

Court

A meeting of Court will be held on **Thursday 25 September 2025** at **1.45pm** in **Senate Room**

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

AGENDA

Item	Title	Lead	Paper No.	Page No.	Action
1.	Welcome, Apologies, Introductions, Noting of Pre-Court briefing, Declarations of Interest	Convener	Oral		
2.	Minutes of meeting held on Tuesday 24 June 2025	Convener	2.	3-12	For approval
3.	Matters arising not otherwise on the Agenda	Convener	Oral		
	Reports 4 to 10 below show some items as starred*. Starred items are the main items for discussion and/or approval.				
4.	*Learning & Teaching Strategy Papers withheld due to FOI exemption/Commercial sensitivity	Moira Fischbacher-smith	4.	13-40	For information/discussion
5.	*Risk Register Papers withheld due to FOI exemption/Commercial sensitivity	Gregor Caldow	5. and annex	41-106	For approval
6.	*Gillies Report Update Convener of Court will provide an update	Convener/ David Duncan	6.	107 - 113	For discussion
7.	*SPID Papers withheld due to FOI exemption/Commercial sensitivity	Gregor Caldow/ Nicola Cameron	7.	114 - 122	For information/discussion/Approval
8.	*Report from the Principal *Student Admissions including RUK *Political & Higher Education Developments *League Table Results *Humanitarian Response Fund	Principal	8.	123 - 136	For information/discussion
9.	*Report from the University Secretary and COO *UCU Divestment Letter *SFC Reporting timelines *OCGC Review update *Endowment Review Group *Convener of court Appraisal	David Duncan	9. and annexes	137 - 191	Items for approval/otherwise for discussion/information

	<p>*Court Strategy Day</p> <p>*Court Business 2025/26</p> <p>*QAA Review</p> <p>*Service Excellence</p> <p>*Student Contract</p>				
10.	<p>Financial Report</p> <p><i>Papers withheld due to FOI exemption/Commercial sensitivity</i></p>	<p>Gregor Caldwell/ Jonathan Loukes</p>	10	192 - 208	For information/discussion
11.	<p>Student Matters, including: Rectors update, SEC Report, SRC President update</p>	<p>Duncan Calvert/ Rector/ David Duncan</p>	11.		For information/discussion
12.	<p>Reports of Court Committees</p>				
12.1	<p>Finance Committee</p> <p><i>*Approval for the Project SIERRA investment request</i></p>	<p>Jonathan Loukes</p>	12.1	209 - 245	Items for discussion/information/approval
12.2	<p>Estates & Sustainability Committee</p>	<p>Stuart Hoggan</p>	12.2	246 - 253	For information/discussion
12.3	<p>Audit & Risk Committee</p> <p><i>*Approval of the updated TOR</i></p>	<p>Martin Sinclair</p>	12.3	254 - 268	For information/discussion
12.4	<p>IPSC</p>	<p>Frank Coton</p>	12.4	269 - 278	For information/discussion
12.5	<p>Nominations Committee</p> <p><i>*Approval of the Committee Appointments</i></p>	<p>Nicola Dandridge</p>	12.5	279 - 291	For information/discussion/approval
13.	<p>Any Other Business</p> <p>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</p>	<p>Convener</p>	Oral		
14.	<p>Date of Next Meeting Wednesday 26 November 2025 at 1.45pm. A Pre Court Briefing will be held at 12pm.</p>				



Draft Court

Minute of Meeting held on Tuesday 24 June 2025 held in the Senate Room and via Zoom

Present:

Gavin Stewart Co-opted Member (Elected Convener of Court), Dr Ghassan Abu-Sittah (Rector), Professor Sarah Armstrong (Elected Academic Staff Member), Professor Tara Brendle (Elected Academic Staff Member), Mary Jane Brouwers (Co-opted Member), Duncan Calvert (SRC Assessor), Kerry Christie (Co-opted Member), Professor Nicola Dandridge (Co-opted Member), David Finlayson (Co-opted Member), Stuart Hoggan (General Council Assessor), Dr Bo Hu (Chancellor's Assessor (Zoom)), Mr Christopher Kennedy (Elected Professional Services Representative), Professor Simon Kennedy (Elected Academic Staff Member), Jonathan Loukes (Co-opted Member), 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 Caldwell (Executive Director of Finance), Professor Frank Coton (Senior Vice Principal and Deputy Vice Chancellor (Academic)), Dr David Duncan (Chief Operating Officer & University Secretary), Professor Martin Hendry (Clerk of Senate), Amber Higgins (Head of Court Office and Clerk to Court), Martin Sinclair (Chair of Audit and risk Committee), Alistair Wilson (Deputy Secretary and Head of Legal), Dr Roddy Yarr (Director of Sustainability) for Item *CRT/2024/63*

Apologies:

Cllr Susan Aitken (Glasgow City Council Assessor), Professor Dan Haydon (Elected Academic Staff Member), Laic Khaliq (Co-opted Member), Paula McKerrow (Trade Union Nominee), Lorraine McMillan (Co-opted Member), Dr Christine Middlemiss (General Council Assessor)

CRT/2024/56. 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 Lorraine McMillan with a potential conflict regarding ICON.

Court was reminded that papers and business were confidential.

CRT/2024/57. Pre-Court Presentation

Court received a presentation by Professor Frank Coton (Senior Vice Principal and Deputy Vice Chancellor – Academic), Susan Ashworth (Executive Director of Information Service) Mark Johnston (Director of IT) and Alun McGlinchey (Chief Information Security Officer) on the Technology Strategy as part of the Pre-Court meeting. Professor Coton highlighted the University's prior issues with technical debt and lack of long-term planning and outlined the

comprehensive 15-year investment plan valued at approximately £700 million. Key achievements to date included:

- Major network infrastructure upgrades.
- Modernization of data centers to improve resilience and capacity.
- Deployment of new services for end-user computing and research support.
- Enhanced cost maturity and more structured financial planning.

