12, Responsible Production and Consumption** and **SDG 15, Life on Land** (up from =15th and =12th respectively).

The team in External Relations continues to maximise opportunities to showcase the University research and activity which secured this achievement. Once again, I would like to thank the teams of colleagues within Economic Development and Planning, Insights and Analytics responsible for the submission.

QS World University Rankings 2026 – under strict embargo until 19 June

At the April meeting, I reported on the QS World Rankings by Subject, noting that the University has 25 subjects ranked in the top 100 in the world. The overall QS World Rankings 2026 are due for publication on 19 June, and the University remains solidly in the top 100, falling one place to 79th in the world from 1,501 ranked institutions. We are placed 12th in the UK (down one place) and remain 2nd in Scotland.

Our scores have improved across most metrics, notably in both reputation metrics, and saw only very slight declines in a few metrics where we previously scored 97 and above. It is also worth noting that Glasgow was placed 19th in the world for the international diversity of our student population.

Complete University Guide 2026

On 10 June, the Complete University Guide 2026 was released. Glasgow is placed 31st in this UK ranking, a drop of three places compared to 2025. This league table is based on ten measures: entry standards, student satisfaction, research quality, research intensity, academic services spend, spending on student facilities, continuation, student-staff ratio, graduate prospects – outcomes and graduate prospects – on track. The indicators given most weight are around student satisfaction and progression, and NSS scores play an important role in the overall ranking.

Although this league table is judged to be less influential in student choice than some of the other national league tables (The Times/Sunday Times and Guardian, which will be published later in the year) the University's League Table Action Group will take a closer look at the methodology and our scores to determine if there are any actions to be taken going forward.

4. Senior Management Group Appointments

I look forward to Professor Andy Schofield joining the University for a handover period on 1 September 2025, before taking over from me as Principal and Vice Chancellor on 1 October 2025. As part of the handover, Professor Schofield will join Court Strategy Day and the September meeting of Court.

5. Key activities

Below is a summary of some of the main activities I have been involved in since the last meeting of Court, divided into the usual 4 themes: Academic Development and Strategy; Internationalisation activities; Lobbying/Policy Influencing and Promoting the University; Internal activities and Communications and Alumni events.

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

Academic Development and Strategy

- 15 May – Chaired Professorial interview panel for the James Watt School of Engineering
- 19-20 May – Senior Management Group Strategy Away Days
- 5 June – Senate.

Internationalisation Activities

- 6-9 May – I attended Universitas 21 Annual Network Meeting and Presidential Symposium, University of California, Davis. I was invited to join the U21 Executive Committee, to discuss arrangements for University of Glasgow hosting the 2026 Annual Network Meeting.
- 12-16 May: Meetings of University Grants Committee Hong Kong (attended remotely from Glasgow).
- 13 May – I hosted a visit to campus by the Royal Norwegian Embassy in the UK
- 21-23 May – I spoke at The Guild of European Research-Intensive Universities General Assembly 2025 and Joint Guild/League of European Research Universities (LERU) conference – Brussels.
- 26 May – CIVIS Board of Rectors Meeting
- 27 May – Attended Italian National Day Event hosted by the Consul General of Italy in Edinburgh.
- 30 May – Call with Biocon Academy Advisory Board. I have been asked to join this Board of external advisors by Dr Kiran Mazumdar-Shaw.
- 10-13 June – Attended CIVIS Board of Rectors meeting and Global CIVIS Days at Sapienza University of Rome, as well as conducting partner meetings.

Lobbying/Policy Influencing and Promoting the University

Royal Society of Edinburgh - Presidential engagements

- 25 April – Meeting in relation to RSE Tertiary Education Conference
- 29 April – RSE Pre-Election Programme Briefing
- 16 May – RSE Regular meeting with CEO, Treasurer and General Secretary
- 28 May – RSE Conference Dinner
- 29 May – Addressed the RSE Tertiary Education Conference
- 2 June – Chaired RSE Council Meeting
- 4 June - RSE Enterprise Fellowship Meeting
- 5 June - RSE New Fellows 2025 Introduction Webinar
- 16 June – RSE New Fellows Admissions and internal RSE engagements.

Media engagement

- 24 April – Met with Editor of Times Higher Education

Other external engagement

- 24 April – Attended National Institute of Economic and Social Research (NIESR) Authors Workshop, co-presenting a session on *Reforming the UK Fiscal Framework and boosting public investment.*
- 25 April – Meeting with local constituency MSP
- 25 April – Attended Universities Scotland Future Funding Working Group
- 28 April - Meeting with new Principal and CEO of Glasgow Kelvin College
- 1 May – Mentor Group Meeting with Interim Principal and Vice-Chancellor of University of Dundee
- 2 May – Meeting with Secretary of State for Scotland.
- 12 May – Universities Scotland briefing with Secretary of State for Scotland on the Immigration White Paper
- 13 May – Keynote Speaker at Congress of Business, organised by the Glasgow Chamber of Commerce, speaking on the topic of *The Global Power of University-led Innovation*
- 13 May – Meeting with Leader of Glasgow City Council and Principal of the University of Strathclyde, to discuss the Glasgow Economic Leadership (GEL) Board
- 16 May – Contributed to a discussion around a proposed review of Northern Ireland Higher Education funding
- 30 May – Universities UK Future Funding Working Group
- 4 June – I hosted members of the House of Commons Administration Committee – who were interested in hearing from our Estates team about stewardship of a large, complex estate, including complex refurbishment projects
- 5 June – Universities Scotland Main Committee and Strategy Session
- 5 June - Dinner with the First Minister and Dr Kiran Mazumdar-Shaw
- 6 June – Spoke at a conference hosted on campus entitled “Scotland: Creating the jobs of tomorrow”. The conference was organised by think tank Our Scottish Future, in association with the Glasgow Chamber of Commerce, with keynote speakers including

former Prime Minister Gordon Brown and Lord Sainsbury. I contributed to a panel discussion with Professor Michael Spence, Nobel Prize-winning economist.

Internal activities and Communications and Alumni events

- 29 April - Delivered opening remarks at an internal event to thank members of the UKVI project team
- 1 May – University of Glasgow Trust Meeting
- 5 May – Hosted dinner for principal donors in the San Francisco area (while in the area for the Universitas 21 Presidential Symposium)
- 12 May – Internal League Table Action Group
- 14 May – Internal Government Relations Group Meeting
- 15 May – Regular update meeting with SRC Sabbatical Officers
- 30 May – Spotlight Podcast Recording (Centre for Public Policy)
- 3 June – I hosted a visit with Dr Kiran Mazumdar-Shaw on campus, including updates on the impact of her philanthropic partnership with the University and a private view of the new CARBON exhibition in the ARC, a partnership project with the Science Gallery Bangalore.
- 3 June – I hosted the Hunterian Director's Dinner
- 4 June – Introduced FOCUS West Event for Schools, part of our Widening Participation activities. Welcomed the Minister for Higher Education to campus for the event.
- 9 June – I spoke at the opening of the Glasgow Hydrogen Innovation Centre, highlighting the importance of sustainability and impact to the University.

6. Senior Management Group business

In addition to standing and regular items, including Strategic Risk Review, Management Accounts and People & OD Data Analytics, the following issues were discussed:

SMG Meeting of 28 April

- Strategic Recommendations for Fee Setting and Scholarships 2026/27
- Student Admissions: Latest Arrival Date Proposal
- Sustainability training
- Exam Contingency Planning
- Supreme Court Ruling
- SRI Policy
- University of Glasgow/University of Birmingham partnership
- Immigration White Paper
- Neonatal Care Leave Policy for Staff

SMG Meeting of 6 May

- Timetabling Future State – People Organisational Design
- UKVI Audit – Retrospective
- SMG Strategy Away Day agenda

SMG Meeting of 12 May

- Principal's Budget Meeting
- Universitas 21 Annual Network Meeting – report from Principal
- Developing the Digital Learning and Assessment Environment

SMG Meeting of 27 May

- Cybersecurity
- Sector funding update
- REF 2029 update
- Automation project

SMG Meeting of 2 June

- University Budget 2024/25 and Long-term Cash Forecast
- Regulatory Compliance
- Discussion with SRC Executive teams 2024/25 and 2025/26
- Clinical Trials
- ERC Advanced Grants
- Supreme Court judgement – ERC consultation
- REF 2029 Panel and Sub-Panel Chairs
- Spending Review

SMG Meeting of 9 June

- KPI Update
- SEPS Management Audits

SMG Meeting of 17 June

- Career Development
- Research Presentation
- Clinical Trials Unit – update
- Service Excellence Programme and Quarterly Transformation Update
- Minutes of Health, Safety and Wellbeing Committee and SEPS Incident Report

University of Glasgow

COURT

Court Meeting:	24 June 2025
Document Title:	University Secretary's Report
Responsible:	Dr David Duncan, Chief Operating Officer and University Secretary

Executive Summary:

The University Secretary's Report includes items for Court approval, alongside several updates and developments for noting.

For approval:

- A.1 OSCR Compliance: Court is **asked to approve** the collection of full trustee details in line with revised OSCR regulations and to confirm that SMG members meet the new senior management criteria and are not disqualified.

- A.2 Dunlop Bequest: **Approval is sought** to use Dunlop Endowment funds to support a four-year fixed-term Wind Tunnel Research Technologist post.

Court is also invited to provide feedback on the University's Sustainability Strategy and to discuss potential topics for inclusion in the 2025 Strategy Day programme.

Please note that the report is presented in a revised format. Feedback/comments on the structure and layout are welcomed.

Action Required:

☒	**FORMALLY APPROVE - as per Annex 1, Annex 2**
☐	FOR DISCUSSION
☒	TO NOTE/FOR INFORMATION

Resource Implications:	To be determined
Risk and Assurance:	SMG - Geopolitical landscape (ID: 1450) SMG - Government Policy Changes (ID: 1298) SMG - Operating Cash Generation (ID: 1262) SMG - Maintaining and improving reputation (ID: 1342) SMG - Data governance and information security (ID: 1409) SMG - Organisational resilience and agility (ID: 1430)
University Strategy:	World Changers Together: World Changing Glasgow 2025 Glasgow Green

Sustainability Implications/Assessment:	Various, see report.
Student Experience:	N/A
Equality Considerations:	N/A
Supporting Information:	See additional reports

Classification:	☒	OPEN
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Court - Wednesday 24 June 2025

Secretary's Report

University Secretary Business

Section A – Items for Discussion / Decision / Approval

	Item	Summary	Action Required
A.1	**OSCR Compliance**	From 30 June 2025, all Scottish charities must provide the Office of the Scottish Charity Regulator (OSCR) with full trustee details (including name, contact info, and date of birth), with only first and last names published on the public register to enhance transparency. Additionally, from 31 August 2025, new disqualification rules will apply to both charity trustees and senior managers. Full details are provided at **Annex 1**.	Court is **asked to approve** the collection of trustee details and agree that SMG members fall under the new senior management criteria, requiring them to confirm they are not disqualified.
A.2	**Dunlop Bequest**	Approval is requested to use Dunlop Endowment funds to support a four-year fixed-term Wind Tunnel Research Technologist post at the University's Acre Road site. See **Annex 2.**	Court's **approval is sought** for the spend on salary.

Section B – Items for Information / To Note

	Item	Summary	Action Required
B.1	**Organisational Change Governance Committee (OCGC)**	The OCGC annual report outlines the University's approach to managing organisational change, particularly where staff may be affected. Court is asked to note the decisions made by the OCGC between June 2024 and June 2025, as summarised in **Annex 3**.	Note
B.2	**Court Governance Working Group**	A further review of the Effectiveness Review Action Plan was undertaken by the Court Governance Working Group. All outstanding actions are scheduled for completion by 1 August 2025. A copy of the Action plan is enclosed as **Annex 4.**	Note

B.3	**Court Strategy Day 2025**	Suggestions are invited for topics to be included in the Court Strategy Day programme in September. Potential items could include a visit to Keystone (which might alternatively take place on the morning of the Court meeting on the 25th), a review of the institution's strategic direction, updates on transformation and efficiency initiatives, a focus on research, and a discussion on the student experience.	Note/Discuss
B.4	**Court Appointments**	Paula McKerrow is reappointed as Trade Union Representative from 1 September 2025 – 31 August 2029. Professor Dan Haydon to serve as Senior EAMS from 1 Aug 2025.	Note
B.5	**Head of School Appointments**	Professor Simon Joss is appointed as Head of School, Social and Political Sciences (1 Aug 2025–31 Jul 2029).	Note
B.6	**Convener's Business**	Conveners' business for the period 24 April 2025 to 24 June 2025. See below.	Note

Chief Operating Officer Business

Section C – Items for Information / To Note

	Item	Summary	Action Required
C.1	**Hunterian Development**	The Hunterian is currently undertaking a Scoping Project, funded by the University and the National Lottery Heritage Fund, to prepare for a major redevelopment of the Hunterian Museum and Art Gallery. A copy of the proposal is attached at **Annex 5**.	Note
C.2	**UKVI Audit**	Following minor breaches identified by UKVI, an action plan was issued to the University and a follow-up audit undertaken in April 2025. The audit was successfully passed, and an internal review was conducted to evaluate the University's response. **Annex 6.**	Note

		reviews the reasons behind the University's failed audit in June 2024 and outlines the corrective systems and processes now in place to ensure full compliance moving forward. Appended to this report are the following documents: - The UKVI action plan outlining the required compliance measures. - The auditor's report from the re-audit conducted on 8–9 April 2025. - Correspondence confirming that the University is no longer subject to the action plan.	
C.3	**EHRC**	The University of Glasgow is conducting an internal consultation alongside the Equality and Human Rights Commission (EHRC) consultation following the UK Supreme Court's ruling in the *For Women Scotland* case, which impacts the interpretation of 'sex' under the Equality Act 2010. This consultation seeks input from students and staff to shape the University's response to EHRC's updated Code of Practice and to assess the broader impact on the university community. More details can be found on the University's Equality & Diversity webpage.	Note
C.4	**Kelvin Nanotechnology Limited**	Following discussions among the Board and shareholder representatives, Companies House is being instructed on the appointment of two new Non-Executive Directors: • Dr Brendan Casey – CEO of KNT • Professor Eric Yeatman – Vice-Principal and Head of College, Science and Engineering	Note
C.5	**Sustainability Update**	**Annex 7** outlines the University's ongoing efforts to implement its Sustainability Strategy and achieve the 2030 carbon reduction goal, as set out in Glasgow Green. It reports on progress across key themes, updates on net zero pathway developments, and highlights internal audit findings.	Court is invited to note the progress to date, and to provide feedback on the strategic direction.

Convener of Court – Gavin Stewart

Summary of Business from 24 April 2025 – 24 June 2025

Date	Meeting	Location
30 April 2025	CUC Remuneration Committee Meeting	Online
1 May 2025	Meeting with Principal	Online
15 May 2025	Meeting with Principal and Chief Operating Officer	Online
21 May 2025	CUC Spring Plenary 2025	Online
28 May 2025	Pre Court officers meeting	Online
29 May 2025	UofG Strategy Consultation with Court Lay members	online
	Remuneration Committee	Glasgow
	Court Governance Working Group	Online/Glasgow
	GUJPS Meeting	Glasgow
9 June 2025	Meeting with Principal	Online
23 June 2024	General Council Half Yearly Meeting	Online
24 June 2025	Meetings with Court Members	Glasgow
	Court Pre Briefing	Glasgow
	Court	Glasgow
	Court Dinner	Glasgow

COURT

Court Meeting: 24 June 2025
Document Title: Office of the Scottish Charity Regulator (OSCR)
Responsible: Dr David Duncan, Chief Operating Officer and University Secretary

Executive Summary:

From summer 2025, OSCR will implement two key changes affecting all registered Scottish charities.

As of 30 June 2025, charities must submit trustee personal details to OSCR. Only first and last names will be published on the Scottish Charity Register to enhance transparency and public confidence.

From 31 August 2025, new legislation will broaden disqualification criteria for trustees and extend them to senior management roles.

Court is **asked to approve** the collection of trustee data and to confirm that the Senior Management Group be designated as fulfilling a “senior management function” under the new rules.

Action Required:

☒ FORMALLY APPROVE
☐ FOR DISCUSSION
☐ TO NOTE/FOR INFORMATION

Resource Implications: N/A

Risk and Assurance: The University is preparing for OSCR’s 2025 changes by securely collecting trustee data and confirming eligibility of senior leaders. Legal review and proactive declarations reduce risks around data protection, compliance, and reputational harm, ensuring the University maintains its charitable status.

SMG – Maintaining and improving reputation (ID1342)

University Strategy: N/A

Sustainability Implications/Assessment:	N/A
Student Experience:	N/A.
Equality Considerations:	N/A
Supporting Information:	N/A

Classification:	☒	OPEN
	☐	CONFIDENTIAL
	☐	STRICTLY CONFIDENTIAL

Note: If paperwork includes information that is considered personal under Data Protection Legislation of Data Protection Laws, it should be highlighted clearly that this should not be shared. If any information is to be redacted before publishing, Authors of papers are responsible and should supply a redacted copy to the Clerk of Court for publication and if required, clearly identify a timeframe for publication.

[If Confidential or Strictly Confidential, provide a brief rationale for the classification]

Scottish Charity Regulator (OSCR) Changes 2025

Introduction

All charities in Scotland must be registered with the Office of the Scottish Charity Regulator (OSCR) and must meet annual reporting requirements to keep their status. OSCR is introducing two changes from the summer of 2025 which are outlined below.

1) Providing trustee details to OSCR and the publication of trustee names

Starting from June 30 2025, OSCR will require charities to submit the following details for each charity trustee:

1. Full name
2. Home address
3. Email address
4. Telephone number
5. Date of birth
6. Date of appointment as a charity trustee

These details will be kept securely and used by OSCR to help them regulate charities more effectively and to contact trustees when necessary

The first and last name of each charity trustee (only) will be published on the Scottish Charity Register from the end of 2025. This is intended to enhance transparency and public trust, allowing donors, funders, and the public to see who is responsible for governing each charity. The Court Membership is already published on the University webpages.

2) Disqualification criteria for charity trustees and those undertaking a senior management function

From 31 August 2025, new rules on the automatic disqualification of individuals from acting in Scottish charities will come into force under the Charities (Regulation and Administration) (Scotland) Act 2023. Appendix 1 provides more details on the changes. Individuals who undertake a senior management function for a charity are now also covered (in addition to charity trustees).

Actions Requested

1) Court to confirm that it is content for the Court Office to gather the personal details listed above for each member of Court.

2) Following review of the guidance by the Deputy Secretary and Head of Legal, Court is asked to agree with the recommendation that the members of the Senior Management Group (SMG) should be classed as those undertaking a senior management function for a charity and therefore that each current (and prospective future) member of SMG should be asked to consider the new criteria and declare that they are not disqualified from acting as a senior manager of the University.

Appendix 1

Further details on Automatic disqualification

Criteria that currently automatically disqualify an individual from acting as a charity trustee include:

- an unspent conviction for an offence involving dishonesty or an offence under the 2005 Act
- Undischarged bankruptcy (sequestration)
- Granting a Protected Trust Deed
- Entering into an Individual Voluntary Arrangement (England and Wales) to pay off debts with creditors
- Being removed by a court from being a charity trustee
- Being disqualified from being a company director

From 31 August 2025, the automatic disqualification criteria will be amended to: (i) extend the list of disqualification criteria; and (ii) additionally exclude individuals from undertaking a senior management function within the charity. Newly introduced criteria include:

- conviction of offences under bribery legislation
- conviction under proceeds of crime legislation
- conviction for perverting the course of justice
- a conviction of terrorism or association with proscribed terrorist group
- misconduct or negligence as a public official
- disobedience with an order of court; and
- sexual offences subject to notification

The full list of criteria for disqualification are set out here.

Charity law provides two ways that a function carried out by an individual holding an office or employment is considered to be a senior management function:

1. The function relates to the management of the charity for which the person is only directly accountable to the charity trustees;
2. The function involves control over the charity's money and the person is only responsible for that function either:
    a. directly to the charity trustees, or
    b. to a person carrying out a senior management function that does not involve control over money.

Management of the charity in this context means having responsibility for the day-to-day control and operation of the charity including decisions on key operational matters.

Control over money means having responsibility for the charity's financial performance and spending, financial policies and controls.

Individuals will be responsible for checking whether they meet any of the criteria that result in automatic disqualification.

Anyone who acts as a charity trustee or in a senior management function for a charity while disqualified is guilty of an offence punishable by a fine, imprisonment, or both.

OSCR has the power to waive automatic disqualification in only very specific circumstances.

Further details can be found here

OSCR | Guidance on disqualification criteria for charity trustees and those undertaking a senior management function from summer 2025

COURT

Court Meeting: 24 June 2025
Document Title: Use of Funds: Dunlop Endowment ([redacted]
Responsible: Tania Galabova, Head of Professional Services, James Watt School of Engineering

Executive Summary:

The Bequest/Endowment is currently used for a number of studentships however it is currently being underutilised, and a considerable revenue has built up as outlined in **Annex2.**

The James Watt School of Engineering is seeking approval to use revenue from the **Dunlop Endowment** to fund a fixed-term **Wind Tunnel Research Technologist (WTRT)** post for four years. This role is critical to optimising operations and increasing utilisation of the National Wind Tunnel Facility (NWTF) at the University's Acre Road site, thereby maximising research output and income generation from this strategic infrastructure. The NWTF provides high-quality, reliable data for numerical simulations and is accessible to both academic and industrial researchers, supporting broad impact and fostering innovation in aerospace and related transport technologies. This directly aligns with the endowment's purpose of advancing research in mechanical and electrical engineering, with a focus on transport by land, air, and sea. The projected cost is £305,101 over four years. Any salary recovery specifically against this post will be returned to the endowment during this period. Should the post achieve 80% cost recovery by Year 4, it will transition to core School funding; if not, the appointment will end at the conclusion of the fixed term.

The terms of the bequest outlined in **Annex 2** allow Court's discretion for the use of the funds.

Court is **asked to approve** the use of the Dunlop Endowment to fund a fixed-term Wind Tunnel Research Technologist (WTRT) post for four year.

Court is also asked to consider the formation of a small group which will review any changes to endowments/bequest which would normally be submitted to Court for formal approval. Suggested members of the group could include University Secretary, Head of Legal & Deputy Secretary, Chair of Finance Committee, and Convener of Court.

Action Required:

☒	FORMALLY APPROVE
☐	FOR DISCUSSION
☐	TO NOTE/FOR INFORMATION

Resource Implications:	The total projected cost over four years is £305,101, funded from the Dunlop Endowment's revenue surplus. Recouped salary for this post will be returned to the endowment during the initial period, with transition to general funds if 80% recovery is met by Year 4; otherwise, the post will end.
Risk and Assurance:	A phased cost recovery plan targets 80% income by Year 4, supported by formal annual reviews assessing value, performance, and income trajectory. A clear exit strategy ensures no obligation beyond the fixed term if targets are unmet. The Research Technologist is a specialist role critical to advancing externally funded research linked to the NWTF, essential for sustaining income and maintaining Glasgow's leadership in aerospace research. By funding this post on a strictly time-limited basis with defined conditions, the School balances risk management with strategic prioritisation amid current financial constraints.
University Strategy:	Research Strategy 2020–2025: The WTRT role facilitates research that can lead to advancements in transport technologies, aligning with the strategy's focus on impactful research and innovation. Glasgow Green – Sustainability Strategy: While the WTRT position does not directly impact environmental sustainability, it indirectly supports the University's sustainability goals by enabling research into more efficient transport systems, which can contribute to reducing environmental footprints.
Sustainability Implications/Assessment:	This appointment has no direct environmental impact and does not significantly alter the School's resource usage, as it is based within existing facilities. Indirectly, by supporting the deHavilland wind tunnel and related aerospace research infrastructure, the role advances the University's Glasgow Green sustainability objectives by facilitating research into more efficient, lower-emission transport technologies.
Student Experience:	The WTRT will be based at the NWTF facility at Acre Road, supporting specialist student projects and selected MEng activities that use the research infrastructure. While primarily research-focused, the role also includes a developing contribution to the operation of the James Watt South (JWS) teaching wind tunnel, which supports core Aerospace courses and final-year projects. By ensuring safe and effective use of both facilities, the WTRT will enhance the delivery of high-quality, hands-on learning experiences.

Equality Considerations: No equality concerns; recruitment will follow standard inclusive University procedures.

Supporting Information: UofG National Wind Tunnel Facility

Classification:	☒	OPEN
	☐	CONFIDENTIAL
	☐	STRICTLY CONFIDENTIAL

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[If Confidential or Strictly Confidential, provide a brief rationale for the classification]

Supporting information

Use of Funds: Dunlop Endowment ([redacted]

Endowment Terms

The Dunlop Endowment is designated for the **advancement of research in engineering**, specifically in the fields of **mechanical or electrical engineering**, with a particular emphasis on **improving methods of transport by land, sea, or air**.
Reference: Court Records (1591_001) – attached.

Current Financial Overview

- **Capital Reserve:** £5,396,358
- **Revenue Surplus:** £1,268,865

WTRT Salary Cost and Recovery Plan

The **Wind Tunnel Research Technologist (WTRT)** role is central to supporting research activities aligned with the endowment's purpose. The following outlines the projected salary costs and the phased recovery plan:

Year	WTRT Salary Cost	Target Salary Recovery
1	£69,627	0%
2	£73,884	20%
3	£78,399	50%
4	£83,190	80%
Total	**£305,101**	**–£120,529** (net recovery)

Implementation Plan

It is anticipated that the WTRT costs will be recovered through charges applied to new research applications that make use of the Acre Road facilities. This cost-recovery model will be introduced gradually over four years, aligning with the implementation of a new costing framework.

into residue.

SEVENTH I leave and bequeath the residue of my estate including any sums falling in by the lapse of legacies or annuities to the University Court of the University of Glasgow incorporated under the Universities (Scotland) Act 1889 to be held and applied either as regards principal or income by the said Court for the purpose of encouragement and advancement of research in engineering whether mechanical or electrical having especially in view improvements in the methods of transport by land, sea or air, declaring that the said Court shall have full discretion in the adminis: :tration and application of the capital and income of the fund for said purposes.

EIGHTH And in addition to the powers, privileges and immuni: :ties enjoyed by Trustees either by Statute or at common law I authorise and empower my Trustees to retain the investments in which my estate may be placed at the date of my death or in their discretion to realise the same and to reinvest the proceeds and any other funds coming into their hands from whatsoever source from time to time in the like investments or in or upon the security of real estate in Great Britain or Ireland, the stocks, shares or debentures of any Company or Corporation incorporated by or under Act of Parliament/by Royal Charter, or in such other stocks, funds or securities, real or personal, at home or abroad/

University of Glasgow

COURT

Court Meeting:	24 June 2025
Document Title:	Organisational Change Governance Committee
Responsible:	Dr David Duncan, Chief Operating Officer and University Secretary

Executive Summary:

This report outlines organisational change activity across the University from June 2024 to June 2025, in line with the Management of Organisational Change Policy. It summarises proposals reviewed by the Organisational Change Governance Committee, including strategic matters such as the SPHSU transition and Genomics Innovation Alliance closure, as well as internal restructuring initiatives.

Action Required:

☐ FORMALLY APPROVE
☐ FOR DISCUSSION
☒ TO NOTE/FOR INFORMATION

Resource Implications: Varied - the changes reported require staff time for consultation, legal and P&OD support, and may result in redundancies, redeployment, or restructuring. Some proposals involve setting up new teams, requiring internal reallocation or additional resource investment.

Risk and Assurance: Any change activity is managed through a tiered governance framework, providing assurance over decision-making proportional to the scale and impact of proposals. The involvement of the OCGC, Court oversight, and formal consultation with staff and trade unions has helped mitigate reputational, legal, and operational risks. Independent reviews, Equality Impact Assessments, and formal dispute procedures provide further safeguards around fairness, compliance, and transparency. Identified risks relating to SPHSU include staff uncertainty, potential redundancies, and impacts on morale, which were addressed through enhanced communication, redeployment efforts, and structured oversight mechanisms.

University Strategy:	N/A
Sustainability Implications/Assessment:	N/A
Student Experience:	N/A.
Equality Considerations:	Equality Impact Assessments were undertaken where required to assess potential disproportionate impacts. Specific concerns relating to fairness and gender representation were acknowledged, with steps taken to commission independent review and improve policy clarity.
Supporting Information:	

Classification:	☐ OPEN ☒ CONFIDENTIAL ☐ STRICTLY CONFIDENTIAL

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[If Confidential or Strictly Confidential, provide a brief rationale for the classification]

University of Glasgow

Organisational Change Governance Committee

Report to Court – June 2025

Introduction

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

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

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

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

Proposed changes falling within Tier 1 are managed at a local level while changes classified as Tier 3, which are of a strategic nature, explicitly require the approval of Court. Change proposals that fall within Tier 2 are considered and approved on Court's behalf by the Organisational Change Governance Committee (OCGC).

The Terms of Reference for the OCGC is attached as **Appendix 1**. It comprises the Chief Operating Officer and University Secretary plus five members of Court;

- Dr David Duncan
- David Finlayson
- Professor Dan Haydon
- Professor Tara Brendle
- Christine Middlemiss
- Laic Khalique.

The meetings are convened by the Chief Operating Officer and University Secretary. A Court Office staff member attends for note taking. Representatives from P&OD and the proposer(s) of any organisational change attend as required.

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

Proposals approved by the OCGC in the period from June 2024 – June 2025 are as follows:

- **MVLS - SPHSU (Meetings held September 2024/February 2025)**

Further discussions were held by OCGC regarding the removal of MRC funding from the SPHSU in September 2024 and February 2025. In September concerns were raised over the fairness of the organisational change process, particularly the transition of MRC-funded posts to University funding and significant gender disparities in academic staff retention. Court acknowledged these issues and approved steps including continued union and staff consultation. It also commissioned an independent external review with EDI and data analysis expertise to assess fairness and identify systemic issues. There were further concerns about the impact on SPSHU staff, potential reputational damage, and potential misalignment with the University's strategic priorities. Court emphasised the need for clear, standardised criteria for transitioning staff from external to internal funding, and approved actions including allowing the current process to proceed (despite possible redundancies), encouraging use of the growth fund to retain staff, initiating an independent review of the Academic PI process, and exploring redeployment options.

In February 2025, Court received a report by Professor Jill Morrison, which broadly supported the College of MVLS's handling of the SPHSU funding withdrawal, while recommending action to reduce staff workload pressures, improve communication, and strengthen equality and diversity policies. In parallel, the University would proceed with formal dispute resolution and redundancy notification processes and would seek legal advice regarding the Equality Impact Assessment conducted during the organisational change process.

- **MVLS - Genomics Innovation Alliance (May 2025)**

  The Genomics Innovation Alliance (GIA) was created to support the translation of genomic innovations into the NHS, with its flagship project being the development of a Solid Tumour Pan Cancer Panel. Despite technical progress, a 2025 review identified major challenges, including the lack of a business plan, unclear long-term strategy, and an underwhelming financial performance. Given these issues and the limited prospects for sustainability, it was proposed that GIA formally conclude by the end of 2025. This would involve winding down all associated work and roles, including the early termination of Open-Ended Funding End Date contracts, most of which had been expected to run through 2027, through a formal redundancy process. Staff would be supported through redeployment efforts and consultations as the project was delivered, and GIA was closed.

In addition, OCGC was asked to acknowledge the following change proposals. Since these changes did not involve redundancies, they were presented for information.

- **UKVI (February 2025)**

  This proposal would establish a dedicated University-level team within the Student and Academic Services Directorate to oversee all compliance responsibilities related to Sponsored Students (UG, PGT and PGR). It included a focus on engagement monitoring, record keeping, and case management. The initiative responded to key recommendations from the 2024 UKVI Audit and aligned with existing priorities identified through the University's Service Excellence Programme.

- **Timetabling (May 2025)**

  A new professional services team was proposed within the Estates Directorate to centrally manage the scheduling and rooming of teaching events, improving efficiency and consistency across the University. This proposal would consolidate existing activities and staff from Colleges into the current Space Management and Timetabling Team. Supported by the Transformation Team, the new model would streamline processes and reduce duplication through internal recruitment and role transitions. No redundancies were expected.

1. Introduction

Appointed by Court, the **Organisational Change Governance Committee** (OCGC) reviews all Tier 2 and 3 organisational change proposals, which might result in staffing reductions or significant changes to the organisational structure. The Management of Organisational Change Policy provides a framework within which proposed changes with the potential to impact on staff are considered and approved, subject to appropriate consultation with the relevant parties

2. Committee remit

The policy provides a 'tiered' approach to organisational change related decision-making as follows:

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

Tier 2 – Core funding: a reduction in the number of posts within a team, group, programme, College support service or subsection of a School or University Service. Significant restructuring exercises may also be considered within this level.

Tier 3 – The closure of an academic subject / discipline or larger change proposals. These should be automatically referred to Court for consideration.

Proposed changes falling within Tier 1 are managed at a local level while changes classified as Tier 3, which are of a strategic nature, explicitly require the approval of Court. Change proposals that fall within Tier 2 are considered and approved on Court's behalf by the Organisational Change Governance Committee (OCGC).

The Committee shall:

- Provide strategic sign-off to management for Tier 2 proposals
- Decide, on strategic and/or key reputational grounds, or for other exceptional reasons, if the matter should be treated as equivalent to a Tier 3 proposal and receive initial strategic sign-off by Court prior to proceeding
- Assess, in more complex and/or potentially controversial or especially sensitive matters, whether the Committee needs to review the final proposals following consultation and prior to the changes being implemented. In such circumstances the Committee may request further information or that additional consultation/consideration be carried out prior to final implementation.
- Review Tier 3 proposals and make recommendations to Court including indicating if the Committee should review the final outcome before any change occurs
- Provide a summary report to Court of changes given strategic sign-off and an annual report to Court

3. Scheme of Delegation

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

The following details the delegated authority for the OCGC and shows how it is placed in the overall University Scheme of Delegation with escalation to Court:

Area of Responsibility	Limit	Decision Making Delegated Authority	Escalation To
Approve Tier 2 organisation change proposals	N/A	Chief Operating Officer and University Secretary	Court
Recommend to Court Tier 3 organisation change proposals	N/A	Court	N/A

4. Committee Membership

This is an executive chaired Committee with the following membership:

- Chief Operating Officer and University Secretary (Chair)
- 3 Co-opted Lay members of Court
- 2 Staff Representatives from Court

In attendance

- People & Organisational Development representative
- Presenter of proposal

5. Substitutions and Quorum

There are no substitutions. There must be a minimum of 4, of whom at least one must be a lay member and one must be a elected staff member of the Committee, in attendance for decisions or approvals. In the event of a consensus not being reached, the decision will be escalated to Court.

6. Committee Member Responsibilities

Each Committee member has a responsibility to:

- Provide insight, scrutiny and challenge to organisation proposals and assuring business continuity
- Openly and constructively challenge where change proposals do not meet key regulatory criteria or expose the University to high risk
- Identify, assess and mitigate People & OD risk at strategic University level
- Activity and behaviour should embody the University's values (click here for details)

7. Conflict of Interest

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

8. Format and cadence

The OCGC shall meet as required.

INPUTS

- ❑ Organisation change proposals

OUTPUTS

- ❑ Revised papers and reports to Court
- ❑ Minutes

COURT

Court Meeting:	24 June 2025
Document Title:	Court Effectiveness Review
Responsible:	Amber Higgins, Head of Court Office and Clerk of Court

Executive Summary:

Following the last Court meeting, the Court Governance Working Group reviewed the outstanding recommendations from the Court Effectiveness Review. The notes from the meeting and updated action plan are attached as **Annex 4.**

Court is **asked to note** the progress on the recommendations.

Action Required:

☐	FORMALLY APPROVE
☐	FOR DISCUSSION
☒	TO NOTE/FOR INFORMATION

Resource Implications:	n/a
Risk and Assurance:	n/a
University Strategy:	n/a
Sustainability Implications/Assessment:	n/a
Student Experience:	n/a
Equality Considerations:	n/a
Supporting Information:	n/a

Classification:	☒	OPEN
	☐	CONFIDENTIAL
	☐	STRICTLY CONFIDENTIAL

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[If Confidential or Strictly Confidential, provide a brief rationale for the classification]

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Court Governance Working Group

Note of the meeting of the Court Governance Working Group held on 29 May 2025 at 1515 hours (Zoom)

Attending: David Duncan, Amber Higgins, Lee McClure (for notes), Dan Haydon, Pablo Moran Ruiz, Gavin Stewart, Stuart Hoggan, Laic Khalique

1 Minutes of previous meeting and update on actions

The note of the last meeting was approved.

AH reported that elections for staff members had been advertised in the internal bulletin. Follow-up/reminder emails for nominations would be issued by the Communications team. Engagement had also taken place with the Head of College of Arts and Humanities to ensure nominations from the college.

2 Court Effectiveness Review - Action Plan

The Group noted that many of the recommendations had been addressed. The following was noted in relation to specific recommendations:

Recommendation 2: Work was progressing to review the 106 areas requiring compliance within the Code of Good HE Governance.

Recommendation 5: A video explaining the workings of Court had been produced, and collaboration with the Communications Team was in hand to develop engaging content explaining Court's role and impact. The possibility of holding an annual open meeting was discussed, and while a similar format was in place through the General Council, questions were raised about whether this met the requirements of the Higher Education Act or if a broader open meeting should be considered.

Recommendation 6: It was noted that the Nominations Committee was scheduled to meet in August, allowing for the consideration of committee memberships once new academic members were in place. Recommendations regarding committee appointments would then be presented to Court in September.

The importance of understanding applicants' demographic profiles was flagged by LK, with the suggestion that a framework or guidance be developed for Nominations Committee and other relevant committees to allow them to better assess balance and representation. DD noted that Recommendation 10 related to a widening committee membership and removal of specific staff criteria. It was noted that members' availability and interests was a key part of the discussion along with ensuring that each committee had a diverse membership and broad range of perspectives.

Recommendation 13: A single version of content was deemed unachievable due to the fast-changing external environment and varied committee needs. It was agreed to close this recommendation, with the option to revisit if conditions stabilise. It was emphasised that committees should be aware of the broader context relevant to their specific remits - awareness of the wider institutional and sectoral landscape would continue to be encouraged across all committees.

Recommendation 14: AH reported that she was continuing to apply redactions to Court paperwork where necessary and that all papers would be published on the website by the end of June. The Group noted that many redactions were due to commercial sensitivity. In the case of IPSC, redactions were often related to cyber risks or system vulnerabilities, where publishing such information could increase exposure to threats. Redactions were also required when individuals or specific subject areas were discussed and GDPR or data protection considerations applied.

AH reported that Clerks were being encouraged to avoid including excessive detail in minutes to minimise the need for redaction. While certain elements may require it, it was considered inappropriate to redact entire papers. Clerks were encouraged to try to capture the overall context in minutes without disclosing sensitive data.

3 Any Other Business

University of Dundee SFC Review

It was noted that the review was expected to be published around 19 June 2025. Once the review had been published it would be examined to determine whether a meeting should be convened to discuss its findings and consider any recommendations for Court. The Group noted that the findings of the review were scheduled to be discussed at the Audit and Risk Committee Pre-Briefing in September, with both internal and external auditors in attendance.

GS reported that a new Higher Education Act was progressing through the Scottish Parliament, potentially introducing further changes. Additionally, the Committee of University Chairs in England was conducting a governance review of English universities, and any lessons learned from that review could lead to adjustments in Scotland.

4 Date and time of next meeting

To be confirmed.

	Recommendations	Action to be taken	Due Date	Revised Due Date	Status	Responsible Person	Comments
Actions taken in response to the previous effectiveness review							
1	Review the recommendations outstanding from 2018 with a view to implementing any relevant recommendations in line with the current report.	Court Office to review recommendations outstanding from 2018 Report and identify any recommendations not covered by the current report.	Completed		Completed	Amber Higgins	All outstanding actions are covered by the current recommendations.
Arrangements for assurance of compliance with statutory instruments and the Scottish Code of Good HE Governance 2023							
2.	Court reviews the 2023 Code with a view to implementing any necessary changes by September 2024.	Court office to review the 2023 Code working with the Deputy Secretary and Head of Legal, to identify any gaps that need addressed.	Update provided at Court June 2024 meeting.	Update provided at Court Sept 2025 meeting.		Amber Higgins/Lee McClure	work ongoing
Governance documentation and structural arrangements							
3.	Court considers whether the current committee structure is optimal.	University Secretary to work with the Chairs of the committees of Court to draft a proposal to be put to Court on the optimal Committee structure	June 2024	Nov 2024	Completed	David Duncan/Gavin Stewart	Changes approved by Governance working Group and Court
4.	Court reviews the remits of all the committees of Court to ensure strategic consideration and avoid unnecessary duplication.	Following approval of the optimal committee structure all committees of Court remits to be reviewed and amended as required including taking R9 into account	September 2024	Nov 2024	Completed	Chairs of Committee	
5.	Court continues and, where possible, extends its present good practice of engaging informally with diverse groups, including students and members of staff, in order to inform the work of the Court.	a) Court office to work with Communications to devise a comms plan to highlight the work of Court	May/June 2024	Feb 2025	Completed May 2025	Amber Higgins/Lee McClure	Video published and items to be placed in the internal news on a quaterly basis
		b) Court Office to prepare an annual plan for engagement opportunities with various staff and student communities for Court members	2024/25	June 2025		Amber Higgins/Lee McClure	
Composition of Court and Committee Membership							
6.	Court considers using the University's in-house recruitment consultant or an external agency when recruiting external lay members, alongside formal advertising of the role(s).	Nominations Committee to consider this as part of the recruitment process for lay Court and committee members.	Nominations Committee to review on an annual basis	Sept 2025 next Review		Amber Higgins	
7.	Court reviews the process for the re-election of staff members	Court Office to review best practice across the sector and draft a proposal for consideration by Court along with the rules for all the elections.	September 2024	Feb 2025	Completed April 2025	Amber Higgins	Draft rules and regulations coming to Court in Feb 2025
8.	A Court member should have the opportunity to express an interest in being a member of a specific committee which Nominations Committee may take into account. The primary criteria for membership should remain the skills and knowledge that will best support an effective Committee.	Nominations Committee to formulate a process for the appointment and review of committee members on an annual basis.	August 2024	August 2025		Amber Higgins	Nominations Committee to meet in August 2025 to review Committee membership. Going forwards the NC will review all Committee membership and confirm appointments.
9.	Where possible, committees should have a balance of members drawn from across Court or has a balance of members in keeping with the Code.	As part of the wider Committee structure as per R3, Committee membership is reviewed in line with the 2023 Code and where possible the specific nature of Court member roles is removed.	September 2024	April 2025	Completed April 2025	Amber Higgins	TOR changes taken to Court in Feb for membership to change to "staff representatives on Court"
10.	In the interests of full transparency, the process for assigning Court members to committees of Court and joint Court-Senate Committees should be clearly outlined and published.	Nominations Committee to formulate a process for the appointment and review of committee members on an annual basis.	August 2024	August 2025		Amber Higgins	See RC 8
Court documentation and committee papers							
11.	In preparing papers and presentations for Court and its Committees authors should ensure the balance of the content is appropriate.	Court Office to prepare guidelines for the authors of papers and presentations. Where possible deadline for papers to be brought forward to allow more time for the Court office to review before they are issued with the Court papers.	August 2024	Dec 2024	Completed	Amber Higgins/Lee McClure	new coversheet in place feb 2025
12.	Priority is given to implementing a single version cover sheet for all papers for Court and its committees, to ensure clarity of purpose and consistency of approach.	Court Office to review the Cover sheet to ensure more consistency across Court and Committees and prepare guidelines	August 2024	Dec 2024	Completed	Gavin Stewart/Amber Higgins	new coversheet in place feb 2025
13.	A single version of content relating to the external environment and strategic risks be produced for all relevant committees.	University Secretary to work with SMG members and Chairs of Court Committee to discuss the possibility of creating a single version paper detailing the external environment and strategic risks.	September 2024	N/A		David Duncan	Court Governance Working agreed to put this on hold and review at a later date
14.	The publication of the Court papers be reviewed in line with FOI and Data Protection legislation along with an agreed timeframe for publication.	Court Office to review Court Papers with the aim to publishing the Court papers within 10 working days of a Court meeting	June 2024	June 2025	Completed May 2025	Amber Higgins/Lee McClure	new coversheet in place feb 2025. Historic backlog to be cleared by End of June 2025
Induction							
15.	Induction of new members of Court includes the topics outlined in the 2023 Code, with particular emphasis on the role of a trustee; separation of governance and executive functions; and understanding of conflicts of interest.	Court Office to review the Induction Day programme inline with the 2023 Code and where appropriate amend the agenda	Reviewed at the start of academic year	Oct 2024	Completed	Amber Higgins/Lee McClure	Induction Day being set for 15 November. Revised Induction Agenda to be discussed at next meeting.
16.	Refresher events be provided, based on individual developmental needs.	Court office to identify suitable training Courses that can be shared with individual members of Court and Committees	Reviewed at the start of academic year	ongoing		Amber Higgins/Lee McClure	
17.	New members of Court with no prior experience of Board membership attend an external induction event.	Court office to identify suitable training Courses that can be shared with new Court members.	Reviewed at the start of academic year	ongoing		Amber Higgins/Lee McClure	
Resources in the Court Office							
18.	Executive reviews the current staffing complement in the Court Office and considers augmenting it.	University Secretary has taken a proposal to OCGC for the restructuring of the Court Office. Currently the Court office comprises 4.5 FTE and the proposal is to move to a new structure with 5.5 FTE.	August 2024	Dec 2024	completed	Amber Higgins/Alistair Wilson	new roles will be in place from Mid feb 2025
Strategy Day							
19.	Court and Committee agendas are devised in such a way as to allow sufficient time for discussion of core strategies when they are at a draft stage.	Court Officers meeting to discuss agenda setting for Court and Committees	To be discussed at next Court Officers' meeting 2024	ongoing	completed	Amber Higgins	Court start time moved by 15 mins to allow more time for discussion and key topics moved to start of the agenda

University of Glasgow

COURT

Court Meeting: Tuesday 24 June 2025
Document Title: Hunterian Redevelopment Scoping
Responsible: Prof Steph Scholten, Director, The Hunterian

Executive Summary:

About The Hunterian
The Hunterian is Scotland's oldest public museum and has been at the heart of the University of Glasgow since 1807. We use our collections and spaces to connect people with stories, ideas and one another, inspiring curiosity, learning and innovation.

What we do
- Care for 1.5 million objects, across the arts, humanities and sciences. The entire collection is a Recognised Collection of National Significance to Scotland.
- Deliver and support interdisciplinary teaching and research, most notably at our purpose-built Collections Study Centre.
- Contribute to student experience through our volunteer programmes and working alongside the SRC and Student Societies to co-design activities and events.
- Contribute to the cultural and civic life of Glasgow, from our work at the IntoUniversity hubs in Govan and Maryhill, to our varied programme of exhibitions and events – many of which are created in collaboration with research projects, students or community partners.
- Welcome local, regional, national and international visitors to the University's Gilmorehill campus at the Hunterian Museum, Hunterian Art Gallery, Mackintosh House and Zoology Museum.
- Fundraise for priority projects, including new acquisitions and artist commissions.
- Support the University in delivering the UN Sustainable Development Goals and REF Engagement and Impact.

Our future development
We are currently undertaking a Scoping Project (January 2025–May 2026) which is an essential step on the journey to transforming our two main public venues – the Hunterian Museum and Hunterian Art Gallery. This future redevelopment will enable us to fulfil our strategic goal to become a more meaningful place for more diverse audiences.

The project is jointly funded by the University and the National Lottery Heritage Fund and has five key aims:
- Gain the understanding and knowledge necessary for a transformational redevelopment of the Hunterian Museum and Hunterian Art Gallery venues, facilities, displays, programmes and ways of working.
- Understand the motivations and needs of our current and potential visitors, and how to attract and welcome a diverse audience.
- Build deeper, strengthened and equitable relationships with stakeholders and communities.

- Create a compelling case for support, ensuring that stakeholders, funders, audiences and communities are invested in our future development.
- Embed sustainable approaches in our planning and understand how we can support the University in addressing the climate emergency.

Action Required:

☐	FORMALLY APPROVE
☐	FOR DISCUSSION
☒	TO NOTE/FOR INFORMATION

Resource Implications: The Scoping Project is fully funded by The National Heritage Lottery Fund, the University and The Hunterian. The project will identify issues and opportunities that will need future investment from a range of sources.

Risk and Assurance: N/A

University Strategy: The Scoping Project and our future development will help us to:
Put people at the heart of our work, giving them an active role in shaping our future. (Community)
Create sustainable, accessible, welcoming spaces that meet the needs of all our audiences, including the University community. (Connectivity)
Improve the efficiency and performance of our buildings, while connecting audiences with world-changing research that will help to tackle the climate emergency. (Challenges)

Sustainability Implications/Assessment: The Scoping Project will identify options for substantially improving the efficiency and performance of the Hunterian Museum and Hunterian Art Gallery. The project is focused on using the existing estate to its full potential, without recourse to new buildings.

Student Experience: The University community, including students, is one of our priority audiences. As part of the Scoping Project, we are consulting widely on the spaces, facilities and programmes needed to support the delivery of a varied student experience.

Equality Considerations: Diversifying our audiences and welcoming people who have previously been underrepresented or excluded is a key priority for us. We are working closely with community partners to develop activities and programmes to support this. The Scoping Project will identify the resources and infrastructure required to fully embed this work in our future redevelopment.

Supporting Information: Paper – About The Hunterian and Our Future Development.

Classification:	☒	OPEN
	☐	CONFIDENTIAL
	☐	STRICTLY CONFIDENTIAL

About The Hunterian and Our Future Development
The Hunterian is Scotland's oldest public museum and has been at the heart of the University of Glasgow since 1807. We use our collections and spaces to connect people with stories, ideas and one another, inspiring curiosity, learning and innovation.

The Hunterian shares the University's mission to bring together a community of world changers to change the world for the better. We care deeply for our collections, our communities and relationships, and are driven by our values to be ambitious, transparent, curious and inclusive. We are committed to becoming a more ethical institution – we critically reflect on our past, aim to be relevant in the present and are committed to contributing to a more equitable future for all.

Our Venues
Hunterian Museum, in the Gilbert Scott Building
Hunterian Art Gallery and Mackintosh House
Kelvin Hall Collections Study Centre
Zoology Museum, in the Graham Kerr Building
Anatomy Museum, in the Thomson Building (not open to public)
The Hunterian in the South, Crichton Campus

What We Do
- Care for 1.5 million objects, across the arts, humanities and sciences. The entire collection is a Recognised Collection of National Significance to Scotland.
- Deliver and support teaching and research, most notably at our purpose-built Collections Study Centre.
- Work with international partners to progress repatriation claims, including in recent years a rare shell necklace returned to Tasmania and a Giant Galliwasp specimen (extinct lizard) to Jamaica.
- Contribute to student experience and wellbeing. For example: offering work-related learning opportunities, hosting Pilates in our venues and co-designing activities with the SRC and Student Societies.
- Run a varied programme of exhibitions and events, many of which are created in collaboration with research projects, students or community partners.
- Make regular contributions to IntoUniversity outreach sessions at the Govan and Maryhill Hubs.
- Welcome local, regional, national and international visitors to the University's campus.
- Regularly secure additional funding, both statutory (from sources such as the Art Fund and Creative Scotland), as well as philanthropic support (endowments, cash donations and heritage assets) for priority projects and developing dedicated philanthropic campaign.
- Support the University in delivering the UN Sustainable Development Goals, (particularly in relation to Sustainable Cities and Communities) and REF Engagement and Impact.

Our Visitors

- 198,674 visitors to the Museum and Art Gallery in 2023–24
- 18% are from Glasgow
- 8% are students (excluding taught programmes)
- 74% have no connection to the University
- 80% visited for the first time

Their reasons for visiting

- 35% of all visitors – for the history/collection, to have a general look around
- 27% of international visitors – to see the historic buildings
- 13% of UK visitors – to visit the Mackintosh House

- International visitors come for intellectual reasons – 18% say "attending museums/galleries is an important part of who I am"
- UK visitors come for social and intellectual reasons – 19% "to be intellectually stimulated"
- Glasgow visitors come for an even spread of reasons – 23% "to spend time with friends or family"

Teaching and Research (in 2023–24):

- 573 collection enquiries
- 119 collection research visits
- 2,300 objects used in University teaching
- 1,578 students attended Hunterian-led teaching

Unlocking the Potential of The Hunterian – Scoping Project
The Scoping Project is an essential step on our journey to transform The Hunterian. It will enable us to reimagine the Museum and Art Gallery, working with our communities and stakeholders to shape our future, and understanding what it is we need to do to get there.

The Hunterian is at a pivotal moment in its rich history where we reimagine and transform into a museum fit for the 21st century, showcasing the best of our collections and addressing the urgencies of today's complex world in collaboration with our communities – from inequalities to justice, a changing climate, and beyond.

The project is jointly funded by the University and The National Lottery Heritage Fund.

Why Is It needed?
Currently we are unable to present our Recognised collections in an environment that ensures their safety and sustainability. Running our buildings is energy-intensive and much of our infrastructure is beyond end of life. The venues also lack the facilities that are essential for a high quality, accessible visit. Physical access is poor and does not meet our aspirations to deliver a visitor experience that is both world-class and welcoming. There is significant untapped potential to use these University assets for the benefit of all campus users. We want to work collaboratively to develop them as places

to inspire learning, discovery and social interaction, as well as inviting spaces which encourage public engagement with the University's work.

Beyond our buildings, we want to develop a sense of ownership of The Hunterian among both the University and the city. We want to create spaces that are welcoming and that people feel represent them.

At a time where there is an urgent need to understand our histories and each other, The Hunterian of the future will be a space where our collections are activated for discovery, enjoyment and connection. The Hunterian will be a place where our visitors can join us in actively reflecting on the role we can play in furthering equity, justice and diversity in society.

What Will It Do?
The Scoping Project is divided into five work packages, with interlinked intended outcomes. At the end of the project we will understand:

1. Recruitment and Governance

- How we can centre active community participation in our decision-making structures.

2. Places, Spaces and Objects

- The work needed to make the Hunterian Museum and Hunterian Art Gallery fit-for-purpose and sustainable to operate.
- How to reimagine our spaces to provide a modern, accessible, welcoming experience.
- The resources needed to safely decant our venues and store the collection, while maintaining access.

3. People and Partnerships

- The philanthropic opportunities available to support our future redevelopment.
- The commercial business case for developing our income-generating activities.
- The investment and activities required to develop and support our team.

4. Audiences and Access

- How to deepen our relationships with audiences who are already engaging with us and build new relationships with those who don't currently.
- How to make our visitor experience accessible for all, including digitally.
- How our programmes and activities can meet the needs of our audiences.

5. Content Planning

- The content that will represent a wide range of perspectives and tell a distinctive Glasgow and University of Glasgow story.
- How to embed participatory practice in generating future content.

COURT

Court Meeting: 24 June 2025
Document Title: UKVI
Responsible: Dr David Duncan, Chief Operating Officer and University Secretary

Executive Summary:

Annex 6 reflects on the factors behind the University's failure in the June 2024 UKVI audit and details the systems and processes now in place to ensure full compliance going forward.

The audit identified minor student-related compliance breaches, prompting UKVI to issue an action plan on 9 December, requiring implementation within three months (see Appendix 1). A re-audit took place on 8–9 April, and the University received confirmation on 29 April that it is no longer subject to an action plan (see Appendices 2 and 3).