Court noted that despite progress, the University needed to remain vigilant against evolving risks, including cyber threats and the need for AI integration. It was reported that a number of cybersecurity enhancements had been implemented, including:

- Investment in advanced antivirus and threat detection systems.
- Strategic partnership with a cybersecurity firm.
- Regular system updates and patching protocols.
- Emphasis on physical security and resilience of data centers
- Innovative hiring strategy to improve recruitment along with reskilling current staff

Court's thanks for the briefing were recorded.

CRT/2024/58. Minutes of the meetings held on Wednesday 23 April 2025

The minutes were approved for the meeting of 23 April 2025.

CRT/2024/59. Matters Arising

CRT/2024/59.1 Strategic Property Investment and Development (SPID) (CRT/2024/46)

Court noted Paper 3.1 – SPID Overview which provided a summary on why SPID was the best approach for the University to deliver residences and innovation facilities on the Church Street site.

A query was raised about the staff representative on the SPID Board being selected without consulting the Senior Elected Academic Staff Member of Court. It was agreed a new member of staff would be put forward.

CRT/2024/59.2 SRI Policy (CRT/2024/47)

It was agreed at a previous Court meeting that members would be given sight of the mapping of the University's relationships with the defence sector and the value of these relationships. Court noted that the University had 20 active engagements and that the total value was around £11.7m.

CRT/2024/59.3 Application of conduct rules to student protests (CRT/2024/48)

Court noted that the Gavin Stewart (Convener of Court), Shan Saba (Co-Opted member of Court), Dr David Duncan (Chief Operating Officer & University Secretary) and Rachel Sandison (Deputy Vice-Chancellor – External Relations) had meet with GUJPS representatives to discuss the position of Court in relation to divestment.

CRT/2024/60. Budget 2025/26 and Financial Forecasts

Court received a presentation from Professor Frank Coton (Senior Vice Principal and Deputy Vice Chancellor (Academic)), and Gregor Caldo (Executive Director of Finance) on the Budget for 25/26 and the financial forecasts. It was reported that the incoming Principal had been fully briefed on the budgets and was supportive of the plans in the paper. 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 take forward on plans to deliver long-term savings.

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

- [REDACTED]
- [REDACTED]
- [REDACTED]

During the discussion the Court 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 recurrent savings which was required from 2027 onwards to ensure long-term financial sustainability based on the income forecast and assumptions.

Three major strategic projects were highlighted as areas of focus over the coming year to ensure the University was operating efficiently:

- Maximising Academic Performance: This would focus on enhancing research and teaching outputs without increasing staff numbers. This included a review of promotions criteria, professorial zoning, and performance management. The aim was to address underperformance and support career development.
- Curriculum and Portfolio Review: Targeting a 20%+ reduction in course and programme offerings to streamline operations. Many programmes had no enrolments and were administratively costly to maintain. It was believed that this would improve student experience by offering realistic and deliverable choices. The changes would take a number of years to take effect due to the student recruitment cycle and length of degree programmes.
- Service Excellence Programme: Comprehensive redesign of professional services functions across the University. The aim was to eliminate inefficiencies from organically grown processes and implementation was planned for 2027, with design work completed by the end of 2026.

Concerns were raised regarding the pace and scale of change, the need for staff consultation, and the potential impact on student experience and staff morale. It was agreed that implementation would be phased, with regular updates to Court to ensure that any cost savings included in the budgets were realised. A query was also raised about the curriculum review and it was agreed that it was important there were no unintended consequences on student recruitment from a reduction in course choices. A query was raised as to whether the future USS pension contribution assumption was raised and also as to whether potential cost savings should be included for the future closure of 42 Bute Gardens. It was reported that Finance Committee had discussed the USS pension assumptions, and in light of the volatility of financial markets and international recruitment it did not advocate altering this assumption and even if USS contributions remained at current levels savings would still be required to meet operating cash targets. Savings had also not been included for the closure of 42 Bute Gardens, but savings across the Estate would continue to be evaluated as part of future budgeting and planning rounds. Court agreed to leave the assumptions unchanged.

Court noted that 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. Staffing levels, organisational structure and shape would be considered as part of the priority projects to ensure the University remained sustainable and competitive. The risk of overcorrecting or making artificial adjustments that could harm

academic recruitment, quality or staff morale was also noted and it was agreed that any changes must be evidence-based and sensitive to the unique needs of each college and service. The importance of maintaining flexibility to respond to future changes in student demand—both increases and decreases—was also highlighted.

Court agreed that difficult decisions would need to be made and that it was important that action was taken now to ensure that the University was the right size and shape to ensure long-term financial sustainability and noted the importance of the projects referred to above in delivering this. It was also agreed that any communications to the wider University community on the budget plans for 2025/26 onwards were clear and set the right tone. Noting that the Finance Committee recommended the budget, Court approved the budget for 2025/26 and the financial forecasts.

CRT/2024/61. University Strategy – KPI Update

Court received a presentation from Professor Frank Coton (Senior Vice Principal and Deputy Vice Chancellor (Academic)) on the KPIs. Court last reviewed the KPIs in June 2024 and the presentation provided an update on progress since that date.

Court noted the presentation with discussion concentrating on the KPIs categorised as Amber (Caution) and Red (Unlikely to be Met). Areas highlighted included:

- Student Satisfaction – Indicator changed mid-cycle; improving but below target.
- Colleague Diversity – Positive trend; rate of change must increase to meet 2030 targets.
- Research Income per R&T Staff FTE – Suppressed by staff growth; income increasing but insufficient growth.
- CO₂ Emissions – Post-COVID rebound; not on track for 2030 target.
- Undergraduate Mobility – Target of 50% (revised to 30%) unachievable due to Brexit, COVID-19, and Turing Scheme cuts.