To enhance oversight, the University has established a UKVI Compliance Governance Board, chaired by the Deputy Chief Operating Officer. Meeting quarterly, the Board ensures adherence to UKVI sponsorship requirements for staff and students, oversees visa compliance, and mitigates risks. External experts will provide insights on sector trends, supporting continuous improvement. The Board's terms of reference are outlined in Appendix 4.

Action Required:

☐ FORMALLY APPROVE
☐ FOR DISCUSSION
☒ TO NOTE/FOR INFORMATION

Resource Implications: To be determined

Risk and Assurance: SMG - Data governance and information security (ID: 1409)
SMG - Organisational resilience and agility (ID: 1430)

University Strategy: World Changers Together: World Changing Glasgow 2025

Sustainability Implications/Assessment: N/A

Student Experience: N/A

Equality Considerations:	N/A
Supporting Information:	N/A

Classification:	☐	OPEN
	☒	CONFIDENTIAL
	☐	STRICTLY CONFIDENTIAL

Note: If paperwork includes information that is considered personal under Data Protection Legislation of Data Protection Laws, it should be highlighted clearly that this should not be shared. If any information is to be redacted before publishing, Authors of papers are responsible and should supply a redacted copy to the Clerk of Court for publication and if required, clearly identify a timeframe for publication.

University of Glasgow

COURT

Court Meeting:	24 June 2025
Document Title:	Sustainability Update
Responsible:	Dr David Duncan (Deputy Vice Chancellor and Chief Operating Officer) and Mr Roddy Yarr (Director of Sustainability)

Executive Summary:

The paper summarises the progress being made to deliver the University's Sustainability Strategy and meet the 2030 carbon reduction target, as set out within Glasgow Green. The paper describes progress against the key 'themes' and the net zero pathway work that is ongoing. The paper notes internal audit findings.

Court is asked to provide feedback on the direction of travel for sustainability and to note the progress being made.

Action Required:

☐	FORMALLY APPROVE
☐	FOR DISCUSSION
☒	TO NOTE/FOR INFORMATION

Resource Implications:	Funding of environmental management and investment in infrastructure and resources to manage sustainability aspects.
Risk and Assurance:	SMG – Climate Change and sustainability (ID:1422)
University Strategy:	Glasgow Green
Sustainability Implications/Assessment:	N/A
Student Experience:	N/A
Equality Considerations:	TBD at major project level
Supporting Information:	N/A

Classification:	☒	OPEN
	☐	CONFIDENTIAL
	☐	STRICTLY CONFIDENTIAL

Note: If paperwork includes information that is considered personal under Data Protection Legislation of Data Protection Laws, it should be highlighted clearly that this should not be shared. If any information is to be redacted before publishing, Authors of papers are responsible and should supply a redacted copy to the Clerk of Court for publication and if required, clearly identify a timeframe for publication.

[If Confidential or Strictly Confidential, provide a brief rationale for the classification]

1.0 Background and Approach

The University's Sustainability Strategy, 'Glasgow Green' sets out a climate change strategy and action plan for the University of Glasgow. It was created following the declaration of a climate emergency in May 2019 which reinforced similar announcements from the UK Parliament and the Scottish Government as well as other universities around the globe. The strategy focuses on 5 themes:

- Engaging and Empowering Our Community
- Promoting Efficiency
- Governance and Policy
- Continuous Improvement Initiatives
- Building Resilience through Partnerships

Details of progress made against each of these themes is set out below.

The strategic approach being adopted across the built environment is based on the concept of a 'Climate Neutral Estate', set out at Figure 1. The approach aims to enable all university operating assets to become energy carbon neutral in operation and adapted to the changing climate. Interventions focus on engineering and infrastructure change in order to provide the scale of impact necessary. Process and behavioural initiatives are being adopted to embed sustainability. Nature based solutions like green roofs and walls and rain gardens for improved rainwater attenuation, tree planting and woodland management are included. Feasibility and development work continues to inform the detailed plan that is discussed below.

1. Operational

Building Level day to day

Operational improvements to reduce energy demand

£ **

2. Tactical

Campus Level clustered approach

Building fabric works interventions to reduce energy demand, enable climate resilience and re-life the existing estate

£ ****

3. Strategic

City Region level collaborative approach

Development of affordable, clean energy vectors locally and regionally, enabling a place-based response.

Large scale clean and affordable energy, climate adaptation and nature based solutions

£ *****

7

Figure 1 Climate Neutral Estate Approach

2.0 Theme Progress

2.1 Engaging and Empowering Our Community

The development of our sustainable laboratories via the LEAF programme is ongoing, with 34 new labs signed up this year. In September 2024, we opened a new student-facing Eco-Hub that makes use of an existing space to allow students to engage peer-to-peer in a range of sustainability activities. A full time co-ordinator acts as an approachable frontline point-of-contact. So far, there have been 14,832 visits to the Eco-Hub, evidencing strong demand for this type of space on campus. Work is underway to develop staff focused sustainability awareness raising programmes.

2.2 Promoting Efficiency

2.2.1 Metering and Building Energy Management Systems

This aspect is recognised as one that needs further development in order to enable effective assessment of impact and to deliver day to day operational effciency. A metering strategy and metering gap analysis has been developed and is included in the Demand Reduction Programme.

2.2.2 Operational Efficiency

A £1M Energy Challenge within Estates during 2024/25 has yielded annual or one off cost savings of £2.2M since August 2024. Savings have accrued from building heating setback during the Christmas break; a VAT review of utility bills; UK Emissions Trading Scheme cost savings; and the running of the CHP engine during colder summer weather. The installed rooftop Photvoltaic (PV) arrays across the estate produced 101,500kWh during the year, reducing utility costs by £23K. More scalar deployment of PV systems is being planned.

2.3 Governance and Policy

2.3.1 Governance for sustainability was adjusted during the year to take account of the development of a pipeline of sustainability projects. The newly named Estates and Sustainability Committee (ESC) now has an expanded remit, strengthening the treatment of sustainability in the governance framework. The ESC receives a six monthly detailed progress update on Glasgow Green. Sustainability performance also forms part of the Executive Director of Estates report. The August 2025 ESC meeting will undertake a deep dive of sustainability progress, covering the timescales, cost and benefits, and risks to delivery of the various components of the programme delivery plan. This analysis will aim to develop a considered overall view on the delivery the 2030 net zero target.

2.3.2 The Sustainability Working Group (SWG)

This group is jointly chaired by the Chief Operating Officer and University Secretary and the Director of the Centre for Sustainable Solutions. The group continues to develop and plan continuous sustainability improvement and to make recommendations to Estates and Sustainability Committee. Periodic reports are also made to Senior Management Group, Investment Committee, Audit and Risk Committee and Senate.

2.3.3 Establishment of the Estates Sustainability Programme Board (ESPB)

In order to manage the range of operational sustainability projects and related initiatives that are now being developed, a change to sustainability governance has been made within Estates. Since the last Court update, a newly formed Estates Sustainability Programme Board (ESPB), chaired by the Executive Director of Estates is responsible for establishing and overseeing the delivery programme for Glasgow Green, funded through the Sustainability budget, set out in the Investment Plan. The main focus of the Board is developing an investment portfolio of projects with supporting business cases.
The ESPB makes recommendations for projects to be funded to the Capital Projects Steering Group and for onward approval where necessary. The Board has developed a set of 'programmes' illustrated in the Waterfall Graph at Appendix 1. These 'programmes' consist of a number of individual projects that focus on the most impactful projects that can enable a balanced and cost effective reduction pathway to net zero.

Carbon Target Delivery - Waterfall Graph and Programme

Since the last Court update, a considerable amount of work has been invested in the development of the 10 point decarbonisation pathway illustrated in the waterfall graph at Appendix 1. The 10 main programmes are supported by a master schedule of 20+ sub projects that are aligned with the capital plan budget. The ESPB has agreed a project lead for each 'Programme' along with an order of emission reduction, cost, outline programme, funding type. A cashflow projection will follow. Projects have been identified as capital or revenue, e.g. 'Heat as a Service'. Some projects will provide cost savings and a reasonable ROI once implemented. This includes some 'Demand Reduction' and 'Renewable Energy' projects. The 'Programmes' and the schedule focus on priority projects ranked by impact, deliverability, and complexity risk. This prioritisation work is ongoing as project maturity improves.

While development work on the programmes continues, it is clear that the delivery of some of the programmes, like Demand Reduction will extend beyond 2030 due to the need for ongoing development work and the challenges and complexities of implementation in a live University environment.

2.3.4 Other Policies and Principles

The following sustainability policy, strategy and principles have been approved during 24/25

- Revised Project Sustainability form to embed and integrate continuous improvement
- Cost per tonne of carbon (lifetime) tool developed to aid project prioritisation
- Thermal Comfort Policy
- Energy Metering Strategy
- Business Travel Principles

2.3.5 Offsetting Policy

An offsetting strategy for net emissions management remains in development. Partnerships with Scottish Wildlife Trust (SWT) and RSPB Scotland are being actively pursued via a 'Heads of Terms' process with guidance from Procurement and our legal advisors.

2.3.6 Risk and Internal Audit

During the Autumn of 2024, KPMG carried out an internal audit of our climate change and sustainability commitments. The audit commented positively on the design of Sustainable Business Travel Guidance; the creation of a Business Travel dashboard; the formation of an Estates Sustainability Programme Board; and the range of Green Travel initiatives that have been developed. However, the lack of a formalised operational plan for net zero was noted as the most significant risk to the University in this sustainability area. While plans are developing, KPMG agreed that this internal audit would focus on key areas of concern for the University in relation to achieving our climate commitments, namely; Business Travel; Staff Commuting; Carbon Offsetting; and Energy Systems. KPMG have provided an assurance rating of 'partial assurance with improvements required' (Amber-Red). Progress to address the 4 areas is underway and is being tracked by the SWG.

2.4 Continuous Improvement Initiatives

A wide range of initiatives are ongoing across the University community which are aligned with Glasgow Green. Academic and professional services colleagues and students are combining effort to deliver positive sustainability outcomes. A number of highlights are noted at Appendix 2.

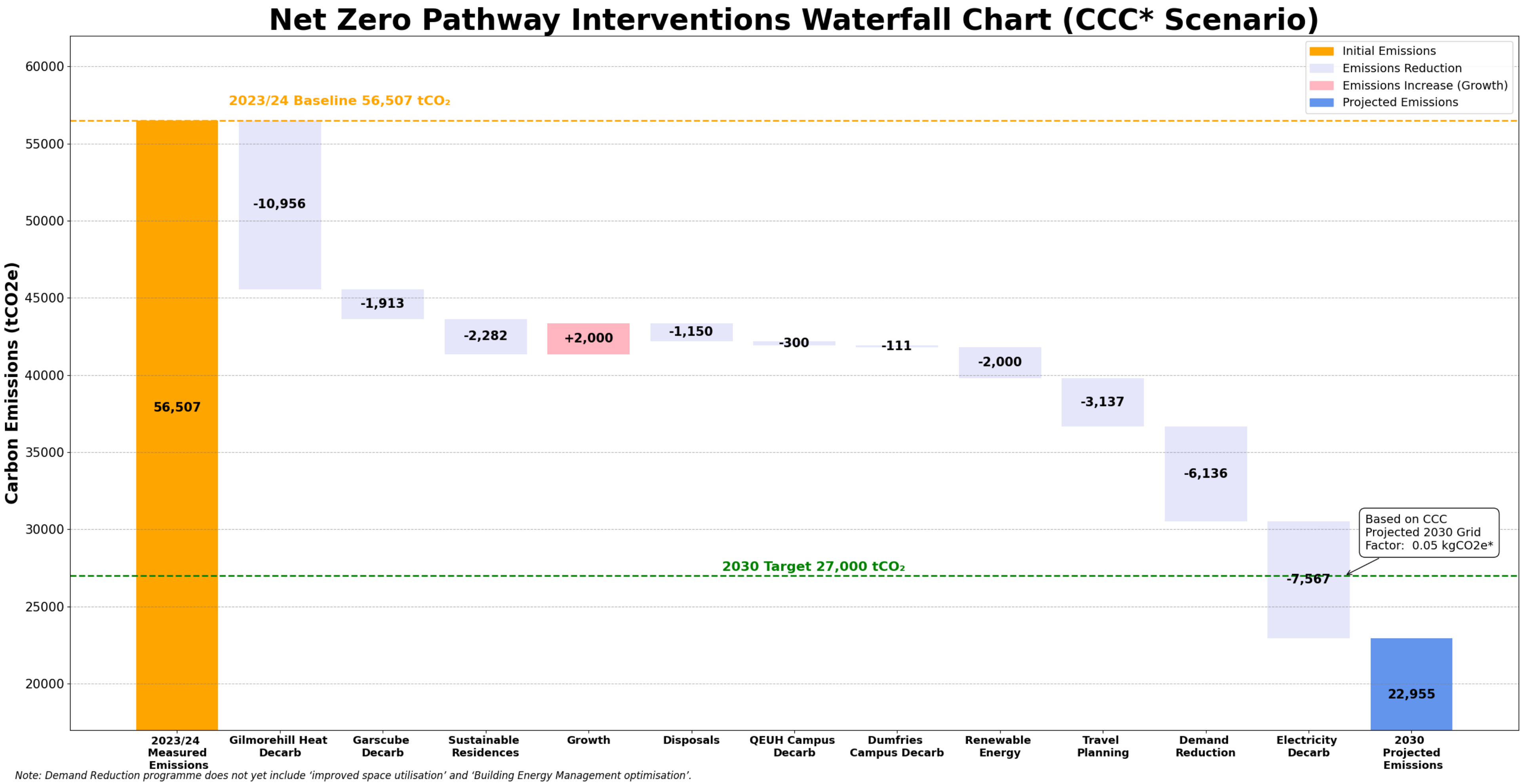
2.5 Building Resilience through Partnerships

The University remains well connected to and engaged with city and region sustainability groups like Sustainable Glasgow, Climate Ready Clyde, Clyde Mission. In the past year, we have been working with key strategic partners Scottish Water and NHS Greater Glasgow and Clyde Valley in relation to potential heat developments.

2.6 Request

Court is asked to provide feedback on the direction of travel for sustainability and to note the progress being made, including the 'Programmes' set out in the Waterfall Graph at Appendix 1.

APPENDIX 1 WATERFALL GRAPH ILLUSTRATING NATURE AND SCALE OF SUSTAINABILITY PROGRAMMES



Note: Demand Reduction programme does not yet include 'improved space utilisation' and 'Building Energy Management optimisation'.

APPENDIX 2 CONTINUOUS IMPROVEMENT MEASURES UNDERTAKEN DURING 24/25

- Continuation of the successful GUEST programme to help support the EcoHub and other aspects. Appointment of a new EcoHub Manager.
- Installation of a living green wall at the QMU.
- Installation of additional fleet EV charging at Thurso Street (imminent)
- Application to Cycling Scotland to secure a new Campus Cycling Officer in association with the Glasgow School of Art
- Launch of our first E-Cargo Bike for catering deliveries
- Sustainable Labs (LEAF) Programme continues to grow with 90 awards issued to date (up from 56 last year). 15 gold, 33 silver, 42 bronze. A total of 2848 staff in labs and buildings now have a LEAF award.
- Catering Services secured a Bronze Food for Life Served Here award with the Soil Association
- Catering team has been awarded the top rating for the Food Made Good accreditation with the Sustainable Restaurant Association
- The Sustainable Catering webpage has been updated to reflect the progress made and highlight sustainable initiatives.
- The College of Arts and Humanities Sustainability Forum has celebrated 1 year in existence. Raising awareness of sustainability issues with the college community. The group is moving bulk printing to recycled paper which should reduce emissions from printing by around 240kg CO2 for every 100 reams of paper.
- The School of Social & Environmental Sustainability has a working group that is championing the decarbonisation of the buildings used by the School.
- The Dear Green Scene festival is a cross-college (CoAH, CoSS and CoSE) collaboration led by Professor Matt Brennan and Dr Grame Hunt. It now in its second year, it is expanding from a music festival to also include poetry, an animation workshop and the launch of the Screen Carbon Test. The Screen Carbon Test launches at this year's festival and is a CoAH project that measures the carbon credentials of the storylines of Film & TV shows.
- The Glasgow as UN Accelerator City working group, led by myself with Prof Matt Brennan (CoAH), Drs Mark Wong (CoSS) and Graeme Hunt (CoSE), is a collaboration with Glasgow City Council, Glasgow Life, Creative Scotland & Culture for Climate Scotland. The working group works toward making Glasgow an Arts-led and accredited UN Accelerator City. To achieve this, we're collaborating the creative team behind with Liverpool, the first to receive UN Accelerator City status in 2024.
- The new Glasgow Centre for Sustainable Energy is focused on energy as a service to sustainable and inclusive development, which avoids unintended consequences. The Centre already has a network of 400 academic colleges and early careers researchers with a shared focus on sustainable energy. The Centre has coordinated 12 events for internal and external audiences since activities initiated a year ago.
- Our Ecovadis supply chain CSR engagement programme continues to grow. 164 suppliers are now engaged covering spend of £117M and including the top 7 impact areas, led by construction. Our suppliers are encouraged to join the Ecovadis programme based on the level of spend and sustainability impact.

- The Centre for Sustainable Solutions (CfSS) and Glasgow Changing Futures, Sustainable Futures (GCF-SF) continue to lead a varied profile of activities that support, strengthen, and build on our partnerships internally and externally. CfSS continues to draw together cross-disciplinary evidence and expertise to advise on consultations and research funders' (e.g. NERC Forward Look, January 2025; NERC Capital Infrastructure, May 2025) and government (e.g., ClimateXChange and Scottish Govt's - Opportunities for Financing a Climate Resilient Scotland, March 2025) strategies.

The Centre has led:

- **Climate Talks: Climate & Biodiversity Emergencies with the German Consul General and Scottish Council on Global Affairs** (Oct 2024) with contributions from Scottish and Southern Electricity Networks (SSEN), Carbon Brief, RSPB, Scottish Wildlife Trust, British Ecological Society.
- **ECAS / Lower Saxony event "Collaborating for Sustainable Energy Futures"** (February 2025), CfSS, Glasgow Centre for Sustainable Energy and Scotland Beyond Net Zero (SBNZ) hosted a panel event associated with the launch of joint funding opportunities between the Royal Society of Edinburgh and Volkswagen Foundation
- **A screening of the film 'Purpose'** (March 2025), featured in a blog by the filmmaker.
- **The Guild of European Research-Intensive Universities** (April 2025), contributed to/delivered a keynote at the launch of the Insight Paper, 'Universities in the face of the climate and nature crises: Redoubling our commitment to a sustainable future'.
- **Carbon Neutral Cities Alliance** (June 2025), co-hosting with Glasgow City Council (GCC) a visit from >20 international cities on climate action in cities to achieve prosperity, social equity, resilience and better quality of life for all on a thriving planet

Sustainability Teaching highlights

The CfSS's upskilling provision has been developed in Masterclasses for >170 learners across **Scottish & UK Government, DEFRA, local authorities, public & private sector organisations** and run in Glasgow and Oxford through NERC awarded funding. Our FutureLearn sustainability MOOCs have attracted >6700 international learners since August 2022 and our student co-designed evening course is fully embedded into the University curriculum via the School of Geographical and Earth Sciences. Through CfSS and GCF-SF, we contribute to Curriculum for Life through the Collaboration in Practice pilot (June 2025) and inaugural run, Semester 1 2025/26.

University of Glasgow

COURT

Court Meeting: 24 June 2025
Document Title: Student Experience Committee Report on 16 May 2025
Responsible: Dr David Duncan (Deputy Vice Chancellor and Chief Operating Officer) and Mr Pablo Morán Ruiz (SRC President).

Executive Summary:

Report of the meeting of the Student Experience Committee held on 16 May 2025.

The Committee received updates from the student bodies, including the SRC, which reported over 400 students had been supported by the Advice Centre since mid-March, an arms divestment referendum had been held, and the Student Voice Framework had been finalised. Concerns were raised regarding a UK Supreme Court ruling concerning trans rights. GUSA highlighted increased sports participation, new inclusion-focused internships, and competition sport successes. GUU, QMU, and Dumfries campus representatives reported on events, wellbeing initiatives, and accessibility efforts.

The Committee approved the audited accounts of all student bodies for the year ending June 2024.

The Committee received a presentation on the Sport Strategy and Planning Group's work, which identified underinvestment in facilities and staffing relative to peer institutions. A new strategic vision was endorsed, with support for further business case development and feasibility studies. Accessibility to the Garscube site and potential fee increases were noted as key considerations.

An update on the Student Experience Strategy included early design work on student organisation facilities and positive evaluations of mental health and digital support initiatives. Plans were in place to integrate successful projects into ongoing operations, pending budget and audit outcomes.

The Cost of Living Action Group reported on efforts to improve awareness of financial aid and discussed the complexities of reimbursing student transport costs in advance. The Committee agreed to continue monitoring this issue.

The Committee was updated on the Student Wellbeing Policy, which consolidated eight existing policies into two frameworks: Reasonable Adjustments and Supportive Study. These aimed to provide flexible support for students facing personal or academic challenges. Members discussed how international students affected by crises would be supported by the polices. The Committee would be updated on progress.

Action Required:

☐	FORMALLY APPROVE
☐	FOR DISCUSSION
☒	TO NOTE/FOR INFORMATION

Resource Implications: N/A

Risk and Assurance: SMG – Student Learning Experience (ID:1332)
SMG – Student Non-Academic Experience (ID:1438)

University Strategy: Student Experience Strategy

Sustainability Implications/Assessment: N/A

Student Experience: All areas are to directly improve the Student Experience

Equality Considerations: N/A

Supporting Information: N/A

Classification:	☒	OPEN
	☐	CONFIDENTIAL
	☐	STRICTLY CONFIDENTIAL

Note: If paperwork includes information that is considered personal under Data Protection Legislation of Data Protection Laws, it should be highlighted clearly that this should not be shared. If any information is to be redacted before publishing, Authors of papers are responsible and should supply a redacted copy to the Clerk of Court for publication and if required, clearly identify a timeframe for publication.

[If Confidential or Strictly Confidential, provide a brief rationale for the classification]

University of Glasgow

Court: 24 June 2025

Report of the meeting of Student Experience Committee held on 16 May 2025

Dr David Duncan and Mr Pablo Morán Ruiz, Co-Conveners

All items are for noting.

1. Updates from Student Bodies

1.1 SRC

Mr Morán Ruiz reported that the Advice Centre had supported students in over 400 cases since mid-March, with the majority concerning student conduct (19%) and academic issues (15%). The SRC collaborated with University colleagues to revise the Progress Committee process, resulting in regulatory amendments and a new standardised template for 2025–26. A student referendum on arms divestment saw 9,706 participants, with 89.3% supporting divestment from companies earning more than 10% of their revenue from the arms industry. A visit to UESTC campuses highlighted progress in infrastructure and English language support, though concerns were noted regarding translation software reliance and non-academic support. The Student Voice Framework, co-led by the SRC and the University, had been finalised and approved. The VP for Student Activities by-election attracted eight candidates and 995 votes, electing Mr Eoghan Morris. Volunteering and community inclusion efforts included preparations for the Volunteering Awards, and 39 de-stress events, with targeted support for underrepresented groups.

The SRC raised concerns about the recent UK Supreme Court ruling concerning trans rights. The University reaffirmed its commitment to supporting trans students and staff, with ongoing dialogue and review of interim EHRC guidance. Members were advised that no immediate policy changes were planned, and any future adjustments would involve equality impact assessments and stakeholder consultation.

1.2 GUSA

Mr Kirkpatrick reported that 12,796 individuals were engaged in sport at the University, including 9,463 students, of whom 6,158 were club members. Three summer interns were appointed through the Team UofG Together Internship Fund, focusing respectively on increasing participation among underrepresented groups, supporting LGBTQ+ inclusion in clubs, and promoting nutrition-related initiatives. A successful presentation to the Chancellor's Fund secured £10,000 to support students undertaking impactful sporting endeavours. During Mental Health Awareness Week, a variety of activities were well received. The Unity Support Wellbeing Programme reopened, offering 25–30 places per block to students referred by Occupational Health and Disability Services.
In competitive sport, the women's rugby and volleyball teams were promoted to the Premier League North/South, and the men's shinty team reached the playoffs. The women's hockey first team placed sixth in the Scottish Premiership. Several athletes were preparing to compete in the European and World University Games. The University maintained its 21st place ranking in British Universities and College Sport (BUCS). The Blues and Colours Ceremony recognised over 80 students for their contributions.

1.3 Dumfries

Ms Davidson reported Glasgow University Dumfries Union (GUDU) had gained SRC affiliation. A successful spring social event had been held featuring a quiz night and games. Several de-stress events had taken place. In celebration of International Women's Day, a panel discussion was held featuring staff members.

1.4 GUU

Mr MacDonald reported on a successful St. Patrick's Day event. During the exam period a number of de-stress initiatives had been offered. The annual Ancients debating competition had been successfully organised and the international debating team was confirmed to compete in Bulgaria at the Black Sea Open. A community meal for 150 students had been held. Plans were underway to introduce food options on club nights. Work progressed on an accessibility policy developed in partnership with the Disabled Students' Society.

1.5 QMU

Mr Dodd reported that the QMU restaurant, Peko Panda Street Food, had opened. Preparations for Freshers' Week were nearly complete. A venue levy had been implemented, introducing a £1.20 charge on each gig ticket sold, with proceeds allocated to long-term venue improvements. A statement had been issued in response to the recent Supreme Court ruling concerning trans rights, aligning with the University's broader communications. International Women's Day Week had been successfully delivered in collaboration with the Campaigns and Welfare Committee and Fem-Soc.

2. Student Bodies – Audited Accounts

The Committee approved the audited accounts of the SRC, GUSA, GUU and QMU for the year ending 30 June 2024. The audited account of the QMU for the year ending 30 June 2023 was also approved.

3. Sport Strategy and Planning Group

Mr Middleton and Mr Kirkpatrick presented an overview of the work undertaken by the Sports Strategy and Planning Group. This included a comprehensive assessment of the current state of UofG Sport, informed by extensive stakeholder consultation and a review of facilities and infrastructure. Benchmarking indicated that while the University of Glasgow offered one of the most affordable sport and membership packages, its facilities generally ranked below sector and Russell Group averages. Investment in infrastructure and staffing had not kept pace with peer institutions, and significant student growth over the past decade had not been matched by increased sports capacity. A new strategic vision for sport had been developed. A Strategic Outline Business Case explored potential investment options over the next ten years.

The Committee endorsed the strategic vision and supported the next phase of work, which would include business case development, feasibility studies, cost modelling, and exploration of partnership opportunities. While Glasgow's pricing remained competitive, caution was advised regarding potential fee increases. Concerns were raised about accessibility to the Garscube site; however, benchmarking showed its proximity to campus was favourable compared to sector norms. Although public transport remained a challenge, it was agreed that this could be addressed through future engagement with local authorities as part of site development planning.

4. Student Experience Strategy (Update)

Mr Jones reported that scoping work on student organisation facilities at the John McIntyre, QMU, and GUU buildings had begun with early design concepts under development. Evaluation reports for the NHS Mental Health Partnership, Eco-Hub, TechBar, and Digital Student Support Hub indicated that all projects met their objectives and received positive feedback. Plans were in place to transition successful initiatives into ongoing operations, subject to budget outcomes and external audit validation. All projects would be reviewed for sustainability alongside existing services.

5. Cost of Living Action Group

Mr Struan reported that the group membership had been reformed. Work had been undertaken to review and improve awareness of financial aid packages available to students. Members questioned the possibility of reimbursing students in advance for transport costs. It was acknowledged that while this had been explored, it remained a complex issue that had not yet been resolved. The Committee agreed to continue monitoring this area.

6.Student Wellbeing Policy

Dr Struan and Ms Strachan provided an update on the Student Wellbeing Policy, which aimed to consolidate eight existing policies into two streamlined frameworks: Reasonable Adjustments and Supportive Measures, and Supportive Study. The former enabled students to request flexibility due to personal circumstances, while the latter supported students facing challenges in continuing their studies. The policies were due to be reviewed by various committees. In response to member questions, it was confirmed that international students affected by crises would be supported under the new policy framework.