Professor Coton reported that the current KPIs were mostly end-of-cycle measures, making mid-cycle assessment difficult and that the next strategy would use more leading indicators to track progress. Going forwards the KPIs would also be aligned with strategic priorities, focused on outcomes the University could influence, and designed to avoid unintended consequences or potential for gaming. This would ensure KPIs reflected both strategic ambition and operational reality. It was also noted that the governance of KPIs would be reviewed to ensure clear oversight, especially for areas like student experience and progression.

Court members welcomed the shift toward more meaningful, actionable KPIs and thanked Professor Frank Coton for the update on KPIs.

CRT/2024/62. Report from the Principal

Court noted the report from the Principal – Paper 6. 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 SMG was monitoring the situation.
- Sector Issues – Court noted Universities Scotland had 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.
- League Tables – Court noted that the University had been placed 12th in the THE Impact Rankings 2025 and in the QS World University Rankings 2026 University

remained solidly in the top 100, falling one place to 79th in the world out of 1,501 ranked institutions. The University was placed 12th in the UK (down one place) and remained 2nd in Scotland.

The Principal noted that Professor Andy Schofield would be joining the University for a handover period on 1 September 2025, before taking over as Principal and Vice Chancellor on 1 October 2025. As part of the handover, Professor Schofield would be joining the Court Strategy Day and the September meeting of Court.

CRT/2024/63. Report from the University Secretary

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

CRT/2024/63.1 UKVI

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 and lessons learned.

CRT/2024/63.2 OSCR Changes

Court approved the collection of trustee details and agreed that SMG members would fall under the new senior management criteria, requiring them to confirm that they were not disqualified from being a charity trustee.

CRT/2024/63.3 Dunlop Bequest

Court approved the request to use Dunlop Endowment funds to support a four-year fixed-term Wind Tunnel Research Technologist post at the University's Acre Road site.

Court agreed to the formation of a small group which would review any changes to endowments/bequest which would normally be submitted to Court for formal approval. The suggested membership of the group included University Secretary, Head of Legal & Deputy Secretary, Executive Director of Finance or nominee, Chair of Finance Committee, and Convener of Court. It was noted that changes that would require OSCR approval would continue to come to Court.

CRT/2024/63.4 Court Strategy Day

Court members were invited to email any suggestions on the topics to be included in the Court Strategy Day programme in September.

CRT/2024/63.5 Sustainability Update

Court received a brief update on the University's progress in delivering the Glasgow Green strategy, presented by Dr Roddy Yarr (Director of Sustainability). During the discussion it was noted that a detailed pipeline of sustainability projects had been developed, with associated costings and project ownership identified. This included major capital interventions such as heat decarbonisation, energy efficiency upgrades, and estate rationalisation.

It was reported that the University remained committed to offsetting residual emissions by 2030, as outlined in the Glasgow Green strategy and discussions were ongoing with the Scottish Wildlife Trust (SWT) and RSPB Scotland to develop nature-based offsetting solutions aligned with the University's values (i.e. national, territorial, and ethical). Staff and

student commuting remained a target area for emissions reduction and the University confirmed that its offsetting ambitions included emissions associated with international student travel, in line with the original Glasgow Green commitments.

Court noted that a more detailed review would be presented to the Estates and Sustainability Committee in August with a formal report coming to Court in the autumn. It was agreed that future updates would include a clearer timetable for delivery, costing and details on an offsetting strategy and include a waterfall position for an interim year (2027 or 2028) to aid transparency and accountability.

CRT/2024/63.6 Organisational Change Governance Committee (OCGC)

Court noted the annual report from the Committee. During the discussion a query was raised about the current membership of the Committee as there was not a professional services staff representative and given the impact of the service excellence project it was felt that this should be reviewed. A query was also raised on the delegation of authority for Tier 2 organisational change proposals as this was not clear in the ToR. It was also unclear as to how the lessons learned from the recent review would be taken forward and what changes would be made to the Committee's ToR.

Court agreed that the University Secretary would take forward consideration of these points in the review of the OCGC Terms of Reference that was scheduled for the autumn. The review would also consider how to ensure that the Committee was appropriately informed and engaged in the oversight of the three strategic projects outlined as part of item CRT/2024/60 Budgets and Financial Forecast.

CRT/2024/63.7 Court Appointments

Court noted the following appointments: Paula McKerrow had been reappointed as Trade Union Representative from 1 September 2025 – 31 August 2029 and Professor Dan Haydon had been appointed as Senior EAMS from 1 August 2025.

CRT/2024/63.8 Head of School Appointments

Court noted the following appointments: Professor Simon Joss had been appointed as the Head of School, Social and Political Sciences, College of Social Sciences from 1 August 2025 for a 4 year period.

CRT/2024/64. Student Matters, including: SEC Report; SRC President update

CRT/2024/64.1 Rector update

No substantive matters were raised.

CRT/2024/64.2 SRC update and Annual report

The Court received a presentation from the SRC President on the Students' Representative Council (SRC) Annual Report for the 2024–25 academic year. The report highlighted the breadth and depth of the SRC's work across its three strategic pillars: representation; support and wellbeing; and student opportunities and community engagement.

Key areas highlighted included:

- Significant increase in democratic engagement, with a 101% rise in voter turnout in the autumn elections and over 9,700 students participating in the divestment referendum.
- Over 1,300 class representatives trained and supported, ensuring robust academic representation across all schools.