University of Glasgow

COURT

Court Meeting: 24 June 2025
Document Title: Finance Committee Minutes on 4 June 2025
Responsible: Jonathan Loukes

Executive Summary:

Minutes of the meeting of the Finance Committee held on 4 June 2025.

The Committee noted that UKVI had confirmed that the University had successfully completed the UKVI audit and was no longer subject to an action plan.

GC outlined the Student Recruitment Update and the Committee discussed the impact of recent UK Government immigration policy changes, including a proposed 6% levy on international income in England and reduced post-study work rights. The latest forecast for international postgraduate taught (PGT) intake was 6,200, down from the previous expectation of 6,600. The latest forecasts were used as the basis for future cash projections.

The budget, forecast and investment plan for 2025-26 will be discussed under **Agenda Item 4.** The Committee discussed in detail the budget, forecast and investment plan for 2025-26 and noted that the 2025–26 plan was a transitional budget designed to provide the University with time and flexibility to finalise the University strategy, make progress on strategic projects and deliver on savings targets. The Committee noted that there were £40m of savings targets embedded in current budgets, these would be achieved primarily through vacancy management, reduced consumables, and cost controls across colleges and services. If international recruitment remained at the current forecasts, then a further £20 million in recurring savings would be required from 2027 onwards to ensure long-term financial sustainability. Additional savings beyond this will likely be required to maintain investment in core strategies. To enable operating cash targets to be met in 2026 there would be greater use of endowments to cover scholarship budgets, utilising underspent income from prior years. This was expected to be a one-off and would be within bequest terms.

The Committee acknowledged the importance of maintaining investment in the University's estate, IT infrastructure, and academic excellence to remain competitive globally. The Committee would also continue to monitor progress against savings targets and strategic initiatives.

During the discussion the Committee noted three main areas of focus from SMG which would be incorporated in the University strategy and would be a focus regardless of the University's financial position:

- Service excellence
- Maximising Academic Performance
- Portfolio Review

This work would include reviewing the shape of the University to ensure long-term competitiveness and success.

The Committee **agreed to recommend to Cour**t the final budget for 2025/26 and the forecast to 2028/29 and the associated investment plan.

The Committee approved the following investment request for: £209k for Building Warrant fees; £452k for the Critical Technologies Nanofabrication Facility for the initial scoping of work RIBA 0-1; £4.363m for the Equine Buildings and service yard; and £3.118m for stabilisation works to the rear façade of the terrace buildings located at Hillhead Street and Great George Street.

The Committee noted the update on the Investment pipeline and also Project SIERRA, which remained on track.

The Committee noted **Annex 1 –** Executive Director of Finance Report which summarised the current financial position.

Action Required:

☒	FORMALLY APPROVE
☐	FOR DISCUSSION
☒	TO NOTE/FOR INFORMATION

Resource Implications:	As per budgets
Risk and Assurance:	SMG - Geopolitical landscape (ID: 1450) SMG - Government Policy Changes (ID: 1298) SMG - Operating Cash Generation (ID: 1262) SMG - Operating Cash Control (ID: 1276) SMG - Student recruitment market (ID: 1357) SMG - Value, impact and benefits realisation (ID: 1289) SMG - Maintaining and improving reputation (ID: 1342) SMG - Research (ID: 1369) SMG - Economic Development and Innovation (ID: 1380) SMG - Campus development and maintenance (ID: 1392) SMG - Climate change and sustainability (ID: 1422) SMG - Data governance and information security (ID: 1409) SMG - Organisational resilience and agility (ID: 1430)
University Strategy:	World Changers Together: World Changing Glasgow 2025 Tax Strategy 2024-25
Sustainability Implications/Assessment:	None
Student Experience:	Finance Committee provides oversight on the short and long-term financial sustainability and financial resilience of the University which supports the enhancement of the overall student experience

Equality Considerations: N/A

Supporting Information: Annex 1 – Executive Director of Finance Report

Classification:	☐	OPEN
	☒	CONFIDENTIAL
	☐	STRICTLY CONFIDENTIAL

The minutes of the meeting from 4 June 2025 can be released following the Court meeting.

Annex 1 – should remain strictly confidential and should not be released as it contains commercially sensitive information.

University of Glasgow
Finance Committee
Minute of Meeting held on Wednesday 4 June 2025

Present:

Jonathan Loukes (JL(Chair)),Gregor Caldow (GC), Laurie Foulds (LF), Prof Dan Haydon (DH), Stuart Hoggan (SH), Prof Simon Kennedy (SK), Pablo Moran Ruiz (PMR), Prof Anton Muscatelli (AM), David Thompson (DT).

In attendance:

Prof Frank Coton(FC), Dr David Duncan (DD), Amber Higgins (Clerk), Angus Ross (AR), Martin Sinclair (MS), David Hall (DH)

Apologies:

Mary Jane Brouwers, Peter Haggarty, Arleen McGichen, Gavin Stewart

FC/2024/63. Summary of main points

- The Committee noted that UKVI had confirmed that the University had successfully completed the UKVI audit and was no longer subject to an action plan.
- GC outlined the Student Recruitment Update and the Committee discussed the impact of recent UK Government immigration policy changes, including a proposed 6% levy on international income in England and reduced post-study work rights. The latest forecast for international postgraduate taught (PGT) intake was 6,200, down from the previous expectation of 6,600. The latest forecasts were used as the basis for future cash projections.
- The Committee discussed in detail the budget, forecast and investment plan for 2025-26. It was noted that the 2025–26 plan was a transitional budget designed to provide the University with time and flexibility to finalise the University strategy, make progress on strategic projects and deliver on savings targets. The Committee noted that there were £40m of savings targets embedded in current budgets, these would be achieved primarily through vacancy management, reduced consumables, and cost controls across colleges and services. If international recruitment remained at the current forecasts, then a further £20 million in recurring savings would be required from 2027 onwards to ensure long-term financial sustainability. Additional savings beyond this will likely be required to maintain investment in core strategies. To enable operating cash targets to be met in 2026 there would be greater use of endowments to cover scholarship budgets, utilising underspent income from prior years. This was expected to be a one-off and would be within bequest terms.

  The Committee acknowledged the importance of maintaining investment in the University's estate, IT infrastructure, and academic excellence to remain competitive globally. The Committee would also continue to monitor progress against savings targets and strategic initiatives.

  During the discussion the Committee noted three main areas of focus from SMG which would be incorporated in the University strategy and would be a focus regardless of the University's financial position:

  - Service excellence
  - Maximising Academic Performance

- Portfolio Review

  This work would include reviewing the shape of the University to ensure long-term competitiveness and success.

  The Committee agreed to recommend to Court the final budget for 2025/26 and the forecast to 2028/29 and the associated investment plan.

- The Committee approved the following investment request for: £209k for Building Warrant fees; £452k for the Critical Technologies Nanofabrication Facility for the initial scoping of work RIBA 0-1; £4.363m for the Equine Buildings and service yard; and £3.118m for stabilisation works to the rear façade of the terrace buildings located at Hillhead Street and Great George Street.
- The Committee noted the update on the Investment pipeline and also Project SIERRA, which remained on track.
- The Committee noted Paper 11– Director of Finance Report which summarised the current financial position.

FC/2024/64. 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/2024/65. Minutes of the meeting held on Wednesday 26 March 2025

The minutes of the 26 March 2025 meeting were approved.

FC/2024/66. Matters Arising

No substantive matters were raised.

FC/2024/67. UKVI Update

DD reported that UKVI had confirmed that the University had successfully completed the UKVI audit and was no longer subject to an action plan. As a result, the UKVI had now released the remaining CAS allocation which would allow Admissions to progress to issuing a CAS to any applicant who was CAS ready and planning to join the University in September 2025. DD also reported that a more proactive approach would be maintained, with enhanced and standardised compliance systems being implemented.

FC/2024/68. Recruitment Update

GC outlined Paper 6 – Student Recruitment Update and the Committee discussed the impact of recent UK Government immigration policy changes, including a proposed 6% levy on international income in England and reduced post-study work rights. It was reported that there was an anticipated a postgraduate taught (PGT) intake of 6,200, down from the budgeted 6,600. However, Undergraduate international recruitment remained strong. The Committee noted the potential for market share growth in the UK, despite volatility in global demand but that these factors would not come into effect until 2026.

FC/2024/69. Budgeting and Investment Plan 2025/26

GC and FC outlined Paper 7 which summarised the budget, forecast and investment plan for 2025-26. It was reported that the incoming Principal had been fully briefed on the budgets and was supportive of the plans in the papers. It was noted that overall sector was facing challenging times with ongoing real term reductions in government funding and reduced international recruitment which were creating significant pressures, leading to cost cutting across the sector, with almost 100 institutions announcing severance or cost savings schemes as these pressures stretched the financial sustainability of Universities and a funding model that was predicated on international recruitment. It was noted that the 2025–26 plan was a transitional budget designed to provide the University with time and flexibility to finalise the University strategy, make progress on strategic projects, deliver on £40m of current savings and make progress on plans to deliver long-term savings of at least £20m per annum.

The Committee had an in-depth discussion of the financial strategy, risks, and implications and noted that the key budget context and assumptions were:

- The original budget was based on a projected international postgraduate taught (PGT) intake of 6,600 students. However, the latest forecast had been revised down to 6,200, resulting in a projected income shortfall.
- While the 2025-26 budget met operating cash targets the revised intake projection increased the gap to forecast for the four years to 2028-29 from £18m to £57m.
- The 2025–26 budget was balanced through a combination of embedded savings and one-off measures, including the strategic use of endowment funds

During the discussion the Committee noted the budget included £40 million in embedded savings, which would be achieved primarily through vacancy management, reduced consumables, and cost controls across colleges and services; and an additional £20 million in recurring savings which was required from 2027 onwards to ensure long-term financial sustainability.

It was reported that the Senior Management Group (SMG) had committed three main areas of focus which would be integral to the University strategy regardless of the financial position of the institution. These are:

1. Maximising Academic Performance
2. Portfolio Review and Curriculum Rationalisation
3. Service Excellence and Process Redesign

The Committee discussed the delivery risk around these, the level of change across the institution and the need to carefully manage this and the need for regular, robust reporting.

The Committee noted that whilst the budget preserved core investment in infrastructure and strategic priorities it is likely additional investment will be required in core strategies over the forecast period. Innovation was highlighted as an area that would require additional funding if momentum on strategy delivery was to be maintained and that any upside in income (e.g., from improved international recruitment) would be directed toward core strategies including Innovation as well as considerations on overall shape.

The Committee acknowledged the importance of maintaining investment in the University's estate, IT infrastructure, and academic excellence to remain competitive globally. The Committee would also continue to monitor progress against savings targets and strategic initiatives. It was agreed that a financial deep-dive session would be scheduled in the autumn to support new members and provide further scrutiny of trade-offs and investment priorities. A query was raised about the use of Endowments as it was noted that the University would draw more fully on its endowment funds, particularly for scholarships, to support the 2025–26 budget. GC reported that historically, the University had underutilized endowment income, especially during the COVID-19 period. GC confirmed that any use of endowments would be within bequest terms and subject to ongoing review.

The Committee reviewed analysis of staffing trends from 2022 to 2029 which revealed significant disparities and it was acknowledged that these imbalances could undermine the University's research strength and global reputation, particularly in MVLS, which was a key driver of research income and international ranking. Whilst the 2026 budget provided a framework, the goal was to ensure that staffing levels and structures were aligned with strategic goals, financial realities, and academic priorities. These staffing levels, structures and shape would be considered as part of the priority projects to ensure the University remained sustainable and competitive.

The Committee discussed the risk of overcorrecting or making artificial adjustments that could harm academic quality or staff morale and it was agreed that any changes must be evidence-based and sensitive to the unique needs of each college. The importance of maintaining flexibility to respond to future changes in student demand—both increases and decreases—was also highlighted.

The Committee reviewed downside scenarios, including a 25% drop in international student numbers. To mitigate this impact the University would need to reduce in size and make significant savings on consumables, investments and staffing. Modelling showed that staff reductions of 430 using current SSR's would be insufficient to offset the drop in income with further reductions of 250-300 required to close a £20m gap. While recognising this was stress testing a scenario the SRC President commented that it was important to maintain the student experience and support services if this scenario occurred as this was a key area of concern for students.

The Committee agreed to recommend to Court the final budget for 2025/26 and the forecast to 2028/29 and the associated investment plan.

FC/2024/70. Investments Applications

FC/2024/70.1 Church Street Building Warrant

The Committee noted the request for RIBA Stage 4 (detailed design) for Church Street which was due to conclude in June 2026, and the funding application was seeking funds to progress with the Building Warrant application and Anderson College Intrusive surveys, commencing June 2025. The approval of Building Warrant de-risked the project and allowed the programme to be maintained for a 2028 operational date.

The Committee approved the investment request for £209k for Building Warrant fees.

FC/2024/70.2 Critical Technologies Nanofabrication Facility (CTNF)

The Committee noted that proposal for the Critical Technologies Nanofabrication Facility (CTNF) investment would which was urgently required to modernise the facility and to ensure that the University maintained and expanded the leading national position, ensuring that the University continued to attract significant research funding, high-profile industrial collaborations, and provided industry with a skilled workforce. This initial request was for the scoping of work as part of RIBA 0-1 activities for the project (Strategic Definition / Preparation and Briefing).

The Committee noted that the CTNF project was split into the following phases:

- Phase 1: Relocation of the existing James Watt Nanofabrication Centre (JWNC) via the construction of a new purpose-built cleanroom facility and associated support spaces, including new laboratories/workspace.
- Phase 2: The creation of an innovation zone/campus intended to develop immediately adjacent/around the new facility.

The project was currently prioritising Phase 1 and total estimated cost was for Phase 1 only which was estimated to be £150m. Phase 2 was optional and would be continually reviewed. It was reported that significant external funding would be sought for the project.

The Committee approved the investment request for £452k for the Critical Technologies Nanofabrication Facility for the initial scoping of work RIBA 0-1 activities for the project (Strategic Definition / Preparation and Briefing).

FC/2024/70.3 Garscube Equine Buildings & Service Yard

The Committee noted that equine building and service yard request which was closely linked to the Vet post mortem building work.

The Committee approved the investment request for £4.363m for the Equine Buildings and service yard.

FC/2024/70.4 Hillhead Street & Great George Street

The Committee noted that the funding requested for further funding to complete essential stabilisation works to the rear façade of the terrace buildings located at 50-68 Hillhead Street and 73, 79, & 81 Great George Street. These works would include the repair and reinstatement of defective stonework, the application of a lime-based render, the installation of missing and replacement of defective rainwater goods, removal and consolidation of cabling and pipework and retention of scaffolding to facilitate these works.

The Committee approved the investment request for £3.118m for stabilisation works to the rear façade of the terrace buildings located at Hillhead Street and Great George Street.

FC/2024/71. Investment Pipeline

GC outlined Paper 9 – Investment Pipeline which provided an outline of future investment requests. The Committee reviewed the capital investment pipeline, noting key projects including:

- Biological and virology research facilities
- Sustainability initiatives
- Project Matrix
- Project SIERRA

FC/2024/72. Project SIERRA Update

AR outlined Paper 10 – Project SIERRA which provided an update on progress to date. The Committee noted that procurement had narrowed ERP vendors to Oracle and Workday. It was reported recruitment was progressing, though slightly behind original projections and the project remained within the overall IT capital envelope.

The Committee agreed that a more detailed review would be scheduled around the vendor selection milestone in August.

FC/2024/73. Executive Director of Finance report

FC/2024/73.1 Director's Update

GC also outlined the Executive Director of Finance report and the following areas were noted:

- Insurance – the Committee noted that a significant insurance claim was progressing positively.
- GIC Relocation had been revised from Skypark to Craftworks.
- Sanctuary – a years notice would be given shortly for the termination of the Sanctuary contract for residences and was expected to yield savings. The SRC President commented that it was important that the emergency accommodation provision was maintained which had worked well in the past.
- Banking Change – it was noted the transition was nearly complete, though international payment issues remained.
- Internal Audit Tender – the Committee noted that the tender for internal audit had been concluded and that at present the standstill process was being undertaken and that it was expected that KPMG would be reappointed.

- Internal audit reports – the Committee noted that two reviews had been undertaken on corporate cards and insurance with minor recommendations noted.

FC/2024/73.2 Debtors

A concern was raised by the SRC President about the fee payment process and the emails that students received in relation to any debt. It was noted that these were often automated emails and sometimes the tone was harsh and it was important that the right balance was struck

GC agreed to meet with the SRC President to discuss any concerns he may have.

FC/2024/74. Table of Actions

Action	Date Due	Notes
Benefits realisation to be an annual update	November 2025	Director of Strategy Implementation and Risks
Agreed to recommend to Court the final budget for 2025/26 and the forecast to 2028/29 and the associated investment plan.	June 2025	Executive Director of Finance
Approval for £209k for Building Warrant fees for Church Street	June 2025	Executive Director of Finance
Approval for £452k for the Critical Technologies Nanofabrication Facility for the initial scoping of work RIBA 0-1	June 2025	Executive Director of Finance
Approval for £4.363m for Equine Yard	June 2025	Executive Director of Finance
Approval for £3.118m for stabilisation works to the rear façade	June 2025	Executive Director of Finance
Executive Director of Finance and SRC President to meet to discuss Debtor emails if required.	June 2025	Executive Director of Finance

FC/2024/75. AOB

FC/2023/75.1 Committee membership

The Chair also thanked Pablo Moran Ruiz as this would be his last meeting as her time as SRC President was due to end on 30 June 2025. The Committee wished Pablo all the best for the future.

FC/2023/75.2 Sector issues

The Committee briefly discussed the implications of sector-wide financial instability, particularly in light of developments at the University of Dundee. A proposal was made to hold a financial deep-dive session in the autumn to support new members and review strategic trade-offs. It was agreed that the timing and format would be discussed with SMG and Court Committee Chairs.

FC/2024/76. Date of Next Meeting

The date of the next meeting was noted as 11 September 2025.

University of Glasgow

COURT

Court Meeting: 24 June 2025
Document Title: Minute of meeting of Estates & Sustainability
Responsible: Stuart Hoggan, Chair, Estates & Sustainability Committee

Executive Summary:

The meeting of the Estates & Sustainability Committee on 21 May focused in particular on estates matters, as part of the agreed annual cycle of meetings.

The main focus of the meeting was on the Estates 2025/26 Investment Plan. The proposals represent, in general terms, an evolution of those agreed last year. The ambitious capital investment proposals were noted. The bulk of the discussion related to the balance, across a number of investment areas, between preventative and responsive maintenance. While the proposals represented an overall increase in the sums available, the emphasis was on responsive rather than planned maintenance and to some degree represent a conscious decision to 'sweat the assets'. The plan was approved for onward transmission to Finance Committee and Court, on the understanding that the Estates team would continue to develop tools to help assess whether the institution had struck the optimum balance here, and to inform future budgeting processes.

Th meeting received updates on the planned Critical Technologies Nanofabrication Facility (and agreed £452,816 for early design fees); and noted progress on the Biological Research Facility options appraisal.

There was a discussion on continuing challenges in implementing the CBRE maintenance contract. Progress continues to be made, though there is a significant shortfall in the required performance on reactive maintenance. Contingency planning continues for a range of outcomes, which will also support planned retendering of the contract in due course.

The Committee approved investment of £3,101,008 to complete permanent repairs to the rear elevations of a series of townhouses in Hillhead Street and Great George Street; investment of £4,363,859 for Equine Buildings and Service Yard at Garscube; and £209,370 for Building Warrant Fees for the planned purpose built student accommodation in Church Street.

The Committee received regular reports on this year's investment projects and on the risk register.

Action Required:

☐	FORMALLY APPROVE
☐	FOR DISCUSSION
X	TO NOTE/FOR INFORMATION

Resource Implications:	As per budgets
Risk and Assurance:	SMG - Climate change and sustainability (ID: 1422) SMG - Campus development and maintenance (ID: 1392)
University Strategy:	World Changers Together: World Changing Glasgow 2025
Sustainability Implications/Assessment:	ESC oversees the implementation of the Glasgow Green Strategy and the Estates Investment Plan
Student Experience:	Estates and sustainability proposals and investment impact student experience.
Equality Considerations:	N/A
Supporting Information:	None

Classification:	☐	OPEN
	X	CONFIDENTIAL
	☐	STRICTLY CONFIDENTIAL

Note: If paperwork includes information that is considered personal under Data Protection Legislation of Data Protection Laws, it should be highlighted clearly that this should not be shared. If any information is to be redacted before publishing, Authors of papers are responsible and should supply a redacted copy to the Clerk of Court for publication and if required, clearly identify a timeframe for publication.

The minutes contain references to contractual matters.

UNIVERSITY of GLASGOW
Estates and Sustainability Committee
Minute of meeting held in room 146, Clarice Pears Building
Wednesday 21 May 2025

Present: Mr S Hoggan (Convenor), Dr D Duncan, Mr P Haggarty, Mr G Caldow, Professor F Coton, Mrs L Hanna, Mr C Kennedy, Mr J McIntyre, Mrs L McMillan and Mr P Moran-Ruiz

In attendance: Mr. D Hall, Miss J McGrellis, Mr C Ewing, Mr A Griffin, Mrs L Shaw, Mr R Yarr, Ms M Magee and Mr S Baird, Mrs K Y Biggins (Clerk)

ESC/2025/98 Apologies

Mr Hoggan welcomed all and noted apologies from Professor Muscatelli, Professor Brendle, Mr Good and Professor Kennedy. Thanks were extended to Mr Moran-Ruiz for his contribution to the Committee as his tenure comes to an end.

ESC/2025/99 Declaration of Interests

Mrs McMillan made a transparency statement confirming that a family member worked for AECOM, since the company is mentioned several times in the papers for the meeting. She had taken advice from Mr Haggarty on what approvals were requested at the meeting, in case of conflict of interest, and he had confirmed that any approvals were for the quantum of funding for the project only and not for contractors. Contractor and consultant appointment decisions are led by the Estates Team.

ESC/2025/100 Minute of the meeting held on 12 March 2025.

The Committee approved the minute as an accurate record, with one amendment: Mr Kennedy noted that there had been concerns in relation to the structure of University Safety & Resilience (USR) that are being addressed.

(a) Action Tracker

29 Future Estates Committee Activity 2024/25 information – a refreshed version of this is provided as item 3b. Further detail sought on sustainability items. Ongoing

30 Review of Committee Remit – Revised ToR has been created and new format adopted (see below). Feedback was requested by Mr. Hoggan from the Committee. Closed

32.Feedback to be provided re Risk Register new format via PPM Anywhere. Closed

34 Safety and Resilience org chart. This will be shared following a meeting with the Unions on 30 May 2025. Ongoing

35 Format of Investment Projects Update to be streamlined. This is being reviewed with the Team. Ongoing

36 Feedback on agenda items and general way forward is sought by Mr. Hoggan. Closed

(b) Future Estates and Sustainability Committee Activity

The Committee were asked to comment outwith the meeting.

ESC/2025/101 Investment Plan Update

Mr P Haggarty referenced paper 4.

The committee discussed its role in endorsing the Plan and how this plan is then passed to the Finance Committee and Court. Mr Haggarty thanked Mr Griffin, Ms Cameron and Mr Hall for their contributions.

Maintenance spending is increasing in future years due to past underinvestment but remains below required levels. A KPMG audit is ongoing, with their internal QA approval pending.

There is a fixed budget, so spending more in one area means cutting back in another. Asset management (eg lifts and roofs) and accessibility are priorities. Planned maintenance and legal compliance are a focus. Mr McIntyre raised concerns that reducing asset management spending could affect other areas. Mr. Griffin noted the need to balance long-term maintenance with immediate repairs. Items like lighting and boilers can overlap between sustainability and asset management. A £2 million contingency fund is available. Some buildings may be subject to disposal or repurposed as part of a proposed refreshed campus masterplan.

The £70 million sustainability budget was reinstated after being removed in a previous scenario. Risk management is being reviewed alongside asset planning, with the proposed Quinquennial (five-year) surveys supporting future plans.

Concerns were raised about the budget for learning spaces. It was explained that proposed projects include upgrades to lecture theatres and central teaching spaces. Keystone will help with space planning and timetabling once the new, more appropriately sized, spaces are brought on-line.

The team uses industry standards and benchmarking (like SFG20 and AUDE reports) to guide maintenance spend profiles and key inputs. Reactive maintenance also informs planning.

Professor Coton emphasised that improving how space is utilised is key, and Keystone opening will help improve efficiency. If student numbers drop, some buildings may be closed following appropriate options development and appraisal exercises, perhaps outlying underutilised spaces requiring significant investment, as part of a refreshed master plan.

The sports strategy is under review with consultant input. Projects involving student unions (GUU and QMU) are being considered based on future business cases and appropriate funding.

The Committee approved the Investment Plan. Mr Hoggan noted that the Committee should return to the question of the balance between preventative and reactive maintenance, to support future budget processes.

ESC/2025/102 Critical Technology Nanofabrication Facility (CTNF)

Mr Baird referenced paper 5.

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted] design fees.

ESC/2025/103 Biological Research Facility Options Appraisal

Mr Munro referenced paper 6.

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

ESC/2025/104 CBRE Update

Mrs Shaw and Mr Ewing advised that CBRE averaged in the region of 1400 outstanding repair jobs, with [redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

EC/2025/105 Executive Director of Estates Report

Mr Haggarty referenced paper 8.

Since the last Committee in March 2025 the focus within the Directorate has been on:

- Design, development & funding options for the Innovation and Student Residential proposals on Church St & Lilybank Terrace
- Finalisation of the 2025/26 Investment Plan
- Initiation of the Critical Technologies Nanofabrication Facility project including Lead Advisor tender action
- BRF optioneering post-Prism
- Matrix Stage 2 design
- SUERC Fire reinstatement and insurance negotiations.
- Keystone site progress
- Facilities Management
- Sustainability delivery plan.

SUERC in East Kilbride had a recent small fire in their facilities, with no colleague injuries but significant impact to operations. It was a huge challenge to return the site to a 'clean' facility and detailed discussions will be undertaken with regards to programme and costs. Additionally the Committee were reminded that the site has a building with a RAAC roof.

Development of Plots J and E, and Lilybank Gardens are now being reported to the SPID board.

[redacted]

On Keystone, all piling was complete, with bulk excavation of zone 1 ongoing. The tower crane was on site with three others to follow. Bulk excavation would continue until July. This was progressing well and on programme, with stakeholders regularly updated. MPX were taking advantage of good weather to push programme forward.

FM Staff were supporting exam diets, with planning underway on graduations.

[redacted]

The Timetabling team were preparing data and programming for 2025/26 and concluding the procurement for new timetabling system. A space utilisation pilot was underway and progressing well, allowing us to make informed decisions with the data.

Mr Kennedy queried the occupancy audit and how the data was managed. Mr Haggarty confirmed this does not identify individuals; the driver is around space utilisation of assets.

EC/2025/106 Estates Risk Register

Ms. Magee joined and referenced paper 9.

Currently there are eight estates risks and six sustainability risks. Two estates risks were closed since the last report, following a review.

Discussions were to take place on the development of a new risk in relation to the ongoing CBRE relationship, covering performance and the impact on stakeholders.

There are four risks classed as major risks, of which three are in the sustainability category. Two of the major risks have worsening trend. These were the same as on the previous report:
- Achieving sustainability targets
- Current
- team resource and capacity is not aligned with scale of delivery requirement of Glasgow Green.

Sustainability risk relates to the scale of investment and return on investments. This aspect is improving with the development of a cost per tonne carbon (lifetime) tool. The inputs and outputs of this have been agreed with the Estates Sustainability Programme Board and by Finance with other stakeholders.

Masterplan delivery trend is stable and the probability is reducing. This is due to Keystone now having commenced on site.

Mr Hoggan noted we should review the two sustainability risks at the August 2025 meeting.