- Student Voice Working Group which had contributed to university-wide policy development, including wellbeing, cost of living, and travel cost mitigation.
- Extending its representation to transnational education (TNE) students in China and Singapore, and to students at the Dumfries campus, reinforcing its commitment to inclusivity and access.
- Advice Centre handled 2,280 cases and had distributed £120,000 in financial support for students.
- There had been a 24% increase in direct contact time with students, demonstrating the SRC's expanding role in student support.
- SRC led a number of initiatives on mental health, domestic abuse awareness, harm reduction, and support for home students.
- Over 350 affiliated clubs and societies, with more than 25,000 student members and nearly 100 society grants were awarded, and over 1,000 society office bearers received training.
- New resources were introduced, including a podcast studio, and the equipment lending library was expanded to address the cost of cultural participation.
- Volunteering and community engagement saw a 300% increase, with 92,000 hours logged by 2,270 registered student volunteers.

Court noted that the SRC would continue to enhance representation across all campuses and international partnerships, advocating for student needs in areas such as disability support and harm reduction and expanding opportunities for engagement, particularly for underrepresented groups.

Court thanked the SRC President and SRC for its outstanding work and the professionalism of its leadership. Members noted the importance of ensuring visibility and inclusion of students at Dumfries and other satellite campuses in future reports and communications.

The Convener thanked the SRC President for his report.

CRT/2024/64.3 Student Experience Committee

Court noted the Student Experience Committee report from the 16 May 2025.

CRT/2024/65. Reports of Court Committees

CRT/2024/65.1 Finance Committee

Court noted the report from the Committee which had 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.

Court also noted that the Committee had reviewed the Investment pipeline and had received a brief update on Project SIERRA, which remained on track.

CRT/2024/65.2 Estates and Sustainability Committee

Court noted the report from the Committee and that the key discussions had been on the Estates 2025/26 Investment Plan in relation to the balancing of preventative and responsive maintenance. It was noted that Estates team would continue to develop tools to help assess whether the University had struck the optimum balance, and to inform future budgeting processes.

Court also noted challenges remained in implementing the CBRE maintenance contract. Progress continued to be made, though there was a significant shortfall in the required

performance on reactive maintenance and contingency planning continued for a range of outcomes, which would also support retendering of the contract in due course.

A query was raised about Bute Gardens and the long-term future for the building, but it was noted that no decisions had been made.

CRT/2024/65.3 Information Policy and Strategy Committee

Court noted the report from the Committee. A critical vulnerability in the MyCampus system was identified by an external researcher and this had triggered a major incident response and engagement with the ICO. Although no data had been 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.

CRT/2024/65.4 Audit & Risk Committee

Court noted the report from the Committee, in particular the successful response to the UKVI audit, enhanced compliance systems and the establishment of a UKVI Governance Board. It was also reported that a new external position on the Audit and Risk Committee was being advertised and Court members would be send the details to share more widely.

Court agreed that further assurance would be sought from KPMG before their appointment as internal auditors was confirmed following the Gillies Report.

CRT/2024/65.5 Remuneration Committee

Court noted the report from the Committee and the issues that had been raised in relation to the pay correction for some clinical staff.

A query was raised about the ongoing discussions regarding the University's pay spine. It was suggested that the Remuneration Committee minutes did not accurately reflect the trade unions' experience and that further progress was urgently needed. The concern raised noted that despite two years of engagement, commitments made had not been fulfilled. Specifically, the revised pay spine had not been implemented, and the issues affecting Grades 5 and 6 remained unresolved.

The University Secretary acknowledged the delay and reported that this had been due to a number of factors , primarily the delays to the anticipated national revision of the pay spine and the financial uncertainty facing the sector, particularly around international student recruitment, which had made it difficult to commit to additional recurring expenditure. It was noted that the University had made some minor adjustments to address legal obligations around pay equity but had not yet implemented broader structural changes. However, the commitment to progressing the pay spine review in partnership with trade unions, pending further clarity on national developments and financial sustainability was reaffirmed.

A query was also raised about the potential conflict between the Remuneration Committee remit and the trade union agreement with the University in relation to Grade 10 pay awards and it was agreed that the Chair of the Committee would discuss this with the Executive Director of People and Organisational Development.

CRT/2024/65.6 People and Organisational Development Committee

Court noted the report from the Committee. A query was raised about the timings of the meetings and it was agreed that this would be reviewed by the Chair of the Committee.

CRT/2024/65.7 Health Safety and Wellbeing Committee

Court noted the report from the Committee. A query was raised about the governance and

consultation process surrounding the restructuring of the University's health and safety team. Court noted that Safety representatives had formally requested consultation on the proposed changes at the Health, Safety and Wellbeing Committee meeting in May 2024 and submitted two written requests. However, the first formal consultation meeting had only taken place recently and it was emphasised that while staff representatives aimed to be constructive and collaborative, the statutory consultation process must be respected. The University Secretary responded that the changes were very minor and that the team remained well-staffed. The University Secretary also committed to continuing consultation with trade union representatives. Court agreed that the campus trade unions and the Health, Safety and Wellbeing Committee should be fully consulted and informed of any structural or procedural changes in advance of any future changes taking place.

CRT/2024/66. Senate Matters

Court noted the report from the Senate meeting held on the 5 June 2025.

CRT/2024/67. Any Other Business

CRT/2024/67.1 Gillies Report

The Court held an initial discussion on the implications of the Gillies report. Key reflections included:

- **Governance and Behavioural Failures:** The report underscored the fact that structural governance mechanisms were insufficient without a culture of transparency, accountability, and ethical, values-led leadership. The importance of ensuring that senior leaders understand their primary accountability was to the institution, and not to individual line managers, was emphasized.
- **Financial Control and Risk Management:** The failures at Dundee were attributed not only to governance breakdowns but also to poor financial control and unrealistic budgeting. The importance of robust financial frameworks, scenario planning, and early intervention was emphasized.
- **Lessons for the University:** Members noted that the University of Glasgow's layered financial reporting, transparency, and diligence in budget planning were strengths. It was noted that Finance Committee had reviewed early lessons from Dundee and had incorporated them into the 2026 budget planning process.
- **Sector-Wide Implications:** Concerns were raised about the Scottish Government's response—providing £40 million in liquidity to Dundee over two years—which still might not be sufficient to resolve the underlying issues.
- **Values and Culture:** The report's emphasis on values-based leadership prompted reflection on how the University embeds values into its governance and operations. The need to align values with systems, strategy, and performance indicators, and to ensure that values were not merely aspirational but actively monitored and embedded, was stressed.
- **Oversight and Assurance:** Court discussed the need for ensuring clear governance, oversight of values, culture, and strategic risks at Court and sub-committees.