Mrs Hanna noted that Sustainability was not achieving targets, with a deep dive consideration being required. Mr Haggarty advised there is a third meeting around revising programme today (21 May) with a further meeting tomorrow (22 May); this is an active focus of attention.

EC/2025/107 Investment Projects Update

Mr Hall referenced paper 10.

[redacted]

[redacted]

[redacted]

[redacted]

EC/2025/108 Committee Reports for Noting/Approval

Mr Haggarty referenced paper 11A - Summary of investment under delegation.

This was provided for information.

B) Hillhead Street

Mr Hall referenced paper 11B.

A total of £3.1 million is needed to complete the final phase of refurbishing the external fabric of 14 townhouses, which are currently occupied by various groups. Mr. Hall explained that the front elevation and roof work have already been completed. The rear elevation has serious issues, including stone sheering off. Due to these challenges, the design team was changed to find more practical solutions.

A new approach using repairs and lime render has been agreed with planning authorities. Scaffolding costs are continuing to add up, contributing to the overall expense. The budget includes identified sums and contingency funds to cover any remaining uncertainties.

The Committee approved the investment of a further £3,101,008 for these purposes.

C) Garscube/Equine Buildings & Service Yard

Mrs Desykes joined and referenced paper 11c.

The project has a number of stages and last year Home Farm building was brought forward which is now close to completion. The procurement route quick quote process was used to achieve best value along with value engineering. There will be a further application for a post-mortem suite which is awaiting a planning decision.

The Committee approved the investment of £4,363,859 for these purposes.

D) Church Street PBSA

Mr Baird referenced paper 11D.

Mr Baird explained that this is part of a strategy to keep the overall programme on track and reduce risk.

A risk has been identified related to delays in the building warrant process. To address this, the team plans to bring forward the process and submit building warrant applications early for the first three stages of the project.

The Committee approved the investment of £209,370 for these purposes.

Pending Out of Cycle Approvals

A) Medium Term Implementation Plan (College of Science and Engineering)

Mr Hall referenced paper 11.1A

[redacted]

B) Church Street Listed Buildings

Mr Baird referenced paper 11.1B and explained that funding is being re-allocated from infrastructure to address issues along Church Street.

The Investment Committee asked the team to assess priorities, and an outline paper is being prepared to explore the likely needs of a joint venture (SPID). The goal is to have this ready by the end of June.

[redacted]

[redacted].

EC/2025/109 AOB

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

Mr Haggarty thanked Pablo and the SRC Committee members for their contribution and support across the Committees and wished him well for his onward studies.

EC/2025/110 Schedule of Meetings for 2025/26

Wednesday 27 August at 9.30am in Room 222/223 BHF GCRC.

University of Glasgow

COURT

Court Meeting: 24 June 2025
Document Title: Information Policy and Strategy Committee Minutes on 22 May 2025
Responsible: Professor Frank Coton

Executive Summary:

Minutes of the meeting of the Information Policy and Strategy Committee held on 17th March 2025.

IPSC reviewed the Cyber Security Report. A critical vulnerability in the MyCampus system, identified by an external researcher, triggered a major incident response and engagement with the ICO. Although no data was lost, the issue revealed outdated components in the PeopleSoft system and led to a forensic review, a self-referral to the ICO, and engagement with Oracle Consulting for a system review and penetration testing. In response, the University introduced a "cyber scorecard" to assess control effectiveness and embed accountability. Monthly security reporting, scenario planning, and a broader review of system maintenance were initiated. The Security Operations Centre demonstrated strong monitoring capabilities, and improvements in governance and oversight are underway.

The revised IT Code of Conduct was presented, with updates to language and alignment with related policies. Key changes included clearer acceptable use statements and guidance for researchers handling sensitive material. Concerns were raised about the clarity of legal definitions, prompting a review with the legal team. Plans to raise awareness through cyber security training and student engagement were discussed.

The Routes to Enrolment business case was approved. The CRM solution, based on Salesforce Education Cloud and implemented by Deloitte, aims to streamline the student onboarding process. The phased approach focuses on improving the candidate journey, reducing manual effort, and enhancing integration with existing systems. The project aligns with the Service Excellence Programme and includes robust security and data governance measures.

Action Required:

☐ FORMALLY APPROVE
☐ FOR DISCUSSION
☒ TO NOTE/FOR INFORMATION

Resource Implications:	None
Risk and Assurance:	SMG – Technology Infrastructure (ID: 1397) SMG – Data Governance and Information Security (ID: 1409)
University Strategy:	Information Technology (IT) Strategy
Sustainability Implications/Assessment:	None
Student Experience:	IPSC enhances the student experience by ensuring robust cyber and digital security, safeguarding personal data, and promoting a secure and innovative digital environment for learning and campus life.
Equality Considerations:	N/A
Supporting Information:	N/A

Classification:	☐	OPEN
	☒	CONFIDENTIAL
	☐	STRICTLY CONFIDENTIAL

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The Cyber Security section of the minutes is confidential. The redacted minutes can be released following the Court meeting.

University of Glasgow

Information Policy and Strategy Committee

Minute of Meeting held on Thursday 22nd May 2025 at 10:00 on Zoom

Present: Frank Coton (Chair), David Duncan, Susan Ashworth, Gregor Caldow, Paula Donoghue, Billy Howie, Bo Hu, Mark Johnston, Laic Khalique, Alun McGlinchey, Pablo Moran Ruiz, Chris Pearce, Bethan Wood

Attending: Hayley Jenkins (on behalf of Nina Douglas), Graham Stein (Item 5), Marc Stevenson (Item 5), Gregor Macfarlane (Item 5), Andrea Roy (Clerk)

Apologies: Nina Douglas, Kenneth Robertson, Philippe Schyns

1 Minutes of the previous meeting

Frank Coton (FC) welcomed all colleagues to the meeting. The minutes of the previous meeting held on Monday 17th March 2025 (Paper 1) were accepted as an accurate record.

2 Matters arising and review of action tracker

The IPSC Action Tracker (Paper 2) was reviewed. The following updates were noted:

a. IT Code of Conduct: On the agenda under Item 4.
b. Vulnerability Management: Included under Item 3, Information and Cyber Security.
c. AI Risks: Discussion deferred to the next meeting to allow time for the paperwork to be processed through relevant channels, and to give the team an opportunity to review the updated guidance issued by the National Cyber Security Centre.

3 Information and Cyber Security

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

4 IT Code of Conduct

AM provided an update on the revised IT Code of Conduct (Paper 4), which was used alongside other institutional policies eg the Student Code of Conduct to outline expected behaviours when using University systems. The document had not been reviewed since 2018. While it remained broadly fit for purpose, the opportunity was taken to refresh the language and ensure alignment with related policies to avoid any gaps or inconsistencies.

A key change in the revised version was the inclusion of clearer acceptable use statements, particularly in relation to inappropriate activities such as illegal acts, the creation of intimidating material, and content associated with terrorism. The policy also included guidance for researchers who might need to engage with sensitive material, with appropriate channels for approval clearly signposted.

LK raised concerns regarding the clarity of definitions for terms such as “obscene” and “promoting terrorism,” noting that these could carry specific legal meanings. He suggested that including legal definitions or references would be beneficial, particularly if the policy were to be used in disciplinary proceedings. AM acknowledged that the current draft had not defined these terms from a legal perspective but agreed that consultation with the legal team would be worthwhile. DD proposed including links to relevant documents, and FC supported this suggestion, emphasising the importance of having a clear basis for determining breaches of the policy.

ACTION: AM

FC also enquired whether there was a plan to raise awareness of the revised policy, highlighting the importance of ensuring that staff and students could not claim ignorance of its contents. AM agreed and indicated that annual cyber security training would provide a key opportunity to embed elements of the policy. While a detailed communications plan had not yet been developed, the intention was to integrate the policy into training in a way that highlighted key responsibilities without overwhelming users with technical detail. AM also acknowledged the need to consider how best to engage the student population and welcomed the suggestion of involving the SRC in that discussion.

5 Routes to Enrolment Project – Business Case for approval

Graham Stein (GS), Marc Stevenson (MS), and Gregor Macfarlane (GM) attended for this item (Papers 5a, 5b). GS opened by clarifying that the meeting aimed to seek endorsement of the CRM business case and directional approval to proceed. He outlined the case for change, highlighting inefficiencies in the current student onboarding process, which required significant staff input and led to duplicated effort. Feedback from students and staff indicated the process was overly complex.

The proposed solution would enhance the onboarding experience through enabling technologies. The CRM would improve the candidate journey, while process improvements developed with the University's automation service would streamline registration and enrolment.

The CRM scope focused on the candidate journey, referencing UCISA's use cases. Phase 1 would address the first six use cases, with future phases expanding coverage. Stage 1 (team recruitment) was complete, and stakeholder workshops in early 2024 helped define institutional requirements.

Stage 2, covering procurement and decision-making, concluded in November 2024. Salesforce had been selected as the CRM platform, with Deloitte as the implementation partner. Salesforce's Education Cloud was chosen for its sector-specific, scalable capabilities.

The programme had entered the partner discovery phase, where Deloitte and the University were co-designing the solution and validating requirements. Full implementation was scheduled for August/September 2025.

MS presented Deloitte's implementation plan, structured into three waves. The current focus was on completing discovery and transitioning to recruitment and marketing. The partner-led approach aimed to reduce internal resource strain, with University staff embedded in the team. Four enduring roles were identified to support both implementation and long-term sustainability.

GM outlined key design principles:

- Adopt, not adapt: Use out-of-the-box functionality to reduce cost and complexity.
- Cloud-based: Leverage Salesforce's scalable platform with regular updates.
- User-centric: Prioritise student and staff needs to drive adoption.
- Reusable integrations: Use Boomi EIP for efficient, secure system integration.
- Data governance: Align with the University's Data & Analytics Framework.

Security was a key consideration, with multi-factor authentication, SSO, IP restrictions, session timeouts, and audit trails in place.

The delivery plan aligned with the academic calendar and was integrated into the central PMO planning cycle. Deloitte would lead delivery, supported by internal project and enduring roles. The CRM programme was linked to other initiatives, such as Timetabling and SIERRA.

Deloitte developed an enterprise integration strategy, with Phase 1 focusing on key systems using Boomi. Some systems, including two other CRMs, were out of scope for Phase 1 but may be consolidated in future phases.

Initial pre-approval of £363k enabled the discovery phase. Total investment included £2.3M for Deloitte's implementation and approximately £2M in internal costs, with £750k allocated to capability building. A refreshed benefits profile was in progress, with early indicators suggesting a 10–12% reduction in manual effort, improved student experience, and increased application and conversion rates.

The CRM was positioned as a strategic enabler for future transformation. During the discussion, there was strong alignment noted with the Service Excellence Programme, particularly around onboarding. It was agreed that the CRM project should be clearly articulated within that context, with operating model considerations managed through the programme using service excellence design principles.

There was confirmation that the CRM would aim to support all student types, including PGR students, unless a compelling reason emerged not to. The interaction between CRM and organisational design was also discussed, especially regarding enduring roles and local college resources. Deloitte's involvement in organisational design decisions would be determined by the University.

There was strong support for minimising customisation, with Salesforce's higher education configuration expected to meet most needs. Stakeholder engagement would be key to maintaining this approach, and an escalation mechanism was suggested to manage any requests for deviation from standard functionality.

The relationship between CRM and other systems, such as Agresso, was explored. While no direct technical link was identified, the team remained open to uncovering potential interdependencies during implementation. Further detail on research and enterprise use cases would be shared with stakeholders, and more quantifiable benefit metrics such as time savings and efficiency gains were expected by the end of May, based on Deloitte's modelling.

The decision to focus the CRM implementation initially, rather than attempting a wide-ranging deployment, was seen as a strength. This phased approach would allow the University to build internal expertise and expand the platform's use over time.

The business case was approved by IPSC, who expressed support for the proposed direction.

6 Director of IT Update

MJ presented an update on recent developments, highlighting both successes and challenges over the last few months. The following points were noted:

Successes:
- A major sector-wide success had been achieved through the negotiation of a new five-year agreement with Oracle for Java licensing.
- A new Library Management System had been selected, with the contract awarded and the project team established and mobilised.

- Progress had been made in standardisation, including the successful migration to GitHub Enterprise as the University's code repository. The team had also begun exploring AI capabilities to enhance coding efficiency, accuracy, and security.
- A network upgrade at the Small Animal Hospital had been completed successfully. This complex project had been delivered smoothly and had served as a confidence boost for future infrastructure work.
- Positive developments in equality, diversity, and inclusion had been noted, with a 100% female shortlist for a recent infrastructure role—an unprecedented and encouraging milestone.
- The transformational infrastructure programme had moved closer to completion, with increasing engagement and support from Colleges.
- The Estates Workplace Management project had also approached closure, marking another step forward in operational transformation.
- Considerable work had been undertaken to prepare for the safe and effective use of AI technologies. Under-18 access had been approved by Microsoft, and the team had begun developing a prompt library to support secure and inclusive adoption while addressing associated information risks.

Challenges

[redacted]

7 Court Context Card

The following items would be included on the Court Context Card:

- Headlines from the Cyber Security update
- Issue with MyCampus
- IT Code of Conduct
- Approval of the Routes to Enrolment business case

8 Investment Plan

The Investment Plan (Paper 6) remained unchanged since the previous meeting and was therefore included in the meeting paperwork for reference. No questions or comments were raised.

9 Programme/project reports

The IPSC Project Reports (Paper 7) were reviewed. The Chair asked for any further comments on the Reports to be fed back through the Clerk or MJ.

10 AOB

There were no further items for discussion.

Clerk's note: The Chair extended his sincere thanks to Bethan Wood for her service as a member of the IPSC, acknowledging that the previous meeting had been her final one before stepping down. He expressed appreciation for her valuable contributions during her tenure as an Elected Member of Court, noting that her input had played a significant role in advancing the University Technology Strategy.

11 Date of next meetings

Dates of future meetings were noted as follows:

- Tuesday 2nd September 2025 at 13:30 – 15:30
- Thursday 23rd October 2025 at 10:30 – 12:30
- Thursday 15th January 2026 at 10:30 – 12:30
- Thursday 12th March 2026 at 10:00 – 12:00
- Friday 29th May 2026 at 09:00 – 11:00

COURT

Court Meeting: 24 June 2025
Document Title: Audit and Risk Committee
Responsible: Martin Sinclair, Chair of Audit and Risk Committee

Executive Summary:

The Audit and Risk Committee received updates on several key areas of compliance and risk management. A pre-meeting briefing focused on business continuity and cybersecurity, highlighting the need for improved documentation and structured testing.

The Committee reviewed the University's successful response to the UKVI audit (as already shared with Court as part of the Secretary's Report), noting enhanced compliance systems and the establishment of a UKVI Governance Board. Updates were also provided on MyCampus security, regulatory compliance mapping, taxi account controls, and progress on animal welfare audit recommendations.

Internal audit updates included progress against the 2024/25 plan, with 7 of 12 audits completed and good progress on outstanding actions. Reports reviewed included audits on core financial controls and export controls, with the latter being rated amber/red and requiring accelerated improvements.

The Committee approved the external audit plan for 2025/26 and discussed upcoming changes to FRS 102 and SORP. Updates were also provided on the external audit tender processes, the SMG Risk Review Workshop, and future briefing topics.

Court is asked to note that the internal audit appointment process has been successfully completed. Following a competitive and thorough selection process, Court is **asked to approve** KPMG's appointment as the University's internal auditors, with a contract duration of 3 years with a 12-month extension, starting on 8 October 2025.

Action Required:

☒	**FORMALLY APPROVE - Internal Auditor Appointment**
☐	FOR DISCUSSION
☒	TO NOTE/FOR INFORMATION

Resource Implications: N/A

Risk and Assurance: SMG - Geopolitical landscape (ID: 1450)
SMG - Government Policy Changes (ID: 1298)

	SMG - Operating Cash Control (ID: 1276) SMG - Value, impact and benefits realisation (ID: 1289) SMG - Maintaining and improving reputation (ID: 1342) SMG - Data governance and information security (ID: 1409) SMG - Organisational resilience and agility (ID: 1430)
University Strategy:	World Changers Together: World Changing Glasgow 2025
Sustainability Implications/Assessment:	N/A
Student Experience:	N/A
Equality Considerations:	N/A
Supporting Information	N/A

Classification:	☒ OPEN ☐ CONFIDENTIAL ☐ STRICTLY CONFIDENTIAL

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[If Confidential or Strictly Confidential, provide a brief rationale for the classification]

University of Glasgow

Audit & Risk Committee

Minutes of the **Audit & Risk Committee** held on **28 May 2025** at **1400 hours in the Melville Room.**

Present: Martin Sinclair (Chair), Stuart Hoggan, Vincent Jeannin, Iain Mackenzie, Lorraine McMillan, Lesley Newdall

In attendance: Gregor Caldow (Executive Director of Finance), Dr David Duncan (Chief Operating Officer and University Secretary), Amber Higgins (Head of Court Office), Jane Hoey (Head of Risk), Lee McClure (Clerk), Professor Sir Anton Muscatelli (Principal), Angus Ross (Deputy Director of Finance), Carys Jones (KPMG), James Lucas (KPMG), Neil Thomas (KPMG), Matthew Hall (PwC), Anunay Gupta (PwC)

Apologies: Professor Sarah Armstrong

AUDIT/2024/32. Welcome and Briefing

The Committee noted a pre-meeting briefing from David Harty (Interim Director for University Safety and Resilience), Gerry Moore (Business Continuity Advisor), and Alun McGlinchey (Chief Information Security Officer).

The briefing focused on the University's business continuity efforts and cybersecurity measures, highlighting the need for improved documentation, centralised information, and structured testing approaches. Discussions covered the progress of business continuity plans across various colleges, the importance of adapting to new types of emergencies, and the increasing frequency of cyberattacks in different sectors. The Committee discussed the need for senior staff training, robust security measures, and a documented risk-based approach to prioritise critical systems and improve response times to potential threats.

AUDIT/2024/33. Declarations of Interest

There were no new declarations of interest.

AUDIT/2024/34. Minutes of the Meeting held on 19 March 2025

The minutes were approved, subject to an amendment to the declarations of interest. The Committee noted that Lorraine McMillan's role as a Non-Executive Director of SEPA related to the compliance paper and was not relevant to the discussion on the Environmental Sustainability Internal Audit Report.

AUDIT/2024/35. Matters Arising

No matters arising were noted.

AUDIT/2024/36. Management Update

36.1 UKVI Update

The Committee was reminded that, following minor breaches identified by UKVI, an action plan had been issued to the University and a follow-up audit had been undertaken in April 2025. It was reported that the audit was successfully passed, and an internal review had been subsequently conducted to evaluate the University's response. The Chief Operating Officer reported that a more proactive approach would be maintained, with enhanced and standardised compliance systems being implemented. Schools and Colleges had been engaged throughout the review and the University was considered to be better prepared for future audits.

Committee members raised questions regarding compliance oversight, data management, and institutional learning, noting that the new UKVI Governance Board would receive more frequent data updates to support real-time assurance. In addition, the importance of horizon scanning was raised and it was suggested that this should be embedded within all committee responsibilities. Student recruitment strategies were being reviewed, with a particular focus on tracking offers extended to applicants from countries where compliance risks were known to be higher. Concerns were also raised about the potential unintended consequences of increased data retention and while progress had been made, particularly through the use of systems such as SafeZone, further improvements were required in data deletion practices.

The University was commended for its transparent and systematic response to the audit, with recognition from peers that it was now seen as a sector leader in compliance maturity. The need to revisit escalation processes and how lessons were shared across the University was noted. The Committee looks forward to receiving the reports of the internal audits of admissions and enrolment compliance (Record keeping and reporting) which will be undertaken in November 2025 followed by an audit of engagement monitoring compliance in December 2025 or January 2026.

36.2 MyCampus

The Chief Operating Officer informed the Committee of a recently identified security issue within MyCampus relating to patching, which was promptly investigated and resolved. It was noted that the system's complexity could occasionally delay routine updates, and the incident served as a reminder of the potential risks associated with deferred patching and the importance of safeguarding critical systems.

36.3 Regulatory Compliance

The Committee was updated by the Head of the Court Office on continuing work to map the University's regulatory compliance landscape. It was noted that a review had been initiated to identify key regulatory bodies and assess associated obligations and controls. Initial engagement had taken place with 12 key areas in the University to clarify responsibilities, controls, and points of contact, with a more detailed report expected to the Committee in September. Consideration was being given to the inclusion of statutory bodies and key accreditation organisations to ensure comprehensive compliance coverage. A tiered structure was in development to prioritise obligations, with escalation procedures to be integrated into the overall framework. The PPMA system was also being explored as a potential tool to manage compliance more efficiently.

36.4 Taxi Account Controls – progress report

The Executive Director of Finance reported that a review of taxi accounts had been conducted, resulting in the removal of 37 taxi accounts, with an additional five placed under further evaluation. Further reductions were anticipated as part of the ongoing implementation of policy changes. Guidance documentation had been drafted, with communication and rollout plans prepared to ensure its effective dissemination to staff.

In addition, the Committee noted that spending levels had been assessed, revealing an 8% reduction compared to the previous year. Additional cost-saving measures were planned, including the implementation of spot checks to drive further reductions.

36.5 Animal Welfare – progress report

The Committee reviewed progress on the March 2023 internal audit. The Head of Court Office reported that a new compliance support role had driven significant improvements, with PEL Standard Condition assessment set for completion by October 2025. An Internal Control Group had been established to enhance compliance efforts, with ongoing meetings to ensure alignment with Home Office expectations. All recommendations were expected to be implemented by November 2025. The Committee noted that an animal welfare internal audit was in the plan for 2025/26 with the timings to be confirmed.

AUDIT/2024/37. Internal Audit

37.1 Internal Audit Progress report and implementation of outstanding recommendations

The Committee noted the progress report which outlined the progress against the 24/25 internal audit plan. As of May 2025, it was noted that 7 of the 12 planned audits had been completed.

The update on implementation of actions was noted. The number of actions completed since the last meeting was 4. The Committee noted that of the 54 outstanding actions, 4 actions were completed, 50 actions were outstanding, of which 39 were not due and 11 actions were overdue. Good progress was being made and it was expected that all outstanding actions would be closed off by September 2025. The Committee stressed the importance of tracking outstanding actions, ensuring good oversight for future reviews.

The Committee noted changes to global internal audit standards, with new guidelines effective from January 2024. While organisations had been given a year to implement adjustments, the University's existing audit practices were already largely compliant. A key change in England involved shifting from an audit opinion to a conclusion; however, Scotland would retain its current framework.

Strategic audit planning was also discussed, with the suggestion to integrate regulatory and compliance risks into the audit universe. A three-to-five-year plan was outlined to ensure forward-looking risk management, incorporating institutional priorities. Consideration was also given to enhancing risk categorisation and identifying areas for future audits.

37.1.1 Core Financial Controls Internal Audit Report

This review was undertaken as part of the 2024/45 internal audit plan approved by the A&RC and focussed on the University's core financial processes. It assessed the design and effectiveness of controls for insurance management and corporate credit card usage.

In relation to insurance management, two medium-risk findings were identified concerning the review of insurance coverage and asset valuation, along with one low-risk finding regarding formal approval processes. The second part of the review, which focused on corporate credit card usage, highlighted one low-risk finding related to the timeliness of authorisation and coding

[redacted]

The Committee noted that the report was graded 'significant assurance with minor improvement opportunities' (amber-green) in relation to insurance, and a 'significant assurance' (green) rating regarding the issuance and usage of corporate credit cards.

37.1.2 Trusted Research: Export Controls follow up

This review was undertaken as part of the 2024/45 internal audit plan and the Committee noted the follow-up report on export controls, assessing compliance progress since the August 2022 audit. While improvements had been made, three high-risk issues remained. Two low findings were also noted.

The Committee noted that a central repository had been introduced to track export control checks, but use was inconsistent, and licensing documentation was not always maintained. Due diligence responses lacked formal verification, leading to concerns about inaccurate disclosures. Additionally, unfunded research projects remained outside the University's monitoring framework, creating potential compliance and reputational risks.

The Committee discussed broader policy gaps, particularly uncertainties around mandatory export control training. They acknowledged the challenges posed by overlapping regulations and highlighted the need for clearer guidance for researchers. Alternative approaches, such as periodic staff declarations used by other institutions, were also noted.

The Committee agreed that stronger oversight and formal processes were required to address the risks effectively. The Chief Operating Officer agreed with the Committee’s concern that progress should be accelerated to ensure compliance improvements are made much sooner than the July 2026 targets set out in the report.

The report had been graded ‘partial assurance with improvements required’ (amber-red).

AUDIT/2024/38. External Audit

38.1 Draft Audit Plan for 2025 and Update on Fees 2024/25

The Committee received a report setting out the proposed External Audit approach for the year to 31 July 2025, in accordance with the requirements of auditing standards and other professional requirements.
The Committee discussed the upcoming amendments to FRS 102 and the new Statement of Recommended Practice (SORP) for Further & Higher Education, which would be effective from August 2026, impacting the 2026/27 financial year. Key changes include revisions to lease accounting, requiring all leases, except certain exemptions, to be recognised as assets and liabilities on the balance sheet, with depreciation over the lease term. While revenue recognition policies were not expected to change significantly, variations in research accounting across institutions, particularly in collaboration agreements, may require clarification. The amendments would apply to UK GAAP, with practical guidance expected to support universities in implementation. Institutions were preparing for these changes, focusing on lease population analysis and assessing revenue stream impacts. Additionally, an internal review process would help ensure compliance ahead of implementation. The potential scope of AI integration in risk assessment procedures was also discussed, with the committee noting ongoing developments in efficiency-driven automation

The Committee approved the Audit Plan for 2025/26, noting that the non-audit fees of £349,153 outlined were in line with the University’s policy on non-audit fees.

AUDIT/2024/39. SMG Annual Risk Review Workshop - 10 June 2025

The Committee was reminded of the SMG Annual Risk Review Workshop on 10 June and asked to consider whether the number of risks, corresponding controls and actions as set out in the SMG Risk Register were appropriate.

It was acknowledged that the register had matured, with expected issues identified. The categorisation and scoring of risks were considered useful, though a review of mitigation measures was suggested to ensure effectiveness. Reputational and cybersecurity risks were highlighted, and concerns were raised about whether resilience and student experience had received enough emphasis. Sustainability was noted for its indirect reputational impact.

A broader compliance risk was proposed, particularly in relation to UKVI. Some risks were identified as naturally overlapping, and a refinement of overarching themes was suggested. The high number of actions was considered excessive, with recommendations made to consolidate where possible.

At this point in the meeting, PwC and KPMG colleagues left the meeting.

AUDIT/2024/40. Internal Audit Tender Outcome

The Committee was informed that a recommendation had been made to appoint a preferred provider for internal audit services for a period of four years. As the formal notification process was still underway, the identity of the provider remained confidential at this stage. Final confirmation was expected within the next two to three weeks.

The draft internal audit plan for 2025-26 by the preferred provider would be circulated to Committee members for comments to facilitate early mobilisation. Formal approval of the plan would be sought at the September meeting of the A&RC.

Action: Clerk

AUDIT/2024/41. External Audit Tender Exercise

The Committee received a paper outlining the position regarding the External Audit Tender Exercise and approved the proposed timelines for the External Audit Tender Exercise, alongside the responsibilities outlined for the Committee. This would be published following the completion of the Internal Audit tender exercise by end of June 2025. The evaluators and observers for the panel would be confirmed in due course.

The Executive Director of Finance reported on the continuation of tax services with PwC China in support of University's operations there. PwC had requested a new, open-ended renewal letter to replace the 2017 letter, with terms remaining consistent. The Committee noted PwC's strong reputation in China and the potential drop in service quality if a new provider were appointed. It was confirmed that the arrangement could be re-tendered at any time if needed. The Committee was satisfied for the renewal to proceed.

Action: Executive Director of Finance

AUDIT/2024/42. Strategic Risk Register

The Committee discussed this item earlier in the meeting, under AUDIT/2024/39.

AUDIT/2024/43. Pre meeting briefing topics 2025/2026

Potential topics for future briefing sessions were noted as follows:

- Financial Sustainability
- Learning and the Non-Academic Student Experience
- Pensions
- Reputation and Student Satisfaction
- Risk Culture

- University Strategy

Action: Clerk

AUDIT/2024/44. Any Other Business

The Chair reported that he had attended the CSC Chairs of Audit and Risk Sub-Committee meeting in April. The meeting included discussions on financial sustainability, sector-led transformation, and shared services arrangements. The Sub-Committee met biannually and was considered a valuable opportunity for sector-wide engagement and insight.

The Chair extended the Committee’s thanks to Vincent Jeannin for his invaluable contribution to the committee over the past 8 years.

AUDIT/2024/45. Meetings for 2025-26

The Committee was asked to note the following meeting dates and times for 2025-2026:

- 4 September 2025, 1400-1600 hours
- 29 October 2025, 1400-1600 hours
- 27 January 2026 (US GAAP financials – online meeting), 1400-1600 hours
- 18 March 2026,1400-1600 hours
- 27 May 2026, 1400-1600 hours

Each main meeting would be preceded by a briefing for Committee Members at 1230 hours.

University of Glasgow

COURT

Court Meeting: 24 June 2025
Document Title: Remuneration Committee Minutes on 29 May 2025
Responsible: Kerry Christie, Chair of Remuneration Committee

Executive Summary:

Minutes of the meeting of the Remuneration Committee held on 29 May 2025.

The Executive Director of People and Organisational Development reported that during the process of administering a recent contract extension a number of discrepancies had been identified in the total remuneration payable to clinical staff. It was reported that a detailed audit had been undertaken which had involved colleagues from P&OD, Finance and College of MVLS. The Committee noted that the discrepancies had been due to the complex makeup of clinical salaries which included a number of elements along with honoraria for senior roles.

The Committee noted that a review of the processes and a lessons learned exercise were well underway; these would help to ensure that NHS contractual arrangements and associated payments were correctly administered and prevent any recurrence. The Committee approved the lump sum payments and requested to see the final total including pension and NI contributions.

The Committee noted that colleagues employed on Grades 1-5 who joined the University since the closure of the University of Glasgow Pension Scheme (1 April 2014) were taken into membership of the National Employment Savings Trust (NEST). This provision did not provide any form of life assurance for those in membership. Following exploration of a range of potential life assurance providers, SMG had agreed at its meeting of 9 December 2024, to the introduction of life assurance provision for colleagues in the NEST.

The Committee noted that the last of the three negotiating meetings on 15th May had concluded with the offer of 1.4% and that good progress had been made on non-pay related matters. The Committee also noted the Rewarding Contribution, Expense Report, Voluntary Severance Approvals, and SMG Contractual changes.

The Committee noted that the remuneration for the Convener of Court was in line with the amount agreed by Court in June 2024.

Action Required:

☐ FORMALLY APPROVE
☐ FOR DISCUSSION
☒ TO NOTE/FOR INFORMATION

Resource Implications:	As per budgets
Risk and Assurance:	SMG - Operating Cash Control (ID: 1276) SMG - Value, impact and benefits realisation (ID: 1289) SMG - Maintaining and improving reputation (ID: 1342) SMG - Organisational resilience and agility (ID: 1430)
University Strategy:	World Changers Together: World Changing Glasgow 2025
Sustainability Implications/Assessment:	None
Student Experience:	N/A
Equality Considerations:	The Remuneration Committee is responsible for considering and reviewing the salaries, terms and conditions, and any severance payments, for senior members of staff of the University.
Supporting Information:	None

Classification:	☐	OPEN
	☒	CONFIDENTIAL
	☐	STRICTLY CONFIDENTIAL

The minutes are published on the University Website following approval by the Committee in line with the Scottish Code of Good Higher Education Governance

University of Glasgow

Remuneration Committee

Minutes of the Remuneration Committee held on 29 May 2025 at 1300 in the Principal's Meeting Room and via Zoom

Present: Kerry Christie (Chair), Gavin Stewart, Laura Hamilton, Professor Bethan Wood, Pablo Moran Ruiz, Shan Saba, Tony Elliott

Apologies: Professor Sir Anton Muscatelli,

Attending: Dr David Duncan, Christine Barr, Amber Higgins (Clerk)

RC/2024/11. Welcome and Introductions

The Chair welcomed the members to the meeting.

RC/2024/12. Notes from the meeting held on 4 December 2024

The notes from the meeting held on 4 December were approved as an accurate record.

RC/2024/13. Matters Arising

No substantive matters were raised.

RC/2024/14. Remuneration Committee - Interim Report

The Director of People & OD introduced the report, advising that its format had been determined by CUC guidance and the Scottish Code of Good HE Governance.

RC/2024/14.1 Current Operating Principles

Christine Barr confirmed the Committee's terms of reference, remit and membership.

RC/2024/14.2 Senior Performance and Reward – SMG

Christine Barr reported that during the process of administering a recent contract extension a number of discrepancies had been identified in the total remuneration payable to clinical staff. It was reported that a detailed audit had been undertaken which had involved colleagues from P&OD, Finance and College of MVLS. The Committee noted that the discrepancies had been due to the complex makeup of clinical salaries which included a number of elements along with honoraria for senior roles.

The Committee noted that a review of the processes and a lessons learned exercise were well underway; these would help to ensure that NHS contractual arrangements and associated payments were correctly administered and prevent any recurrence.

The Committee approved the lump sum payments and requested to see the final total including pension and NI contributions.

RC/2024/14.3 Rewarding Contribution

The Committee noted that a total of 1,332 staff (17% of the population in scope) had been recognised in the Rewarding Contribution Scheme and that the budget set aside for this purpose typically represented 0.5% of the University's salary bill which was proportionally distributed to Colleges and University Services. It was agreed that the Committee would receive the breakdown of statistics including ethnicity and gender for the Scheme.

RC/2024/14.4 Employee Relations

The Committee noted that the last of the three negotiating meetings on 15th May had concluded with the offer of 1.4% and that good progress had been made on non-pay related matters. Further, commitment had been given to provide a schedule for taking forward areas of joint work under previously agreed Terms of Reference covering contract types, pay gaps, workload and review of the pay spine from July. However, these developments would be paused should any trade union elect to ballot for industrial action over the proposed pay uplift or any other elements of the offer. Most importantly, the Terms of Reference were explicit that any pay spine review must be properly costed and affordable.

At a local level, the Committee noted that the University had been collaborating with the Campus trade unions since the autumn of 2023 to review the pay and grading infrastructure (Grades 1-9). It was in the interests of the University to ensure that it remained competitive on pay within the parameters of the national framework, and in accordance with the principles to which SMG had previously committed following the exceptional pay uplift awarded in November 2022. Productive discussions had ensued in the interim to address some of the most pressing pay spine issues, pay equity and progression, particularly at the foot of the pay spine, while taking account of affordability considerations given financial pressures on the University. The campus trade unions were keen to see further revisions to the salary structure given delays in addressing the revisions of the pay spine at a national level.

RC/2024/14.5 Market related premia

The Committee noted the retention and market-related uplifts paid in the period since its last meeting in accordance with the University's Retention & Market Supplement policies. It was noted that 14 (0.12% of the total eligible population) retention and market related uplifts had been applied in the period since the last meeting of the Committee to the value of £133,02 averaging £9,501 per recipient.

RC/2024/14.6 Pension Related Developments & Salary Augmentation

The Committee noted that colleagues employed on Grades 1-5 who joined the University since the closure of the University of Glasgow Pension Scheme (1 April 2014) were taken into membership of the National Employment Savings Trust (NEST). This provision did not provide any form of life assurance for those in membership. The lack of death in service benefits had been felt acutely following the natural death of a small number of colleagues above the age of 55 who were NEST members. Individuals were predominantly employed in facilities management type roles i.e. Security Attendant Janitor, Cleaner, etc. Following exploration of a range of potential life assurance providers, SMG had agreed at its meeting of 9 December 2024, to the introduction of life assurance provision for colleagues in the NEST. It was reported that a suitable provider was being identified by the Finance Directorate and it was anticipated that the Remuneration Committee would receive an update on progress at its next meeting.

The Committee also noted there were currently 20 active members, benefitting from the University's Salary Augmentation in lieu of Pension Contribution Scheme; the number had reduced by 4 since last reported to the Committee in May 2024. As a result of changes to the Lifetime Allowance in April 2023 which in effect closed the scheme to new members, it was anticipated that the number of active members would further decrease in the coming years.

RC/2024/14.7 Vice Chancellor's Remuneration – Current Landscape

RC/2024/14.7.1 Vice Chancellor's Remuneration – Incoming Principal

Given the forthcoming appointment of a new Vice Chancellor and Principal, the Committee acknowledged the timely review of relevant market data and comparative benchmark information both nationally and internationally. At its meeting in September 2024 the Committee had agreed to set the incoming Principal's salary using the following criteria:

- The proposed salary was slightly below the market median for the Russell Group;
- It reflected the relevant skillset and the complexity and scale of the role;
- It provided scope for future reward for excellent performance in advancing the strategic aims and objectives of the University, should this be appropriate.
- The salary would be uplifted by whatever amount was approved by the Remuneration Committee for senior management for 2025/26.

RC/2024/15. SMG Contractual Changes

The Committee noted that Professor Eric Yeatman (Vice Principal and Head of College for Science and Engineering) had taken up post on 6 January 2025 for an initial 5 year period.

The Committee also noted that one further SMG term of office was due to expire in 2026 and that a recruitment process would be taken forward in the coming months.

RC/2024/16. Expenses Report

A summary of expenses incurred by SMG members over the period from 1 August 2024 to 31 January 2025 was noted. This information included travel expenses booked on behalf of SMG members for University business in addition to expenses claimed directly by members.

RC/2024/17. Recent Voluntary Severance Approvals

Since the last meeting of the Committee on 4 December 2024, 3 severance packages had been approved within the standard terms of the University's Voluntary Severance Scheme. The split was as follows: MVLS 2 and Science & Engineering 1 at a total cost of £89,212 and with an average payback period of 4.91 months.

Whenever voluntary severance proposals departed from the standard terms approved by Court; or exceeded £100,000; or involved a member of SMG, the matter was referred to Remuneration Committee for decision. There had been no such cases since the last meeting of the Committee.

RC/2024/18. Any Other Business

The Convener of Court left the meeting

The Committee noted that the remuneration for the Convener of Court was in line with the amount agreed by Court in June 2024 (*£550 per day); it would be increased on an annual basis in accordance with any pay award agreed nationally. The maximum number of days that could be claimed would remain at 50 days per year.*

The Convener of Court returned to the meeting.

RC/2024/19. Date and time of next meeting

The next meeting will be held on 4 December 2024.

University of Glasgow

COURT

Court Meeting: **24 June 2025**
Document Title: Minute of P&OD Committee, JCCN & EDSC
Responsible: Kerry Christie, Chair of P&OD Committee

Executive Summary:

P&OD Committee heard an update on the University's approach to transformation and change management. The Committee considered how to enable positive change, the role of governance in guiding and overseeing change, the process and approach to meaningful consultation with trade unions and colleagues, and how best to ensure fairness and transparency for all staff while delivering change in a values-led way.

The Executive Director of People & OD highlighted key elements of P&OD strategic activity including the University's strategy development; cost consciousness and organisational fitness for the future; progress on annual pay negotiations and the ongoing pay spine review; colleague engagement; academic promotions; the Public Sector Equality Duty reporting requirements; and the appointment of a new "Age Equality Champion".

The Committee heard an update on the development of the P&OD Strategic Business partnering model. The Committee discussed the role of the strategic business partner and their collaboration with key figureheads and clients in Finance, Change, IT, and other areas, along with the challenges faced.

The Committee received minutes from the JCCN **Annex 1** and EDSC Committee **Annex 2** which are attached for information only.

Action Required:

☐ FORMALLY APPROVE
☐ FOR DISCUSSION
☒ TO NOTE/FOR INFORMATION

Resource Implications: N/A

Risk and Assurance: N/A

University Strategy: People Strategy

Sustainability Implications/Assessment: No

Student Experience: N/A

Equality Considerations: N/A

Supporting Information: N/A

Classification:	☒	OPEN
	☐	CONFIDENTIAL
	☐	STRICTLY CONFIDENTIAL

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[If Confidential or Strictly Confidential, provide a brief rationale for the classification]

University of Glasgow

People & Organisational Development Committee

Minute of meeting held on Wednesday 17 October 2024

Present: Kerry Christie (KC) – Chair, Dr David Duncan (DD), Christine Barr (CB), Prof Frank Coton (FC), Prof. Bethan Wood (BW), Prof. Tara Brendle (TB), Martin Glover (MG), Prof. Richard Reeve (RR), Imogen Singh (IS), Tony Elliot (TE), Shan Saba (SS), Linsay Gilchrist (LG) (Minute)

Attending: Richard Claughton (RPC); For item 3: Transformation & Service Excellence – Marie Claire Jones (MCJ)

Executive Summary:

- The Committee heard an update on the University's approach to transformation and change management. The Committee considered how to enable positive change, the role of governance in guiding and overseeing change, the process and approach to meaningful consultation with trade unions and colleagues, and how best to ensure fairness and transparency for all staff while delivering change in a values-led way.
- The Executive Director of People & OD highlighted key elements of P&OD strategic activity including the University's strategy development; cost consciousness and organisational fitness for the future; progress on annual pay negotiations and the ongoing pay spine review; colleague engagement; academic promotions; the Public Sector Equality Duty reporting requirements; and the appointment of a new "Age Equality Champion".
- The Committee heard an update on the development of the P&OD Strategic Business partnering model. The Committee discussed the role of the strategic business partner and their collaboration with key figureheads and clients in Finance, Change, IT, and other areas, along with the challenges faced.

POD/25/01 - Welcome, Introductions & Apologies

KC welcomed Committee members noting there were no apologies and welcomed RPC.

POD/25/02 – Court Update

KC provided an update on the Court meeting of 23rd April 2025 at which the implications of artificial intelligence across all subjects, the ethics and values of its use were discussed. The meeting included the Annual Research Report identifying the risks and opportunities within the UK and beyond; the annual Transformation Report with particular focus on technology and the "Routes to Enrolment" project; the passing of minor amendments to the wording within the Socially Responsible Investment Policy; student conduct rules with regards to student protests on campus; and projected admissions for September 2025.

POD/25/03 – Organisational Change – Transformation & Service Excellence

RPC and MCJ presented "Supporting People Through Change", outlining the University's approach to transformation and change management. RPC opened by reflecting on how colleagues currently feel about change at the University, noting that, as the pace and scale of change continues to increase, there is a growing need for a more robust and supportive framework to enable positive change and better support colleagues through the process.

MCJ provided a recap of the transformation portfolio, emphasising the team's role as a strategic enabler of the University's themes: Enabling Growth, Student Experience and Service Excellence, alongside creating a change-ready environment.

The Committee was introduced to the Service Excellence initiative, which aims to "create simpler, easier to navigate services that put student and staff needs first." This project was developed in response to the complexity of organically grown University systems and processes, which have resulted in confusion for students and frustration for staff in navigating bureaucracy and excessive administration.

MCJ highlighted the importance of effective communication in encouraging colleagues to engage with the change process and the approach adopted for this purpose. A new transformation business partner model has been introduced with transformation partners aligned to each College, in the alignment of University and College-specific goals.

The Committee was briefed on the University's approach to managing organisational change, including the policy framework, governance arrangements and restructuring.

The Committee discussed ways of enabling positive change, the role of governance in guiding and overseeing change, the process and approach to meaningful consultation with trade unions and colleagues, and how best to ensure fairness and transparency for everyone while delivering change in a values-led culture. Members highlighted the opportunity to further strengthen communication in "organisational change", in ensuring language is clear and resonates with a broad range of colleagues to help build trust and support collaborative engagement. Members also acknowledged the risk of change fatigue, particularly in the context of multiple ongoing transformation initiatives. The Committee agreed that maintaining a clear narrative around the reasoning and purpose of change will be essential in helping colleagues to understand the relevance of such to their roles.

POD/25/04 – P&OD Strategic Update

The Committee received an update on strategic P&OD activity. CB highlighted key elements of the Strategic Update paper including the University's strategy development and planning for 2025-2035, noting that the University's Values will provide the foundation to the strategy, and confirmed that the core strategies of Learning & Teaching and Research will complement the University strategy. These will be accompanied by other enabling strategic implementation plans, including 'People', to provide greater clarity for colleagues than hitherto.

CB highlighted the importance of cost consciousness and ensuring organisational fitness for the future, particularly in the context of wider challenges for the sector. The need for robust financial management, improved efficiency, and a high-performance culture was emphasised, with Committee members highlighting the significant role which the annual performance and development review process provides in supporting these aims.

Progress on annual pay negotiations and the ongoing pay spine review at a local level were reported from an employee relations perspective.

CB further noted the positive colleague engagement score of 72%; the progress of the current academic promotions round; the Public Sector Equality Duty reporting requirements including equal pay gap; and the recent appointment of a new "Age Equality Champion".

POD/25/05 – P&OD Business Partnering

RPC updated the Committee on P&OD Business Partners growing into a cohesive community aimed at supporting leaders and managers across the Colleges and University Services.

RPC acknowledged the extensive experience within the business partner (BP) community, noting that colleagues have worked in various sectors and possess substantial knowledge beyond generalist HR. The BP community continue to develop their knowledge and capabilities, aligned with the CIPD's profession map, through regular development sessions designed to foster a professional culture, enhance wider understanding of the University and Higher Education (HE) sector, build confidence in core activities, and enhance consistency of approach.

The Committee was advised of plans for greater functional alignment across University Services' bringing business partners together accordingly, as has been the norm for Finance and P&OD for some time.

The Committee recognised the challenges faced by business partners as an integral part of management groups at a unit level and in supporting leaders, particularly given the cyclical appointments of senior posts in Colleges and Schools. The Committee concluded their discussion emphasising the importance of developing Business Partners to become trusted strategic partners.

POD/25/06 – People Analytics

The Committee reviewed key sections of the Data Analytics paper, noting that turnover remains low. Despite a current focus on cost consciousness, headcount has continued to increase, however the Committee recognised that recruitment is now subject to scrutiny and the need to focus on a business-critical mindset to filling vacancies in the next reporting cycle.

The extended workforce is currently the subject of review from both a social responsibility perspective and its overall appropriateness. The Committee highlighted the risk of increasing irregular hours in the event that full-time equivalent (FTE) substantive roles remain vacant, while acknowledging that many of these roles are held by postgraduate students and designed to support graduate employability related aims.

The international composition of the workforce was discussed, noting changes over the past five years. The impact of Brexit on the composition of the workforce was noted, highlighting that the percentage of UK and EU citizens has decreased, while the proportion of individuals from the rest of the world has increased by 10%.

POD/25/07 - Minutes of P&OD Committee (16.10.24), EDSC (14.01.25) & JCCN (10.02.25)

The Minute of the previous meeting of P&OD Committee was approved and the minutes of EDSC and JCCN were noted by the Committee.

POD/25/08 – AOB and Closing

The Committee requested additional data to better understand turnover. Specifically, seeking information on turnover figures broken down by academic and professional services staff, school, grade, and gender. Additionally, the Committee sought further insight on promotion success rates, and lead times for such.

KC closed the meeting.

Date of the next meeting: 8 October 2025

Joint Committee of Consultation & Negotiation (JCCN)

Minute

10 February 2025
11.00 – 12.30 (Teams)

Present

David Duncan (DD) - Chair	**Deputy Vice Chancellor (Operations), COO & Secretary**
Christine Barr (CB)	Executive Director of People & OD
Tracey Aydogan (TA)	Director of P&OD Operations
Chris Branney (CBr)	Head of Policy & Employee Relations (clerk)
Frank Coton (FC)	Snr VP & Deputy Vice Chancellor (Academic)
Alex Gibson (AG)	GMB
Chris Kennedy (CK)	UNITE
Sophie Watson (SW)	UNISON
Richard Reeve (RR)	UCU
Vlad Unkovski-Korica (VU)	UCU
Laura McCrimmon (LM)	EA to the Exec. Director of P&OD (Minute)

In Attendance Item JC382:

Gregor Caldow	Executive Director of Finance

No.	Item

JC381 **Welcome & Apologies**

DD welcomed members of the JCCN to the meeting, as well as Gregor Caldow – Executive Director of Finance who would be speaking to the first item on the agenda. There were no apologies.

JC382 **Financial Overview**

The Committee heard that GC had provided TU colleagues with a financial update at the recent pay meeting so did not intend to cover this in detail again today. The Committee acknowledged that the HEI sector remains under significant pressure. Whilst the UoG is in a relatively comfortable position, the degree of uncertainty necessitates a prudent approach to the upcoming budget, particularly in identifying potential savings in response to declining international student numbers and the impact of recent Tax/NI changes, factors which will be of key consideration in the upcoming budget discussions.

It was acknowledged that initial budget projections inherently involve some uncertainty, but clarity improves as financial cycles progress, at which time budgets are updated and reported through the Finance Committee before being presented to Court. TU colleagues expressed interest in receiving more frequent budget updates, particularly regarding fluctuations in international student numbers, as these projections have had a significant impact on the progression of the pay spine review. **Action GC** to share budget updates with TU colleagues at appropriate intervals.

JC383 **National Landscape - Pay & Non-Pay Considerations**

The Committee discussed the progression to date on non-pay matters at a national level and emphasised the ongoing commitment of all parties to continue to lobby the UK Government on sector funding.

There was a view that progress on non-pay matters has been hindered by the prospect of industrial action, with local disaggregated ballots still pending for Unison (not applicable to UoG) and aggregated ballots for UCU. Given this context, along with financial deficits across many HEIs, the Committee anticipates that the JNCHES 2025 pay negotiations will be challenging and that a substantive pay increase is unlikely given any significant salary adjustments would be at the expense of job losses in some HEIs across the sector.

CB will attend the UCEA Annual Consultation Meeting for HR Directors on 25 February and will provide trade union colleagues with any relevant updates regarding national non-pay-related developments. The significant progress that has been made locally, particularly in the area of Equality, Diversity and Inclusion was noted.

Trade union colleagues expressed strong sentiments on behalf of their members concerning the lack of progression in relation to the local pay spine review. The review, undertaken in good faith, has required substantial time and resources from both trade union and P&OD colleagues. Concerns were raised about the absence of allocated budget for this project, which has been ongoing for two years. A request was made for this to be factored into the forthcoming budget.

JC384 **Strategy Consultation Update**

The Committee heard a progress update on the 2026-2036 University Strategy and correlating consultation workshops, noting that wider consultation with other service areas will commence soon. Engagement to date has been very positive and the invaluable feedback from these workshops will help shape the thinking at the upcoming SMG Away Day in May, which will be attended by the incoming Principal-VC - Professor Andy Schofield.

The Committee learned that going forward there will be three strategies built upon the University values, an overarching University Strategy and two sub-strategies for Research and Learning & Teaching.

FC shared a draft of the strategy architecture (below) outlining how the strategies will be supported by both an enabling layer and thematic layer. The Committee heard that whilst sustainability is not explicitly listed it will factor in virtually every theme, and it is anticipated that the layers below will evolve as we progress with the development of the strategy.

The first draft of the strategy, which must reflect input from colleagues and resonate with our community, is anticipated in June 2025, with the new Principal-VC joining us on the 1 September 2025. Consultation on the draft strategy will then commence, followed by a series of workshops, (which will include Court members and Trade Union colleagues) to determine the resilience of the strategy against changes in the landscape. It is anticipated that the final draft will go to Court at the end of 2025 / early 2026.

JC385 **UKVI Update**

The committee received an update on the pre-work being carried out in relation to the UKVI audit. A mock audit will take place w/c 17 February. Work continues around the use of the Safe Zone app, ongoing record keeping and attendance monitoring. Consultation around shaping a new centralised UKVI administration team has commenced.

The Committee welcomed the interest of PGR and SRC representatives in contributing to discussions on the future of UKVI processes and administration.

JC386 **Recognition Agreement Approval**

The Committee discussed the revised copy of the Recognition Agreement, which was shared in advance of the meeting. The most significant change surrounded facility time adjustments. Trade union colleagues requested that consideration be given to the replacement wording provided by Tom Queen in relation to how trade unions communicate with staff, and email lists they would require in order to do so. Debate followed on the GDPR risks of sharing such information, and the appropriate juncture to review the paragraph in light anticipated legislation. **Action CBr** to progress revisions offline till the document is agreed by all parties.

The Committee heard that the UoG Commercial staff handbook had not been updated since trade union recognition had been agreed, and that this should be revised with immediate effect. **Action DD** to take forward with UofG Commercial Board.

JC387 **Employee Relations**

CBr welcomed any comments on the **Organisational Change, Policy Review Group** and **CCF** papers.

Organisational Change

TU colleagues raised a concern that they were not aware of some of the changes outlined in the papers, (COSS in particular) and requested further information. It was clarified that some of the changes are in the very early stages and that the local Head of P&OD will be in touch with TU colleagues as appropriate. In relation to the Short Courses review there was a view that TU colleagues did not feel they have been consulted and that some of the concerns they had brought forward were being incorrectly interpreted.

The Committee heard that there were concerns relating the SPHSU organisational change process, which was heading towards TU colleagues submitting a formal failure to agree. TU colleagues feel that the Transition Executive Group (TEG) did not give due consideration to business cases which had been put forward. It was noted that an independent review had been conducted by Prof. Jill Morrison and the findings would be tabled in a report at the upcoming meeting of the Organisational Change Governance Committee (OCGC). **Action CB/RR** to meet this week to discuss specific concerns.

Policy Review Group

TU colleagues requested a review and potential tightening of the wording in relation to the overtime/TOIL clause in contracts for those at G6 and above as there is a point at which 'overtime expected to meet the needs of the business' becomes unreasonable. Work-related travel time must also be factored into working hours when conducting business outwith individuals' normal place of work. **Action TA/TUs** to speak offline in relation to any specific areas where this is of concern.

The Committee heard that a number of localised issues (relating to colleagues being required to make up time lost due to the red weather warning and associated closures) had now been resolved constructively.

Further to the Career Pathways meeting held in October there is an outstanding action with regard to reviewing the regrading process. **Action TA** to follow up with **GS** upon her return from leave.

There were no comments / questions regarding the **CCF** update.

JC388 **Approval of Note & Matters Arising**

The note of the 18 September was approved with an update provided on item JC378, now reflected in the minute.

Matters Arising

The committee heard that the output from the **Extended Workforce** paper produced by Prof. Jo Gill and Lesley Cummings should be rolled out at a local level. Whilst there is oversight from Richard Claughton who has been keeping TU colleagues appraised of developments, there remains a view that the information being disseminated still lacks clarity.

Further in relation to the group considering **funding end-date contracts**, ToR have been finalised and the group are now in the data gathering phase. Prof. Chris Pearce and Fergus Brown will liaise directly with TU colleagues on the proposals / work plans.

TU colleagues remain concerned regarding the perceived lack of progress in these spaces, and feel they are being consulted on proposals after they have been designed, rather than consulted throughout the process.

Progress has been made in relation to discussions surrounding the UoG Nursery, and green space is currently being considered to allow for some outdoor time for the children.

JC389 **AOCB**

Since the last meeting of the JCCN, SMG have approved the proposal to introduce life assurance for colleagues on Grades 1-5. These proposals will now be taken forward to Finance Committee. There are still some tax issues to work through, however, so a more substantive update will be provided in due course.