The Court agreed to revisit the Gillies report in more detail in September 2025, once further sector responses and internal reflections were available. It was proposed that the current Court Governance Working Group be closed, potentially with a new group established to focus specifically on lessons from the Gillies Report and other sector issues. Court also noted that the Audit & Risk Committee prior to their September meeting would be reviewing lessons for compliance, assurance, and behavioural governance in light of the report.

CRT/2024/67.2 Court Membership

Court noted thanks to the following:

Pablo Moran Ruiz, SRC President who had been the President since July 2024 and was

attending his last meeting.

Richard Reeve – Trade Union Nominee who was being replaced by Duncan Lowther. Professor Reeve had been a member since August 2023 and had served on the Estates and People and Organisational Committees.

Professor Simon Kennedy – Elected academic Member of Staff – Simon had been a member of Court since August 2017 and had served on many committees including Finance, Audit and Risk, Estates and Sustainability Committee.

Professor Bethan Wood – Senior Elected Academic member of staff. Bethan had been a member of Court since Sept 2017 and had also served on a number of committees including P&OD Committee, IPSC, Remuneration Committee, Estates and Sustainability Committee and Student Experience Committee.

CRT/2024/68. Date of Next Meeting

The next meeting of Court would be held on Thursday 25 September 2025 at 1.45pm. A Pre-Court briefing would take place at 12pm.

Court Meeting: 25th September 2025
Agenda Item: Learning & Teaching Strategy Update
Responsible: Prof Moira Fischbacher-Smith, VP Learning and Teaching

Executive Summary:

This paper and presentation provide an update to Court on progress with the L&T Strategy, following on from the priorities outlined in the November 2024 Court update.

Court is asked to: **note that progress with Strategy implementation is on-track in the main with one exception in terms of a refresh of our quality assurance and enhancement framework which is being carried forward into 2025-26.** Court is asked to **note** with respect to planned activity for 2025-26, **risk to implementation** arising from: the **overall capacity for change across the University; potential competing priorities; and complexities arising from our internal regulatory environment.** Also to **note**, are the **proposals in place to mitigate these risks.**

During 2024-25, there has again been huge commitment to the L&T Strategy activity and considerable pride in what has been achieved. A particular highlight has been the engagement with student interns, the co-creation of our pilot Curriculum for Life courses and the new Embedding Employability Skills framework due for launch in Sept 2025. We have also seen increased awareness of the expectations concerning assessment design set out in the Learning Through Assessment framework. Our communications strategy is proving very effective with a growth from 22k views of online content in Jan 2024 to 78k views in Jan 2025. We believe this is evidence of growing engagement and an encouraging indication of readiness for change that is important ahead of the launch of the new Learning & Teaching Strategy (2025-35).

Action Required:

- | | |
|-------------------------------------|-------------------------|
| <input type="checkbox"/> | FORMALLY APPROVE |
| <input checked="" type="checkbox"/> | FOR DISCUSSION |
| <input checked="" type="checkbox"/> | TO NOTE/FOR INFORMATION |

Resource Implications: The activity outlined in the plans for 2025/26 has been funded through the recent budget round. We note this comprises continued activity plus some additional resource to support the Course and Portfolio Review project that was approved at the June 2025 Court meeting as a strategic priority project.

Risk and Assurance: This paper and presentation do not directly address matters of compliance. We do note the need to review our Quality

Assurance and Enhancement framework to fully reflect external reporting requirements, but at this stage, we do not believe there to be a compliance risk in terms of the designed-for approach. Work underway in relation to regulatory review of the code of assessment, enables prioritisation of a key area of compliance concerning academic standards. Wider work will follow but as noted in the presentation and paper, there remain resource constraints that impact on this activity.

University Strategy:

Learning and Teaching Strategy

Sustainability Implications/Assessment:

There are no sustainability implications in terms of Glasgow Green. There are educational developments that align with enabling students and staff to improve climate literacy.

Student Experience:

Much of the activity within the L&T Strategy directly enhances the student experience. NSS actions (direct and indirect) are highlighted, in particular those in relation to students' experience of assessment and feedback.

Equality Considerations:

EDI considerations are not highlighted in this paper, but are embedded within the areas of activity within the Strategy.

Supporting Information:

There are a number of links embedded in the paper/narrative below that are supplied for interest. None are essential to understanding the presentation or contributing to the discussion. Paper 4c is for information only and not required reading

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.

Withheld due to commercial sensitivity



Court Meeting:	25 th September 2025
Agenda Item:	Annual Risk Update for Court Review
Responsible:	Gregor Caldwell, Executive Director of Finance Craig Chapman-Smith, Director of Strategy Implementation and Risk.

Executive Summary:

This paper provides Court members an update on how the Senior Management Group identifies, assesses, mitigates and manages strategic risk. This is an annual requirement as part of the University's risk management policy and governance requirements.

In addition to this paper, Court members are provided with the full Strategic Risk Register – Paper 5b. This can be used to support the paper and is not considered to be mandatory reading.

Court members are **invited to review and feedback on:**

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

Action Required:

- FORMALLY APPROVE
- FOR DISCUSSION
- TO NOTE/FOR INFORMATION

Resource Implications:	Not Applicable
Risk and Assurance:	Court retains responsibility for the review of the effectiveness of risk management systems of control independently from the Audit and Risk Committee and is responsible to review the content of the Strategic Risk Register (SRR) annually.
University Strategy:	The Strategic Risk register support the delivery of the University strategy so covers all strategies.
Sustainability Implications/Assessment:	Sustainability is one of the SRR risks and considers the Glasgow Green strategy.

Student Experience: Any challenges to delivering student experience are identified within the SRR thereby supporting student experience/student life.

Equality Considerations: No EDI considerations required.

Supporting Information: Paper 5b provides the full SRR for reference and is not considered to be essential reading for discussion.

Classification:	<input type="checkbox"/> OPEN
	<input type="checkbox"/> CONFIDENTIAL
	<input checked="" type="checkbox"/> STRICTLY CONFIDENTIAL

The SRR is treated as confidential and is not shared beyond SRR members unless permission is approved.



University
of Glasgow

COURT

Court Meeting: 25 September 2025
Document Title: Court Effectiveness Review
Responsible: Gavin Stewart, Convener of Court

Executive Summary:

Following discussion at the last Court meeting further developments have taken place. Universities Scotland (US) have developed a response to the report to be issued by US in conjunction with the Committee of Scottish Chairs (CSC). The UK wide Committee of University Chairs (CUC) has also initiated a review of HE governance which should be available in early 2026. The CSC has also met three times since the publication of the report to discuss developments. This paper outlines the formation of a subgroup and proposed next steps to review the recommendations along with further reports in relation to the Gillies Report.

Court is **asked to approve** the formation of the Gillies Review Subgroup and the suggested next steps.

Action Required:

- | | |
|-------------------------------------|-------------------------|
| <input checked="" type="checkbox"/> | FORMALLY APPROVE |
| <input type="checkbox"/> | FOR DISCUSSION |
| <input type="checkbox"/> | 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: The 18 'Lessons that may be beneficial for the Sector' from the Gillies report - Paper 6b
 Full Gillies Report - [Gillies-Report.pdf](#)
[The 2023 Code | Scottish Code for Good Higher Education Governance](#)

Classification:

- OPEN
- CONFIDENTIAL
- STRICTLY CONFIDENTIAL

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

University of Glasgow

Gillies Report Update

Introduction

Following the publication of the Gillies report on 19 June several further developments have taken place. Universities Scotland (US) have developed a response to the report to be issued by US in conjunction with the Committee of Scottish Chairs (CSC). This document will be issued to Court as soon as it is finalised.

CSC has met three times since the publication of the report to discuss developments and how to respond as well as sharing observations on what different institutions are planning (as well as an initial meeting to hear directly from Professor Gillies).

The response broadly covers the following points:

- It supports Professor Gillies' conclusion that the Scottish Code of Good Higher Education Governance remains robust, relevant, and fit for purpose.
- It emphasises the impact that the squeeze on funding has had on every Scottish University.
- It strongly supports the 'enhancement approach' to strengthening governance as demonstrated by the regular reviews of both the Code and of individual institutions (as we had in 2023).
- It emphasises that the failures of management and governance highlighted at Dundee do not reflect the situation across the sector.
- It highlights the current process being run by the Committee of University Chairs (CUC) across the UK to review HE governance (CSC and SFC are involved in this).
- It recognises the importance of transparency and accountability as well as of ensuring responsiveness as well as financial sustainability and strategic resilience. It also recognises the importance of culture and values.

The response also commits Scottish Universities to:

- individual institutions reviewing and reporting through the established governance effectiveness processes against each of the 18 lessons offered in the Gillies report.
- All Scottish HE institutions reviewing the outputs of the Committee of University Chairs (CUC) review of HE governance, and where appropriate taking the necessary steps to assess itself against the recommendations and to agree an action plan to rectify any identified gaps. (There is also reference to dealing with any OSCR recommendations.)
- An inclusive dialogue at national level, focused on best practice, between our Chairs, Principals and our staff and student representative bodies once we have the conclusion of the CUC review.
- A collective assessment being made in due course on whether the outputs of the Committee of University Chairs (CUC) review of HE governance requires any updates or refinements to the Scottish Code of HE governance.
- Strengthening the process for recruitment of chairs and considering ways to improve induction and training for Court members.

Finally the report sets out some actions that could be taken on funding by the Government which do not lead to any actions for us at present.

Action requested

The following sets out the steps I propose we take at Glasgow in the short term.

- Set up a subgroup of Court to review the 18 Gillies recommendations against our current position with proposals for changes, if any, brought to Court.
- Ask participants to comment on the robustness of their induction to Court after 6 months membership. (All members of Court are invited to the induction session being held on Friday 14 November 2025.)

- Introduce a specific high level FD report to Court meetings (frequency to be agreed).
- Hold a session for Court members on culture of Court and governance (possibly a pre-Court session) by the end of this year.
- Hold a financial deep dive session by end February 2026 – suggested date is the morning of 11 February 2026 Court meeting.

In addition, the ARC have already started to review lessons from the Gillies report for their own approach.

The proposed membership of the Gillies review subgroup is myself as Chair, two further lay members, two staff members, the SRC president and the University Secretary. It will be expected to conclude by the February Court meeting, and to supply an interim report to the November Court.

Next steps

The subgroup will be set up to review the recommendations and provide an interim report to Court at the next meeting.

Lessons that may be beneficial for the wider sector in Scotland

Section 7

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Lessons that may be beneficial for the wider sector in Scotland

The responses to the Questions provide the opportunity for the University to learn lessons from the circumstances that led to the deterioration.

Standing back, the well-established Scottish Funding Council's Financial Memorandum ('FM') with Higher Education Institutions and the Scottish Code of Good Higher Education Governance in Scotland ('Scottish Code') are fit for purpose.