Equality and Diversity Strategy Committee
Minutes of Meeting held on 14 January 2025 at 14:00
Zoom Meeting

Present: Prof Sir Anton Muscatelli (Convener), Mrs Christine Barr, Mrs Tracy Bryant-Shaw, Prof Sara Carter, Ms Iris Duane, Dr David Duncan, Prof Jo Gill, Dr Katie Farrell, Prof Moira Fischbacher-Smith, Mrs E Gilmartin, Ms Uzma Khan, Prof Lubna Nasir, Ms Rachel Sandison, Ms Andrea Strachan (vice for Dr Neil Bowering), Miss Sophie Watson (vice for Ms Kirsteen Fraser), Miss Angelica Wilson (vice for Mr Pablo Morán Ruiz)
Apologies: Prof Dame Muffy Calder, Prof Margaret Lucas, Prof Iain McInnes, Mr Pablo Morán Ruiz
Attending: Mrs Janell Kelly (clerk), Dr Nighet Riaz

Welcome and Apologies
The Convener welcomed new members T Bryant-Shaw, J Gill, L Nasir attending their first EDSC, as representatives from their respective College EDI Committees. The Convener also noted the apologies received and welcomed A Strachan, S Watson and A Wilson, who were attending in place of their colleagues.

1. Minutes of the previous meeting – EDSC/20240730/Minutes 1.0
The minutes were approved, subject to the removal, at Minute Item 7.2, of the sentence relating to a trail of a new Disability Service Business Partner role within the College of Arts and Humanities (Page 5) as this did not proceed.

2. Matters arising – Paper 1
K Farrell provided relevant information and updates on the following items:

<u>23/24 Action 6A - Domestic Violence & Abuse (DV&A) Guidance</u>
K Farrell reported People and Organisational Development (P&OD) colleagues were developing the new guidance on DV&A, however this has been slightly delayed due to the work involved in addressing the requirements of the new duty to prevent sexual harassment. K Farrell noted the DV&A guidance document should be available for the last EDSC meeting of this session, currently scheduled for June 2025.

<u>23/24 Action 8 – Together Against GBV Campaign – Reporting and Resources</u>
K Farrell noted EDSC will receive reporting and case management timescales as part of the annual report at the June 2025 meeting. A Strachan confirmed the Safeguarding Team had reallocated resource to provide a temporary increase in resourcing, with a business case for permanent investment included in the Strategic Planning Review.

<u>23/24 Action 10 – ED&I Governance – EDSC Membership</u>
K Farrell reported discussions will be held with D Duncan shortly on whether a representative would be sought from the two current specific groups involved in EDI work within University Services (US) or whether current US based EDSC members should fulfil this role.

23/24 Action 16 – Online Reporting Update
K Farrell confirmed EDSC will receive information on how many anonymous reports 'flagged' to P&OD colleagues lead to formal processes, as part of the annual report at the June 2025 meeting. She further advised that additional functionality is being sought to allow EDU to build a picture of reporting trends across the University.

23/24 Action 17 – Age Equality Champion
K Farrell confirmed that, as M Calder has now demitted her role as Head of College of Science and Engineering, she will no longer hold the position of Age Equality Champion. The Principal advised discussions are underway to identify a new Champion from the membership of the Senior Management Group.

3. EDSC Terms of Reference and Membership Review – Paper 2
Members noted the amendments to the Terms of Reference (ToR) which reflect the change of cadence of EDSC meetings to two regular meetings per year and the addition of new College representatives, introduced as part of the previous EDI Governance Review. K Farrell confirmed again that discussions will be held with D Duncan on whether a specific University Services representative is required. Members agreed the post of Executive Director of Student and Academic Services should be specified in the membership list. Members agreed the ToR, subject to this update to the membership list.

ACTION: EDU

4. Public Sector Equality Duty (PSED) – SFC's National Equality Outcomes Guidance – Paper 3
K Farrell reminded members of the 'Tackling Persistent Inequalities Together report', published jointly by the Scottish Funding Council (SFC) and the Equality and Human Rights Commission (EHRC) in January 2023. This set out National Equality Outcomes (NEOs) to which all HE/FE must respond as part of their PSED reporting requirements. She further noted Paper 3 represents the first substantive step that the SFC have taken in providing any guidance to the sector since the original report.

K Farrell advised this Report and subsequent Guidance mark a shift in the way universities are expected to undertake their regulatory reporting, in that it now directly involves the SFC. She advised 12 of the 16 NEOs overlap with our existing Equality Outcomes. These are expected to continue in at least the medium-term across those key areas. The NEOs that are not explicitly covered - Age, Gender Reassignment, Male experience of Mental Health, Religion & Belief and Sexual Orientation - will now be covered in some form when responding to this next PSED reporting round.

K Farrell further noted that the National Measurement Framework, referenced in the Guidance, will not be made available to the sector in advance of our April 2025 reporting deadline. Instead, this reporting round will be used by the SFC and EHRC to inform the development of that Framework. She also highlighted that the Thematic Review, detailed in paragraph 13 of the guidance document (Paper 3), will also not be made available prior to the reporting deadline.

K Farrell reassured members that the University has extensive internal data sources which will be utilised to inform our reporting, and that work with Planning, Insights and Analytics colleagues is already underway. She confirmed the next EDSC meeting in March will be an extraordinary meeting to review and hopefully approve all the remaining reports required by the PSED. **ACTION: EDU**

M Fischbacher-Smith advised members of a new review group looking at data on student progression, continuation and outcomes through an ED&I perspective; not just to report on the data but to identify actions to address any concerns. She noted EDU will be part of the new review group and suggested that this should help coordinate the narrative across all the different forms of reporting required of the University. Members welcomed this new group.

5. Equality Champions Updates

5.1 Race

U Khan advised members that the Race Equality Group (REG), following discussions at their last meeting, had agreed not to re-run the 'Understanding Racism and Transforming University Cultures' (URTUC) survey as recommended in the KPMG Audit. Members noted REG had agreed the University had sufficient qualitative and quantitative data already available to inform and benchmark the URTUC Action Plan. U Khan reminded SMG members they will be required to either renew or revise their URTUC related Commitments.

Members noted an event planned for 27 March 2025 will mark the 4th anniversary of the publication of the original URTUC report.

5.2 Sanctuary – Paper 7

R Sandison referred members to Paper 7 and gave brief updates on the activities. She highlighted the collaborative work of the new Humanitarian Response Working Group and reminded members the University hosted its first Racial Justice Lecture (RJL) in October 2024, with Professor Patricia Hill Collins delivering an extremely well received lecture. Members noted the Reconstructing Gaza: The Post Conflict Reconstruction of Higher Education in Gaza Conference in December 2024 was very well attended and positively received. R Sandison noted, following the Conference, that an Action Plan is being drafted and, once agreed by the attendees themselves, will be shared with EDSC for information.

ACTION: R Sandison

Members welcomed the extensive sector-leading work in this area and the Convener conveyed his thanks to all involved in both major events.

In answer to a question from I Duane's, R Sandison reported there were no current plans to extend the Dima Alhaj Scholarship to more than one student at a time, though this may be reviewed once this Scholarship has been running for a few cycles.

5.3 Age

K Farrell reported work is underway within P&OD to analyse the Colleague Engagement Results for the Early Career Development Programme (ECDP) cohort.

C Barr also highlighted that new life assurance provision (also known as 'Death in Service') has now been agreed for University colleagues who contribute to the National Employment Savings Trust (NEST) pension scheme, marking an important addition to the University's benefits package.

5.4 Disability

C Barr took members through the considerable disability-related activities, noting the Disability Equality Group meeting:

- Reviewed and agreed new Terms of Reference and Membership, which now includes College representatives.
- Received updates from Peter Haggerty, Executive Director of Estates, on the work of the newly established Estates Accessibility Working Group (EAWG), a sub-group of DEG formed to address access issues in a timely manner.
- Discussed taking action to explore alternative solutions for supporting mobility-impaired individuals to navigate the main Gilbert Scott campus.
- Reviewed the results of the improved flow of applicant data to the (Student) Disability Service. This was achieved through collaboration with Admissions and the MSDI team and allowed early engagement with those applicants who declared a disability. The Service were then better able to manage the peak Autumn registration period, which saw over 1700 newly registered students disclosing a disability. The total number of students (new and continuing) accessing support is expected to grow to approximately 4500, following the January intake. The rising number of students with learning differences, mental health difficulties, and autism generates increasing demands on the (Student) Disability Service.
- Received an update on the Disability Service Review's Action Plan. DEG members agreed the need for a consistent experience across School's and supported a review Disability Co-ordinators role.
- Approved a colleague-focussed Disability Action Plan, with actions across 4 key themes:
  - Induction & Onboarding
  - Awareness Raising & Capacity Building
  - Delivering Effective Colleague Disability Support Services
  - Building an Inclusive UofG community & Engendering an Anti-Ableist Culture

J Gill emphasised the need for the previously proposed Disability Service Business Partner role and supported any move to professionalise this across the Colleges. D Duncan and C Barr confirmed the Disability Coordinator based model is currently being reviewed, with results and proposals being made available on conclusion of that process.

C Barr also reported an 'Experts by Experience' poster campaign was launched, building on the initiative originally developed by the School of Health and Wellbeing and expanded within College of Science and Engineering. Posters have been circulated to Schools and Services this week, to align with International Day of Persons with Disabilities.

C Barr further noted the EDU team have been strengthening connections with the Centre for Disability Research through Drs Nicola Burns and Philippa Wiseman. Plans are being scoped for a future disability-related education and awareness raising campaign, with hopes that the Centre would serve as a critical friend. Early discussions have also begun with the Centre on a potential future event on how 'ableism' and 'disablism' manifest themselves in a workplace context. It is anticipated such an event will align with our disability awareness raising campaign, in accordance with the earlier mentioned colleague-focussed Disability Action Plan. In addition, the EDU are supporting the Centre to host a film screening event on Monday 9 December, as part of Disability History Month.

Members acknowledged the breadth of ongoing work being undertaken. Members also noted the SRC's recent accessibility related campaign.

5.5 Gender (Sex) – Paper 5
S Carter referred members to the paper which set out actions and discussions that had taken place since the last EDSC meeting. Members welcomed the continuing focus on Gender Based Violence (GBV), along with the continued work to progress the Morag Ross KC Action Plan.

Members noted the joint University and SRC 'Together Against GBV' campaign was reprised for the start of the new academic year, with 5000 campaign postcards included in students' Welcome Packs. Members also welcomed SRC's additional campaign work, participation on the 'Fight for the Night' march in November and a vigil for GBV victims in December.

I Duane thanked SMG/EDSC members for attending the events held during the 16 Days of Activism, noting the increased engagement of the student population, prompted by the Campaign.

S Carter reported a recent meeting with Fiona Drouet, founder of the Emily Test Charter, and her subsequent attendance at the annual Emily Test Charter Conference along with members of the University's Safeguarding Team. S Carter advised SMG will receive a discussion paper on whether the University should join the Charter once the current priority UKVI Audit work has concluded.

5.6 Mental Health
D Duncan noted that the Mental Health Group met in October 2024, and confirmed the Group would shortly be meeting again. He highlighted discussions at the October meeting, which included:

- Student mental health
- The role Sport could play in supporting students' and colleagues' mental health
- The ways in which Security and Safeguarding Teams work together to respond to those experiencing mental ill health
- The University's own Mental Health Action Plan and how this relates to the Scottish Government's Student Mental Health Plan
- Visibility and utilisation of the University's Mental Health First Aiders Network
- Counselling Service and Student Support services issues
- The 24hr support provided by Health Assured to students
- International crises and the ways these are impacting on some students' mental health and wellbeing.

D Duncan noted that while waiting times for the Counselling Service had increased, the triage and onward referral to NHS services, via the jointly funded NHS nurse, was working extremely well.

5.7 LGBT+
M Fischbacher-Smith reported the LGBT+ Equality Group met in November. She noted topics discussed included:

- The learning from discussions held with the LGBTQ+ Staff Network to explore reasons for the results seen in the 2023 Colleagues Engagement Survey.

- Clarification required on circumstances relating to types of surgery which would be considered under the Good Cause Policy – the FAQS have now been updated to reflect the concerns raised.
- Discussions around risk assessments and safety for LGBTQ+ staff and students when undertaking University-related travel, prompted by the University of Reading's new tool relating to International Travel Policies.
- Event planning to celebrate February's LGBT History Month.

L Nasir highlighted existing travel guidance developed in the College of MVLS which may help inform any future work around travel risk assessments. R Sandison also highlighted the extensive resources already provided via the Safety and Environment Protection Service, as well as some previous sectoral guidance. M Fischbacher-Smith welcomed these noting the need for an overview of all the local and central guidance, to ensure staff and students could quickly and easily access the correct guidance. She confirmed she would be contacting Selina Woolcott, Director of Health, Safety & Wellbeing, to discuss this in due course.

5.8 Religion and Belief – Paper 6

Members noted due to his absence today, I McInnes had provided a written update.

D Duncan also confirmed discussions are at an advanced stage with the Glasgow University Muslim Student Association (GUMSA) having identified a site, adjacent to the main campus, to house a prayer room facility. He confirmed a specialist architect has been commissioned to develop designs. He noted, should this proceed, it is likely to follow the same funding model used when the University Chapel and Turnbull Hall were built, with funding partly being sought from the local community. D Duncan agreed to keep EDSC informed of any progress. **ACTION: D Duncan**

6. Student Related Items

I Duane confirmed all student-related items had already been raised through the relevant Equality Groups.

7. Staff Related Items

7.1 Annual Staff Equality Monitoring Report 2023-2024 – Paper 4

K Farrell prefaced the discussion on Paper 4 by reminding members that while the Monitoring Report does on occasion indicate areas for further investigation, the PSED requirement for staff data is to simply to publish the data. She reassured members that where data indicates areas for investigation, it will be used to inform our action planning within other parts of the Public Sector Equality Duty.

K Farrell highlighted the figures relating to the University's three diversity related KPI targets have all increased. She referred members to the Executive Summary for other important changes. Members noted the reductions in 'unknown' figures across most areas.

K Farrell highlighted the increase in Grievances raised by colleagues who are either Disabled or from a Minority Ethnic background. She clarified this does not mean the grievances related to those protected characteristics; the increase may be linked to the fact that the equality information available on those individuals has improved.

M Fischbacher-Smith noted the high numbers of 'Unknowns' in the Clinical Job Family for Disability. She advised feedback from the last Period Subject Review of Medicine showed students' reluctance to raise issues around disability and mental health. She reflected that if colleagues themselves are reluctant to disclose this may indicate the culture is not conducive to supporting those students or staff.

Members approved the Report for publication. **ACTION: EDU**

In response to S Watson's query, K Farrell agreed to investigate if it was possible to share the underlying numbers, by Sex, for the Regarding statistics. **ACTION: EDU**

7.2 Colleague Engagement Survey 2024

K Farrell outlined actions since the previous survey; much of which focussed on understanding and addressing the pattern of poor experiences of Disabled colleagues. She noted the strong engagement with the qualitative sessions held with those colleagues resulted in the newly approved Colleague Disability Action Plan.

K Farrell then presented results from the 2024 survey. Members noted the Dignity and Diversity themed questions continue to attract the highest percentage of favourable responses (76%, up 1%), with Wellbeing and Balance at 58% (+ 3%), while Culture and Values remain the lowest in terms of favourable responses, at 41% (down 1% from 2023). She noted that the responses to the main EDI-related questions in these 3 themes either remained static or improved.

K Farrell outlined the overall and College/University Service level results by specific protected characteristics (race/ethnicity, disability, and sexual orientation) and provided a summary of comments where bullying, harassment and equality were referenced. She noted the work undertaken this year to engage with the different communities should help to improve the experiences of those colleagues.
K Farrell summarised the next steps designed to further address the areas of concern within the survey results.

The Convener suggested the EDSC meeting in March could be used to hear any initial thoughts on the results from the Equality Groups, should EDU consult electronically with this Groups.

8. Any Other Business

8.1 Cadence of 2025/26 EDSC Meetings

The Convener suggested, with Professor Andy Schofield joining the University in September, either delaying the final 2024/25 EDSC meeting until then or bringing the first 2025/26 meeting forward. He noted this would allow both himself and Professor Schofield to attend together. He acknowledged the operational difficulties this may cause and was open to discussions on this.

ACTION: Convener/EDU/C Barr

8.2 UofG Gaelic Committee

J Gill advised members that the UofG Gaelic Committee is to be reconstituted to implement the statutory Gaelic Plan and could provide a brief update at a future EDSC meeting.

ACTION: J Gill

No other items of business were raised.

Current Dates of Next Meetings:

12 March 2025 at 14:00 – 16:00 and 11 June 2025 at 10:00-12:00

University of Glasgow

COURT

Court Meeting: Tuesday the 24th of June 2025
Document Title: HSWC Draft Minute
Responsible: David Duncan, Convenor of HSWC

Executive Summary:

Points to note:

1. David Harty has been appointed interim Director of University Safety & Resilience (USR). David Harty met with TU safety reps to ensure full transparency of the merging of USR and Compliance. This merger represents a strategic initiative aimed at enhancing organisational effectiveness in managing risks, ensuring regulatory adherence, and fostering a culture of safety and resilience.
2. All USR standing reports to the HSWC (Estates Safety, SEPS, Audit, RPS) will be replaced by a single paper entitled USR Director's Report.
3. The SEPS audit process has had a robust review, and all reports will now go to Heads of College, at the request of SMG. 4. The current generic risk assessment for low-risk travel, within the Policy for Business and Study Travel, is to be made more robust.

Action Required:

☐ FORMALLY APPROVE
☐ FOR DISCUSSION
☒ TO NOTE/FOR INFORMATION

Resource Implications: None

Risk and Assurance: N/A

University Strategy: N/A

Sustainability Implications/Assessment: N/A

Student Experience: N/A

Equality Considerations: N/A

Supporting Information N/A

Classification:
☒ OPEN
☐ CONFIDENTIAL
☐ STRICTLY CONFIDENTIAL

Classification is ‘open’ as these documents are published on the University Safety and Resilience webpages

University of Glasgow

Health Safety and Wellbeing Committee

Minute of Meeting held on Friday the 30th of May 2025 at 10am in the Melville Room

Present: David Duncan, Mark Wildman, Iain Brown, Mhairi Docherty, Iris Duane, David Harty, Richard Reeve, Gary Stephen, Jenna Millar, Phil Whitfield, Sharon Burns, Cyril Pacot, Donna Robertson, Christopher Kennedy, Steven Richardson

In Attendance: Debbie Beales (Clerk)

Apologies: Louise Stergar, Peter Haggarty, Barbara Welsh, Simon Ambrose, Hazel Bookham, Bruce Jolliffe

1. Minutes of the Meeting held on 13th of March 2025

The Minute of the 13th of March 2025 was approved.

2. Matters arising

2.1 Action log update

Discarded needles at the Molema Building. Facilities staff are keeping the area clear of needles and Security are directing rough sleepers to local hostels.

2.2 Transport and pedestrian safety on campus (verbal update DR)

Donna Robertson informed the Committee that there have been two reports about driver behaviours around the Gilmorehill Campus and one incident involving a reversing waste uplift lorry hitting a lamppost at the loading bay of the ARC. An investigation is underway to address the safe reversing and actions required in this area to create a safe system of work. In the short term, the offending lamppost will be removed.

2.3 USR, people update (Paper 1)

The Committee noted the paper that was circulated. David Harty informed the Committee that he has been appointed Interim Director of the combined safety teams which consists of 20 members. The merger of the Compliance and Safety & Resilience teams represents a strategic initiative aimed at enhancing organisational effectiveness in managing risks, ensuring regulatory adherence, and fostering a culture of safety and resilience. Chris Kennedy informed the Committee that TU safety reps are to meet with David Harty today for the first formal consultation on this proposed merger of the 2 safety teams, initially requested back in May 2024. One topic for discussion will be whether Estates is the correct place for USR to sit from a governance perspective.

3. Estates Safety Report (Paper 2)

The Committee noted the paper that was circulated. Highlights include:

- Refresher training for Don't Walk By reporting is ongoing for all staff members, including shift workers. It has also been rolled out as part of the new contractor framework inductions meetings.

- There have been no significant incidents during reporting periods 6,7 and 8 which is very encouraging considering the vast amount of work taking place within the estate.
- The Compliance Team continues to mentor safety champions, enabling them to carry forward safety initiatives within their zones. All safety champions have now completed the IOSH managing safely course and there will be spaces provided for the manual handling, train the trainers course.

4. Occupational Health and Wellbeing Report (Paper 3)

The Committee noted the paper that was circulated for information only. Mhairi Docherty informed the Committee that the tender for the University's Employee Assistance Programme, currently sitting with Health Assured, is progressing and it is anticipated that the provider will be announced around mid-July for an October start. Trade Union safety reps have been invited to contribute to the tender process.

5. SEPS Report (Paper 4)

The Committee noted the paper that was circulated. Highlights include:

- The SEPS report, Estates Safety Report, Audit update and RPS Report will be replaced by a single paper entitled USR/Compliance Directors Report.
- TU safety reps requested that all significant safety issues be emailed to them as soon as possible. Donna Robertson, who already works closely with all TU safety reps, agreed to take this forward.
- Fire incident within a chemistry lab at SUERC on the 24th of March. No-one was hurt. USR/Compliance Team members were heavily involved in this incident as both chemical and radioactive materials needed to be removed from the area in a safe and secure manner.

6. Audit update (Paper 5)

The Committee noted the paper that was circulated. David Harty informed the Committee that the SEPS audit process, which had not change for over 10 years, has been overhauled to provide a fuller audit picture with added transparency. There are now 5 specialists in the audit team and the categories have changed from H/M/L to priority 1, priority 2, safety observation, and best practice. All open actions from the 23/24 and 24/25 audit cycles have been closed. Audit reports will be copied to the relevant HoS, HoC, and TU safety rep, as requested by SMG.

7. RPS Report (Paper 6)

The Committee noted the Paper that was circulated for information only. David Harty informed the Committee that Brian McLaughlin, the RPS Technician of 26 years, has now retired. The role has been offered as a 6-month secondment, and a new post holder should be in place in the next few weeks. The Committee thanked Brian McLaughlin for his hard work and dedication to his role.

8. Sickness absence stats (Paper 7)

The Committee noted the Paper that was circulated. Mhairi Docherty informed the Committee that the more detailed version is not yet ready for circulation. It will be emailed to the Committee as soon as it is finalised.

9. Any Other Business

- Steven Richardson raised concerns that low risk travel is not adequately covered under the current Policy for Business and Study Travel. David Harty agreed to review the current generic risk assessment, and associated documents, with Steven and all relevant parties as soon as possible.

10. Date of Next Meeting

The next meeting of the HSWC will take place at 10am on Friday the 19th of September 2025 at 10am in the Melville Room.

Created by Debbie Beales

University of Glasgow

COURT

Court Meeting: 24 June 2025
Document Title: Communications to Court from the meeting of Senate held on 5 June 2025
Responsible: Dr Richard Lowdon

Executive Summary:

Senate received a presentation on proposed changes to the University's Good Cause and extension processes, and supportive arrangements for students. The presentation highlighted plans to amend the term 'Good Cause' to 'Extenuating Circumstances' and implement a two-stage process for considering Extenuating Circumstances to ensure a higher level of consistency and oversight of claims and to identify student wellbeing needs and safeguarding concerns promptly. Senate Assessors for Extenuating Circumstances would also be introduced to ensure both dedicated academic governance of the Extenuating Circumstances process, and a more direct route for Senate oversight of evidence requirements. Furthermore, a Single Claim System would submit allow students to submit one unified claim on a new system, rather than choosing between extension requests and Good Cause applications. Finally, Senate was informed that the current 'Fitness to Study' procedure would be renamed 'Support to Study' and would emphasise the importance of early intervention and greater involvement of wellbeing teams.

Senate received a presentation on the University's Draft Budget and the University Strategy. This presentation provided Senate with an update on the University's progress towards meeting the Key Performance Indicators (KPIs) set out in the University Strategy, the KPIs that had been set for the next strategic cycle, a summary of the University's current and projected financial position across the budget period, and the University's cashflow and Strategy spend across the budget period. The presentation also included an overview of planned investments in IT and the University estate, commitments made by the University's Senior Management Group (SMG), and the projected student and staffing levels across the budget period. Following the presentation, questions were raised about the main principles that the University would follow in order to determine the future shape of each College, the rationale for the University seeking to balance its budget in 2026, whether colleagues would be consulted about plans to reduce costs over the budget period, and opportunities for student recruitment following the recent introduction of restrictive policies on international students by the US Government.

Senate received two questions for the Principal's Q& A item. The first question related to concerns raised by international colleagues about the UK Government's Immigration White Paper and the actions that the University was planning to take to retain and support international staff in the context of rising immigration costs and policy uncertainty. The second question related to the recent cyber attacks that had taken place against major organisations, and the University's efforts to keep its systems resilient.

Senate received an update on the University's mental health provision and the recent work of the Mental Health Working Group (MHWG). Senate was informed that provision and demand from students was largely stable, with between 80-100 new referrals per week to Counselling and Wellbeing Services. Over the past year, the University's Community Psychiatric Nurse (CPN) had directly managed 85 individuals who were referred to them. The University's helpline (run by Health Assured) had handled 791 student calls in the 12 months to March 2025. The University was seeking to enhance student wellbeing through the Inclusion and Belonging strand of the Student Experience strategy, and by working with the Students' Representative Council (SRC) and other student associations to implement a number of projects aimed at creating a stronger student community across the University's campuses. Senate was informed that the number of students declaring a disability had nearly doubled since 2020, with 19% of all undergraduates disclosing a disability during the 2024-25 academic year. There were currently 4,400 students registered with Disability Services – a significant number of which presented with depressive conditions and anxiety disorders.

Under the Convener's Business item, the Principal provided Senate with an update on the financial challenges facing the Higher Education sector and the potential for Universities Scotland to make a case to the Scottish Government for additional public funding for Scottish universities.

Action Required:

☐	FORMALLY APPROVE
☐	FOR DISCUSSION
☒	TO NOTE/FOR INFORMATION

Resource Implications:	There may be some resource implications with the implementation of Extenuating Circumstances & the Student Wellbeing Policy. However, this was not highlighted in the presentation.
Risk and Assurance:	N/A
University Strategy:	N/A
Sustainability Implications/Assessment:	None
Student Experience:	The introduction of Extenuating Circumstances & the Student Wellbeing Policy would enhance the student experience.
Equality Considerations:	Equality considerations had been taken into account as part of the work on Extenuating Circumstances & the Student Wellbeing Policy.
Supporting Information:	N/A

Classification:	☒	OPEN
	☐	CONFIDENTIAL
	☐	STRICTLY CONFIDENTIAL

Note: If paperwork includes information that is considered personal under Data Protection Legislation of Data Protection Laws, it should be highlighted clearly that this should not be shared. If any information is to be redacted before publishing, Authors of papers are responsible and should supply a redacted copy to the Clerk of Court for publication and if required, clearly identify a timeframe for publication.

University of Glasgow

University Court – Tuesday 24 June 2025

Communications to Court from the meeting of Senate held on 5 June 2025

Dr Richard Lowdon, Academic Policy & Governance

1. Extenuating Circumstances & Student Wellbeing Policy

Professor Marc Alexander and Dr Andrew Struan, Director of Academic Services, provided Senate with a summary of proposed changes to the University's Good Cause and extension processes, and supportive arrangements for students. These proposed changes followed an extensive consultation with key stakeholders and consideration of the proposal by the University's Academic Standards Committee at a meeting held on 23 May 2025.

By way of background, Senate was informed that the University had faced a number of challenges in recent years, including:

- Rising volumes of Good Cause and extension requests from students.
- Students struggling to access appropriate support pathways.
- Fragmented digital infrastructure which created barriers for students seeking support and extensions.
- Inconsistent processes, outcomes and support across Schools, Colleges and University campuses.
- Complex evidence requirements for students seeking to submit Good Cause or extension requests.

Regarding the proposed changes to the University's current Good Cause process, Senate was informed that the term 'Good Cause' would be altered to 'Extenuating Circumstances' to improve clarity for students and to reflect the terminology used by other institutions. Consideration of Extenuating Circumstances would take place via a two-stage process. During the first stage, a team of 150 trained colleagues would process claims, with targets of one working day for support provision, and no more than two working days to determine the severity and duration of a claim. This centralised approach would help to ensure a higher level of consistency and oversight of claims, while identifying wellbeing needs and safeguarding concerns promptly. During the second stage, Schools would retain full responsibility for determining the appropriate academic response to validated claims. Turnaround times would remain unchanged but it was anticipated that the streamlined Stage 1 process would facilitate more efficient School-level decision-making.