Whilst the University was obliged to comply with the FM, it did not. Whilst the Scottish Code provides a framework for adequate and effective management and governance arrangements, the University failed to operate effectively in practice (both governance and management).

There are a small number of general lessons:

1. The UEG, or equivalent, should actively consider and challenge the management accounts of the institution from a position of understanding of the totality of operations. There needs to be:
 - An integrated income & expenditure, cashflow and balance sheet.
 - Transparent cash reporting and cash management i.e. budgeted and allocated cash, unallocated operational cash.
 - Control and reporting of capital projects in a way that is not separate to or segregated from the whole university financial reporting; and
 - Transparent treasury management (especially if RCFs or loan finance is being used or is available);
2. Active and critical appraisal and challenge of the Risk Register;
3. Where there are obvious sensitivities (high risk rating) on student recruitment or financial sustainability, there should be regular updates to the Finance Committee (or equivalent) as a check and balance on budgets and forecasts;
4. Where there are loan or RCF covenants, depending on headroom these should be reported to UEG on a monthly or quarterly basis (in real time and based on the prior month's management accounts);
5. There needs to be a culture (in practice) of the validity and value of questioning at all levels in a way that is without fear;
6. The Chair of UEG (ordinarily the Principal) should be receptive to challenge;
7. Curiosity should be encouraged (and whether at UEG, ARC, Finance Committee or Court) - one person's 'innocent question' ("I don't really understand but...") is often a catalyst for another person and the engagement leads to a far richer understanding and potentially uncovering of risks and issues that are worthy of debate;
8. There should be clear and unambiguous early communication to Court and its committees regarding matters of importance to the whole university;
9. Minutes should reflect challenges and not bias. They should also make clear how decisions were arrived at;
10. Both the UEG and all members of Court should live the nine principles of public life;
11. The ARC should be able to stand back on any matter and review or enquire. The ARC should be the conscience of the University - the ultimate back stop for any matter.
12. The University of Dundee had a practice of the Chair of FPC 'in attendance at ARC' and the Chair of ARC 'in attendance at FPC'. This overlap can appear functional in theory but from a best practice perspective often falls over in practice. The respective Chairs can readily get sucked into the detail and, in particular, the Chair of ARC returns to ARC with a pre-set and (likely) biased view. ARC should retain an element of independence in the overall governance and certainly absolute objectivity - this is readily lost. Best practice would be for no overlap - there will be members of the Executive that do attend both and the different lenses are helpful;
13. In extremis, and it is seen (UK wide), institutions have a habit of forming a 'Committee of Chairs of Committees' or similar. In doing so, the Chair of ARC automatically loses their objectivity. The 'conscience of the University' is lost and objectivity over new and emerging risks can readily be overridden by a bias from prior (and detailed) consideration in a different context to ARC's considerations;
14. Papers must (not should) be provided in advance of meetings (and regardless of UEG, Court or its committees). Papers should be provided to give members time to read and consider in advance;
15. Papers should never be provided retrospectively, this is poor practice, regardless of the considered confidentiality of content - good governance cannot happen in a vacuum and the Executive need to work within the Board and Committee structure of the University;

-
16. There are few instances in Scotland where the University Secretary (or equivalent) is the Chief Operating Officer of the institution, but this dual role can create conflicts of interest that are difficult to resolve in real time. While there will be a direct reporting line to the Chair of Court / Governing Body, there will also be a reporting line to the Principal. These two lines often work 'until they do not'. Care should be taken to ensure the primary responsibility is always to the Chair of Court;
 17. The FM could usefully be updated for 'responsibilities of the Principal' and in particular in the role as 'Accountable Officer' and the responsibilities of Chair of Court; and
 18. A values-led University culture, which privileges transparency and accountability, is likely to actively support evidence-based collaborative decision making, integrity and openness to challenge and debate.



University
of Glasgow

COURT

Court Meeting: 25th September 2025
Agenda Item: SPID update
Responsible: Nicola Cameron MRICS, Director of Property Joint Ventures
 Gregor Caldwell, Executive Director of Finance

Executive Summary:

The purpose of this paper to update Court on progress and status of the Strategic Property Investment & Development (SPID) Joint Venture (JV) project, provide a reminder on the background to the project and outline the main differences between a Joint Venture versus UofG full ownership.

A tender process was launched June 2025 with the aim of selecting and forming a joint venture with a third party to fund:

- ~477 bed student residence at the southern end of Church Street (Plot E1)
- ~290 bed student residence on Lilybank Car Park
- ~440 desk Innovation space at the northern end of Church Street (Plot J)
- ~option to develop further innovation space on Church Street (Plot H)

Ten bids have now been received from third parties which are being evaluated, with a view to taking forward 2-4 bids for interview and final evaluation, thereafter agreeing heads of terms with a preferred bidder by October 2025. An update will be brought to Court in November on progress.

As presented in February and April to Court, this paper seeks formal acknowledgement of the adjustment of red lines to allow investment in the joint venture and securing leased space in the innovation hub. Court is asked to approve the adjustment as discussed and shaped by SPID Oversight Group.

[REDACTED]

[REDACTED]

[REDACTED]

Court is asked to approve the adjustment to red lines as we progress negotiations to allow investment in the JV (securing a larger minority share and subsequent income stream) and the small sub let of desks in the Innovation Hub to preserve space for UofG.