To ensure both dedicated academic governance of the Extenuating Circumstances process, and a more direct route for Senate oversight of evidence requirements, Senate Assessors for Extenuating Circumstances would be introduced, led by a Senior Senate Assessor. The Assessors would:

- Set out Extenuating Circumstances policies, including requirements with regard to evidence and supporting statements.
- Consider particularly complex or precedent-setting cases referred to them by Student & Academic Services.
- Ensure clear process documentation was made available for students and staff.

- Analyse trends in student claims and revise policies as appropriate.
- Liaise with members of Senate, its committees, the Students' Representative Council (SRC), and the wider community on issues and questions surrounding Extenuating Circumstances.
- Present an Annual Report to Senate.

Regarding the Single Claim System, Senate was informed that students would submit one unified claim on a new system, rather than choosing between extension requests and Good Cause applications. Short extension requests would be automated utilising established automation processes and the new system, which would be procured and introduced during the 2025-26 academic session following Senate's approval. Key elements would include:

- A single portal entry point for all support requests.
- The integration of extension requests, Extenuating Circumstances, Interruption of Studies, and formal adjustments.
- Case management tools to track the progress of claims and facilitate coordinated responses across Schools and central departments.
- Better data on Extenuating Circumstances claims and claim rationale in order to identify patterns indicating students in need of supportive interventions.
- Access for Schools and programmes to see claims and action academic decisions at Stage 2.
- Greater consistency of student communications around Extenuating Circumstances.

Senate was informed that the current 'Fitness to Study' procedure would be renamed 'Support to Study'. The procedure would retain the previous elements of Fitness to Study, such as the Stage 2 'Fitness to Study Panel'. However, a less formal stage would be added, which could be triggered by either students or Schools. The procedure would also integrate current Interruption of Studies provisions, and would emphasise the importance of early intervention and greater involvement of wellbeing teams before a formal Fitness to Study Panel stage.

In relation to the timeline for these policy changes, Senate was informed that the implementation of Support to Study would take place at the beginning of the 2025-26 academic session, and that the implementation of Extenuating Circumstances would take place between now and July 2026, with particular attention paid to:

- The appointment of Senate Assessors.
- The development of training for the virtual team of 150 colleagues who would be responsible for processing Stage 1 claims.
- Creating guidance materials for students and staff explaining the new processes and systems.
- Procuring and testing new systems.
- Adapting procedures appropriately for Transnational Education contexts where local constraints applied.

Members of Senate highlighted the potential impact on students if decisions about Extenuating Circumstances claims were delayed. In response to this comment, Senate was assured that the target timelines associated with the consideration of Extenuating Circumstances claims would ensure that cases were resolved quickly, with minimal impact on students. Members of Senate enquired about the types of staff who would be responsible for processing Stage 1 Extenuating Circumstances claims. Senate was informed that the team of 150 colleagues involved with processing Stage 1 claims would mainly consist of Professional Services staff. Members of Senate enquired about the possible impact that an increase in the number of student referrals via the Extenuating Circumstances process could have on the University's Counselling & Wellbeing Services. Senate was informed that a wider wellbeing support model for students was being explored to reduce the pressure on Counselling & Wellbeing Services. It was also anticipated that addressing wellbeing issues earlier through the Extenuating Circumstances process would help to alleviate the strain on Counselling & Wellbeing Services. Members of Senate asked if the timelines for submitting Extenuating Circumstances claims would be more flexible than the current timelines for Good Cause submissions. Senate was advised that more flexible timelines were currently being considered, which would allow students to submit Extenuating Circumstances claims beyond the current five working day deadline. Members of Senate enquired about the potential impact that Extenuating Circumstances appeals could have on the University's Academic Appeals process. Senate was informed that requests for the reconsideration of Stage 1 decisions regarding Extenuating Circumstances claims would be dealt with through the Extenuating Circumstances process, rather than through the University's Academic Appeals Process. Therefore, it was anticipated that this would reduce the number of academic appeals that related to Extenuating Circumstances. Members of Senate asked if a pilot would be conducted prior to the Extenuating Circumstances procedure being rolled out across the University. Senate was informed that this was currently under consideration. Members of Senate asked if accessibility was being taken into account in relation to any paperwork or forms that students would be required to submit as part of an Extenuating Circumstances claim. Senate was advised that the accessibility needs of students submitting Extenuating Circumstances claims would be fully considered. Professor Alexander and Dr Struan agreed to provide Senate with a further update on the implementation of the Extenuating Circumstances process at the June 2026 meeting of Senate.

2. Principal's Q&A

Two questions had been received for the Principal's Q&A item. The first question related to concerns raised by international colleagues about the UK Government's Immigration White Paper and the actions that the University was planning to take to retain and support international staff in the context of rising immigration costs and policy uncertainty. In response to this question, the Principal informed Senate that the University strived to attract, select and retain world-leading staff. The University was also committed to supporting colleagues to obtain and maintain the necessary visas for their employment at the University. Furthermore, the University was committed to reimbursing visa fees, including the cost of the Immigration Health Surcharge (IHS), for skilled worked and global talent visas, visa extensions, and the cost of indefinite leave to remain. In addition to this, an interest free loan scheme was in operation, which provided colleagues with financial support for visa and IHS costs.

Having reviewed the UK Government's Immigration White Paper, it was still unclear how and when the proposed changes would be implemented. The UK Government had also indicated that there would be a public consultation on the White Paper, although no date had been set for this. Further details of the proposed changes to the immigration system would be released later this year, and the University's UK Visas and Immigration (UKVI) compliance team would prioritise a review as soon as this information became available. The University would ensure that colleagues remained well-informed and supported in relation to any changes in UK Government policy, and colleagues with any concerns about their immigration status were urged to contact the University's UKVI Compliance team for support: staffukvi@glasgow.ac.uk.

The second question submitted for the Principal's Q&A item related to the recent cyber attacks that had taken place against major organisations, and the University's efforts to keep its systems resilient. The question also enquired about any contingency plans that the University had, which would enable colleagues to revert back to manual systems in the event of a cyber attack. In response to this question, Dr David Duncan, Deputy Vice-Chancellor (Operations), Chief Operating Officer & University Secretary, and Professor Frank Coton, Senior Vice-Principal & Deputy Vice-Chancellor (Academic), informed Senate that cyber security was an issue that was taken extremely seriously by the University, and that the University had invested significant resources to ensure that its systems were well-protected 24 hours a day. Systems could also be shut down immediately to limit the potential damage caused by a cyber attack. Furthermore, the University had consulted with other Universities to share best practice on avoiding and minimising the damage caused by cyber attacks. However, despite the risks caused by cyber attacks, Senate was informed that it was not practical to revert back to manual systems in the event of such attacks. Therefore, the University had focused its resources on ensuring that its systems remained as secure as possible and that staff received sufficient training on cyber security. Dr Duncan agreed to provide an update to Senate during the next academic session on the work of the Business Continuity and Resilience Board, which was responsible for cyber security.

3. Draft Budget and update on the University Strategy – Presentation by Professor Frank Coton, Senior Vice-Principal and Deputy Vice-Chancellor (Academic)

Professor Frank Coton, Senior Vice-Principal and Deputy Vice-Chancellor (Academic), provided Senate with an update on the University's progress towards meeting the Key Performance Indicators (KPIs) set out in the University Strategy, the KPIs that had been set for the next strategic cycle, a summary of the University's current and projected financial position across the budget period, and the University's cashflow and Strategy spend across the budget period. Professor Coton also provided Senate with an overview of planned investments in IT and the University estate, commitments made by the University's Senior Management Group (SMG), and the projected student and staffing levels across the budget period. Professor Coton informed Senate that the Budget was still provisional until it was approved by the University Court on 24 June 2025.

Members of Senate enquired about the University's large grant income and quality of research indicators over the previous budget period. Professor Chris Pearce, Vice-Principal for Research & Knowledge Exchange, informed Senate that the average quality of research outputs had increased over the past year, and that the University's grant capture was in a stronger position that during the last Research Excellence Framework (REF) exercise. However, research income had been lumpy, with large year-on-year changes to the volume of awards issued. Members of Senate enquired about the main principles that the University would follow in order to determine the future shape of each College. Professor Coton informed Senate that the University's main objective was to ensure the long-term financial health of the institution. The University would also focus on parity of opportunity across each College, recognising that some areas of the University were more constrained than others due to their varying abilities to attract international students. Furthermore, the University would take into account the staff-student ratios (SSRs) across different Schools and Colleges. Members of Senate enquired about why the University was aiming to balance its budget in 2026 and whether colleagues would be consulted about plans to reduce costs over the budget period. Professor Coton informed Senate that balancing the budget in 2026 would provide the University with more time to make strategic decisions about any cost savings that may be required over the remainder of the budget cycle. However, if the University failed to deliver a balanced budget in 2026, the scale of cost reductions in future years would need to be greater. Professor Coton confirmed that colleagues would be consulted about any future savings that may need to be made. Professor Coton also informed Senate that adjustments may be required to the budget if future fee income was higher or lower than projected, and that there was a great deal of uncertainty around student numbers for the 2025-26 academic session. Members of Senate enquired about whether the cost of maintaining the University estate and upgrading IT infrastructure had been taken into account when the budget was set. Professor Coton confirmed that the budget had set aside a proportion of the University's income each year for maintenance of the University estate and IT infrastructure. Members of Senate asked if the US Government's restrictive policies on international students were likely to result in more applications from international students at Glasgow. Professor Coton informed Senate that there was significant uncertainly regarding the international student market, and that the University would continue to promote itself as a welcoming destination for international students to ensure that it could take advantage of any opportunities that may arise. Professor Coton also informed Senate that a further update on the University's financial position would be provided at the meeting in October 2025.

4. Mental Health Working Group – Update from Dr David Duncan, Deputy Vice-Chancellor (Operations), Chief Operating Officer & University Secretary

Dr David Duncan, Deputy Vice-Chancellor (Operations), Chief Operating Officer & University Secretary, provided Senate with an update on the University's mental health provision. Dr Duncan informed Senate that the last meeting of the Mental Health Working Group (MHWG) had taken place on 19 May 2025 and that the group had particularly focused on student provision, noting that:

- Provision and demand from students was largely stable, with between 80-100 new referrals a week to Counselling and Wellbeing Services.
- The Student Support & Wellbeing team had provided students with routine support, while the Safeguarding and Security teams had assisted students in crisis.
- Students had contacted the Safeguarding team via the online reporting tool, the Campus Security crisis line and the Safeguarding mailbox, as well as being referred on by colleagues across the University.

In relation to Student Support & Wellbeing, Dr Duncan informed Senate that:

- The Student Support & Wellbeing team included three mental health nurses who dealt with individual cases following referral.
- Since October 2023, the University had employed a Community Psychiatric Nurse (CPN) who was based in the University's Counselling Service and jointly managed by the local Community Mental Health Team.
- In their first 15 months of employment, the CPN had directly managed 85 individuals who were referred to them. The CPN had also acted as a bridge between the in-house service and the NHS. This link was key to ensuring that the needs of students with complex and enduring mental health issues were met.
- The University provided a 24/7 helpline (run by Health Assured), which handled 791 student calls in the 12 months to March 2025. The main reasons given by students for accessing support were low mood and anxiety.

Regarding the student experience, Dr Duncan informed Senate that:

- Loneliness, homesickness and economic pressures were the main causes of poor mental health cited by students.
- The University was seeking to address these issues through the Inclusion and Belonging strand of the Student Experience strategy, and by working with the

Students' Representative Council (SRC) and other student associations to implement a number of projects aimed at creating a stronger student community across the University's campuses. These projects would be evaluated and become part of mainstream provision if deemed successful.

- The Cost of Living Action Group was continuing its efforts to alleviate financial pressures on students through a range of interventions, including expanding employment opportunities for students on campus.

Regarding the University's Disability Services, Dr Duncan provided Senate with the following update:

- The number of students declaring a disability had nearly doubled since 2020, with 19% of all undergraduates disclosing a disability during the 2024-25 academic year.
- There were currently 4,400 students registered with Disability Services – a significant number of which presented with depressive conditions and anxiety disorders.
- Mental health conditions had overtaken dyslexia as the largest disability group during the 2024-25 academic session.

Looking ahead, Dr Duncan informed Senate that the University would continue to ensure that students could access help timeously and that colleagues working in this area were not put under unreasonable pressure. The University would also continue to develop policies to support students via the Learning & Teaching Committee, which included work on a new Interruption of Studies Policy. Finally, the University would undertake work to ensure that provision for students was consistent, high quality and joined up.

5. Convener's Business

5.1 Financial challenges in the Higher Education sector

The Principal informed Senate that the financial landscape of the HE sector was challenging, and that the finances of several well-known universities had recently been in the news. This was being driven by a number of factors, including the recent rise in employer National Insurance contributions, a softening in the external international student market, and a decade-long pattern of structural under-funding of undergraduates and research, which had significantly eroded the financial resilience of universities. Given these challenges, there was an opportunity for Universities Scotland to make a case to the Scottish Government for additional public funding for Scottish universities.

5.2 Outgoing members of Senate

The Principal thanked outgoing members of Senate for their contributions over their terms of office. The Principal also thanked the outgoing Students' Representative Council (SRC) Sabbatical Officers and the other SRC representatives on Senate and wished them well for the future.

6. Clerk of Senate’s Business

6.1 Honorary Degrees

On behalf of the Clerk of Senate, Dr Richard Lowdon informed Senate that the following person had accepted an invitation issued by the Principal, on behalf of Senate, to receive the award of an Honorary Degree in 2025:

DOCTOR OF THE UNIVERSITY (DUniv)

James L GORDON
Theatre design collector

Dr Lowdon confirmed that this name would be included in the Senate minute and was now, therefore, in the public domain.

7. University Court: Communications from the meeting held on 23 April 2025

Senate received and noted a report from the University Court meeting held on 23 April 2025. Items included:

- Research Strategy
- Transformation update
- Strategic Property Investment and Development
- Policy on Socially Responsible Investment
- Application of conduct rules to student protests
- Report from the Principal
- Report from the University Secretary
- Student matters, including: SEC Report; SRC President update
- Reports of Court Committees
- Senate matters

ACO	Academic Collaborations Office
Agresso	University Finance system
AHRC	Arts and Humanities Research Council
AHEP	Association of Higher Education Professionals
AHUA	Association of Heads of University Administration
AMOSSHE	Association of Managers of Student Services in Higher Education
A&RC	Audit & Risk Committee
ARC	Advanced Research Centre
ARSC	Academic Regulations Sub-Committee
AS	Athena Swan
ASBS	Adam Smith Business School
ASC	Academic Standards Committee
ATAS	Academic Technology Approval Scheme
AUA	Association of University Administrators
AUDE	Association of University Directors of Estates
BBSRC	Biotechnology and Biological Sciences Research Council
BHF	British Heart Foundation
BI	Business Intelligence
BIM	Building Information Model
BIS	(Department for) Business Innovation and Skills
BAME	Black, Asian and Minority Ethnic
BREEAM	Building Research Establishment Assessment Method
BUFDG	British Universities Finance Directors Group
BYOD	Bring Your Own Device
CAPEX	Capital Expenditure
CAPS	Counselling and Psychological Services
CASC	Chief Advisers Sub-Committee
CCNi	Centre for Cognitive Neuroimaging
CCPR	Centre for Cultural Policy Research
CDT	Centres for Doctoral Training
CEES	Central and Eastern European Studies
CEESCWF	Care Experienced, Estranged and Student Carers West Forum
CEIS	Community Enterprise in Scotland
CHoPS	College Head of Professional Services
CHP	Combined Heat and Power
CMA	Competition and Markets Authority
CMG	College Management Group
CMS	CMS Cameron McKenna LLP (University's lawyer)
CORE	HR computer system
CoS	Clerk of Senate
COS	Centre for Open Studies
COSE	College of Science and Engineering
COSS	College of Social Sciences
CoWA	Commision on Widening Access
CPD	Continuing Professional Development
CPRG	Court Procedural Review Group
CRADALL	Centre for Research and Development in Adult and Lifelong Learning
CRB	Central Room Booking
CREATe	Centre for Creativity, Regulation, Enterprise, and Technology
CRM	Customer Relationship Management
CRUK	Cancer Research UK
CSC	Committee of Scottish Chairs
CTT	Central Timetabling Team
CUC	Committee of University Chairs
CVR	Centre for Virus Research
CWIC	Clyde Waterfront Innovation Campus
DAO	Development and Alumni Office
DCF	Discounted Cashflow

Thanks to SRC for sharing their schedule of acronyms

DDA	Disability Discrimination Act
DEG	Disability Equality Group
DELHE	Destinations of Leavers of Higher Education
DHS	District Heating Scheme
DOGS	Deans of Graduate Studies
DP(O)	Data Protection (Office)
DRI	Director of Research Institute
DTC	Doctoral Training Centre
DTP	Doctoral Training Partnership
E&B	Estates and Buildings
EAP	Employee Assistance Programme
ECDP	Early Career Development Programme
ECR	Early Career Researcher
ECS	Estates & Commercial Services
EdPSC	Education Policy and Strategy Committee
EDI	Equality, Diversity and Inclusion
EDRMS	Electronic Document and Records Management System
EDSC	Equality and Diversity Strategy Committee
EDU	Equality and Diversity Unit
EEA	European Economic Area
EIA	Equality Impact Assesment
EIA	Environmental Impact Assessment
EIB	European Investment Bank
ELA	English Language Assistant
ELA	Effective Learning Adviser
ELIR	Enhancement Led Institutional Review
Enlighten	University's system for online research publication
EOD	Employee and Organisational Development
EPSRC	Engineering and Physical Sciences Research Council
ERASMUS	EU Student mobility programme
ER	External Relations
ER	Early Return, or Early Statistics Return. This
ERC	European Research Council
ESMS	Enterprise Service Management System
ESRC	Economic and Social Research Council
EU	European Union
EY	Ernst & Young (University's external auditor)
FAC	Framework for Academic Collaborations
FBC	Full Business Case
FC	Finance Committee
FE	Further Education
FM	Facilities Management
FOI	Freedom of Information
FTE	Full-time Equivalent
FTFD	Full-Time First-Degree Home students
FTSE	Financial Times Stock Exchange
FYSLES	First Year Student Learning Experience Survey
GAP	Gender Action Plan
GALLANT	Glasgow as a Living Lab Accelerating Novel Transformation
GBV	Gender-Based Violence
GCC	Glasgow City Council
GCRF	Global Challenges Research Fund
GCU	Glasgow Caledonian University
GDPR	General Data Protection Regulation
GES	Geographical and Earth Sciences, School of
GESG	Gender Equality Steering Group
GIC	Glasgow International College
GLaSS	Garscube Learning and Social Space

Thanks to SRC for sharing their schedule of acronyms

GMB	Campus trade union
GMC	General Medical Council
GPA	Grade Point Average
GPBF	Glasgow Professional Behavioural Framework
GRAMNet	Glasgow Refugee Asylum and Migration Network
GRID	Glasgow Riverside Innovation Development
GSA	Glasgow School of Art
GSB	Gilbert Scott Building
GSV	Glasgow Student Villages
GTA	Graduate Teaching Assistant
GTCS	General Teaching Council of Scotland
GU	Glasgow University
GUG	Good Universities Guide
GUM	Glasgow University Magazine
GUSA	Glasgow University Sports Association
GUSRC	University of Glasgow Students' Representative Council
GUST	Glasgow University Student Television
GUU	Glasgow University Union
HATII	Humanties Advanced Technology and Information Institute
HE	Higher Education
HEA	Higher Education Academy (now AdvanceHE)
HEAR	Higher Education Achievement Report
HEFCE	Higher Education Funding Council for England
HEI	Higher Education Institution
HESA	Higher Education Statistics Agency
HILP	High Impact Low Probability
HKU	Hong Kong University+B138
HoC	Head of College
SHoPS	School Head of Professional Services
HoS	Head of School
HR	Human Resources
HSW(C)	Health Safety and Wellbeing (Committee)
IAC	Investment Advisory Committee
IBAHCM	Institute of Biodiversity Animal Health and Comparative Medicine
ICAMS	Institute of Cardiovascular and Medical Sciences
ICE	Imaging Centre of Excellence
ICL	Imperial College London
IHW	Institute of Health and Wellbeing
III	Institute of Infection Immunity and Inflamation
IMCSB	Institute of Molecular Cell and Systems Biology
IPDF	International Partnership Development Fund
IPSC	Informational Policy & Strategy Committee
ISARIC	International Severe Acute Respiratory and emerging Infection Consortium
ISB	International Student Barometer
ISG	Internationalisation Steering Group
ISS	International Summer School
ISST	International Student Support Team
JANET	Joint Academic Network
JBB	Joseph Black Building
JCCN	Joint Committee for Consultation and Negotiation
JEI	Joint Educational Initiative
JEP	Joint Educational Programme
JISC	Joint Information Systems Committee
JMB	John Mcintyre Building
JMS(LH)	James McCune Smith (Learning Hub)
JNC	Joint Negotiating Committee
JWNC	James Watt Nanofabrication Centre
KE	Knowledge Exchange

Thanks to SRC for sharing their schedule of acronyms

KEI	Knowledge Exchange & Innovation
KEIF	Knowledge Exchange and Innovation Fund
KIS	Key Information Sets
KPI	Key Performance Indicators
KPMG	University's Internal Auditor
L&T	Learning and Teaching
L&TC	Learning and Teaching Centre
LA	Local Authority
LIBOR	London Interbank Offered Rate
LKAS	Lord Kelvin Adam Smith Scholarships
LSE	London School of Economics
LTC	Learning and Teaching Committee
LTC	Learning and Teaching Conference
LTC	Learning and Teaching Centre
LTDF	Learning and Teaching Development Fund
LTH	Learning and Teaching Hub
MD20	Multiple deprivation 20%
MD40	Multiple deprivation 40%
MoA	Memorandum of Agreement
MoE	Ministry of Education
MOOCs	Massive Open Online Courses
MoU	Memorandum of Understanding
MPA	Management Professional & Administrative
MRC	Medical Research Council
MSA	Mature Students' Association
MVLS	Medical, Veterinary and Life Sciences (College of)
NERC	Natural Environmental Research Council
NHS	National Health Service
NHSGGC	NHS Greater Glasgow and Clyde
NI	National Insurance
NPV	Net present value
NSS	National Student Survey
NUS	National Union of Students
NUS	National University of Singapore
OAWG	Online Assessment Working Group
OBC	Outline Business Case
OFFA	Office for Fair Access
OF&AM	Outcomes Framework and Assurance Model – SFC's new approach to institutional assurance and accountability, replacing the previous Outcome Agreement (OA) regime.
OfS	Office for Students
OHU	Occupational Health Unit
PI&A	Planning Insights and Analytics
PAM Assist	The Employee Assistance Programme
PSG	Professional Services Group
PDB	Project Development Boards
PDP	Programme Delivery Partner
PDR	Performance & Development Review
PG	Postgraduate
PGR	Postgraduate Research
PGT	Postgraduate Taught
PhD	Doctor of Philosopy
PI	Principal Investigator
PIP	Programme Information Process
PO	Purchase Order
P&OD / POD	People & Organisational Development
PRES	Postgraduate Research Experience Survey
PSED	Public Sector Equality Duty
PSR	Periodic Subject Review

Thanks to SRC for sharing their schedule of acronyms

PSRB	Professional Statutory or Regulatory Body
PTES	Postgraduate Taught Experience Survey
PVC	Pro-Vice-Chancellor
PWC	PriceWaterhouse Coopers (University's internal auditor)
QAA	Quality Assurance Agency
QEF	Quality Enhancement Framework
QEUH	Queen Elizabeth University Hospital
QMU	Queen Margaret Union
QOF	Quality Officers Forum
QR	Quality-related Research
R&T	Research and Teaching
RA	Research Assistant
RAAR	Research Assurance and Accountability Return
RAE	Research Assessment Exercise
RAG	Red Amber Green status report
RBEG	Religion and Belief Equality Group
RCUK	Research Councils UK
RDC	Researcher Development Committee
RDM	Research Data Management
REF	Research Excellence Framework
REG	Research Excellence Grant
REG	Race Equality Group
REST	Registration Enrolment Support Team
RG	Russell Group
RI	Research Institute
RIBA	Royal Insititute of British Architects
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
RLUK	Research Libraries UK
RPG	Research Postgraduate Grant
RPI	Retail Prices Index
RPSC	Research Policy and Strategy Committee
RSE	Royal Society of Edinburgh
RSIO	Research Strategy & Innovation Office
RUK	Rest of the UK
RWG	Retention Working Group
SAAS	Student Awards Agency for Scotland
SAG	Senior Administrative Group
SALT	Student-Advice Liaison Team
SAT	Self Assessment Team
SB	Student Barometer
SCCJR	Scottish Centre for Crime and Justice Reform
SCDI	Scottish Council for Development & Industry
SDS	Skills Development Scotland
SDUE	Scottish Domiciled Undergraduate Entrant
SEAP	Self-Evaluation and Action Plan
SEC	Student Experience Committee
SEPS	Safety and Environmental Protection Services
SEQ	Self Evaluation Questionnaire
SFC	Scottish Funding Council (for Further & Higher Education)
SIMD	Scottish Index of Multiple Deprivation
SIMD20	Referring to students from postcodes classified as being the 20% most deprived in Scotland
SIT	Singapore Institute of Technology
SLA	Service Level Agreement
SLC	Student Loans Company
SLS	Student Learning Service
SLSD	Student Lifecycle Support and Development
SMG	Senior Management Group
SMGr	Senior Management Group Roundtable

SMS-IC	Stratified Medicine Scotland Innovation Centre
SOEG	Sexual Orientation Equality Group
SPL	Shared Parental Leave
SPP	Shared Parental Pay
sqm	Square Metre
SRC	Students' Representative Council
SRUC	Scotlands Rural College
SSAB	Student Support and Administration Board
SSAC	Senate Student Appeals Committee
SSCC	Senate Student Conduct Committee
SSDC	Student Support Development Committee
SSET	Student Services Enquiry Team
SSLC	Staff-Student Liaison Committee
SSR	Staff Student Ratio
STAs	Student Teaching Awards
STEM	Science, Technology, Engineering and Maths
STFC	Science and Technology Facilities Council
SUERC	Scottish Universities Environmental Research Council
SVP	Senior Vice-Principal
SVSS	Student Volunteering Support Service
SWAP	Scottish Wider Access Programme
TEA	Teaching Excellence Awards
TEAL	Technology Enhanced Active Learning space
TEF	Teaching Excellence Framework
TELT	Technology Enhanced Learning and Teaching
THE	Times Higher Education magazine
TNE	Transnational Education
TQEF	Teaching Quality Enhancement Framework
TRAC	Transparent Approach to Costing
TRM	Transforming Research Management
TSB	Technology Strategy Board
U21	Universitas 21
UCAS	Universities and Colleges Admission Service
UCEA	Universities and Colleges Employers' Association
UCL	University College London
UCU	University and College Union: campus trade union
UESTC	University of Electronic Science and Technology of China
UG	Undergraduate
UGPS	University of Glasgow Pension Scheme
UIF	University Innovation Fund
UKCGE	UK Council for Graduate Education
UKRI	UK Research and Innovation
UKVI	UK Visas and Immigration
UNISON	Campus trade union
UNITE	Campus ttrade union
UoA	Unit of Assessment (in Research Excellence Framework REF)
UoG	University of Glasgow
URTUC	Understanding Racism, Transforming University Cultures
US	Universities Scotland
US	University Services
USHA	Universities Safety and Health Association
USS	Universities Superannuation Scheme
UUK	Universities UK
VAT	Value Added tax
VC	Vice-Chancellor
VDI	Virtual Desktop Infrastructure
VfM	Value for Money
VLE	Virtual Learning Environment

Thanks to SRC for sharing their schedule of acronyms

VP	Vice-Principal
WCG	World Changing Glasgow
WP	Widening Participation

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