Action Required:

- FORMALLY APPROVE
- FOR DISCUSSION
- TO NOTE/FOR INFORMATION

- Resource Implications:** There is currently £15.5m in the investment plan to invest into SPID.
- Risk and Assurance:** Commercial, Legal, Reputational – can all be mitigated with clear detailed contracts and JV agreements.
- University Strategy:** Student experience strategy (Student residences provision)
Innovation strategy (Creating space for spin outs)
Finance strategy (Commercial returns)
Estates strategy (Campus Masterplan)
- Sustainability Implications/Assessment:** All new builds have been designed to BREEAM Excellent including PV, green and blue roof and active travel and connections for district heating have been included. Have all been reviewed by GCC Planning Directorate.
- Student Experience:** Provides student accommodation on or in close proximity to campus. Also creates amenity space accessible to all students on the ground floor of the residences.
- Equality Considerations:** PBSA has been designed with a variety of rooms which are accessible to support student experience, enhancing the current portfolio and all the new buildings have been designed to align with National Government accessibility policy and regulation.
- Supporting Information:** None

Classification:

- OPEN
- CONFIDENTIAL
- STRICTLY CONFIDENTIAL

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As we are in a selection process and subsequent legal negotiation for the joint venture. The document should be considered strictly confidential.

Court Meeting: 25 September 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. Student Recruitment and Admissions

The early September forecast for Postgraduate Taught (PGT) admissions, and interim updates since, continue to reflect a very positive outlook for the University relative to the UK sector. In terms of Undergraduate recruitment, we have seen an excellent outcome, with final RUK and International numbers expected to meet targets.

2. Higher Education Developments and Political Update

University of Dundee

The SFC has rejected the University of Dundee's proposed recovery plan, which included a further 400 job cuts in response to a projected £35m deficit. The SFC has instead outlined an alternative direction for the institution.

Proposed levy on international tuition fees in England

It has been widely reported that the levy on international tuition fees proposed in the Immigration White Paper in May could reduce HE sector income by over £600m per annum.

REF 2029 Developments

There has been an intensive period of sector-wide discussions in relation to the REF 2029 framework, culminating in the Minister for Science, Innovation and Technology, Sir Patrick Vallance, announcing a short pause to the REF 2029 process. There is no change to the overall timeline.

Cabinet Reshuffle

On 5 September, the resignation of Angela Rayner from her government roles triggered an early Cabinet reshuffle (originally planned for later in the autumn). The paper includes a briefing on relevant Secretaries of State and Scottish/University of Glasgow alumni in Cabinet. The University will work to engage with new Ministers relevant to HE and Scotland.

3. League Table Results

THE World University Rankings: Court will be updated at the meeting.

NSS 2025: some improved scores, but no improvement in overall position.

Guardian University Guide: 24th

The Times/Sunday Times Good University Guide: 22nd

4. Humanitarian Response Fund - Scholarships

The Senior Management Group has approved the introduction of a new scholarship scheme to support applicants displaced by armed conflict, with an initial focus on those affected by the ongoing crisis in Gaza.

5. Key Activities – Engagements since last Court meeting

6. Senior Management Group Business since last Court meeting.

Action Required:

- FORMALLY APPROVE
- FOR DISCUSSION
- TO NOTE/FOR INFORMATION

Resource Implications: N/A

Risk and Assurance: N/A

University Strategy: All

Sustainability Implications/Assessment: N/A

Student Experience: N/A

Equality Considerations: N/A

Supporting Information:

Classification:

- OPEN
- CONFIDENTIAL – Admissions update confidential
- STRICTLY CONFIDENTIAL

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



Court - Thursday 25 September 2025

Principal's Report

Items A: For Discussion

1. Student Recruitment and Admissions

The early September forecast for Postgraduate Taught (PGT) admissions, and interim updates since, continue to reflect a very positive outlook for the University relative to the UK sector.

[REDACTED]

[REDACTED]

In terms of Undergraduate recruitment, we have seen an excellent outcome, with final RUK and International numbers expected to meet targets.

The Senior Management Group has noted the need for further insight into changing market demand for specific programmes to inform recruitment and conversion strategies for the 2026 cycle, and External Relations will work with Colleges to ensure a full programme portfolio is available for January entry. It is my view, and that of the Senior Management Group that we will have to continue to demonstrate the agility we have shown in the last two years to continue to thrive in a market which is becoming much more competitive.

2. Higher Education Developments and Political Update

University of Dundee

Court members will wish to note recent developments at the University of Dundee, where the SFC has rejected the university's proposed recovery plan, which included a further 400 job cuts in response to a projected £35m deficit. The SFC has instead outlined an alternative direction for the institution, which – it has been reported – will be considered by the University of Dundee Court at the earliest opportunity. This follows the findings of the Gillies report published in June, highlighting significant failures in financial oversight and governance. The University of Dundee received £22m from the SFC in February, with an additional £40m to be received in the next two academic years. Meanwhile, the Higher Education Minister has written to Scottish University Principals to reassure us that funding provided to the University of Dundee will not affect other institutions' funding allocated via SFC. The letter states that the Scottish Government remains committed to a fair and sustainable funding model.

I will update Court further at the meeting, and the Senior Management Group will continue to monitor developments closely and provide further updates as appropriate.

Proposed levy on international tuition fees in England

It has been widely reported that the levy on international tuition fees proposed in the Immigration White Paper in May could reduce HE sector income by over £600m per annum. The Education Select Committee has launched a mini-enquiry into Higher Education and Funding, including the threat of insolvency and international student issues. Court may be interested in the evidence provided to the enquiry by BUFDG, the representative body for UK higher education finance directors and their teams. The evidence can be found [here](#), with key points as below:

- The UK higher education sector contributes £265bn annually to the economy; international students account for £37.4bn of this (2021/22 figures).
- In 26 parliamentary constituencies, higher education is the largest export sector; in 102, it is among the top three, making international students vital to local and national economies.
- Proposed government policies - such as an international student levy and tighter visa restrictions - threaten this income stream. **The levy could reduce sector income by around £600m per year, with individual universities facing losses of 1–3% of turnover.**
- The sector's financial position is already fragile, with average surpluses at just 0.5% and many institutions in deficit.
- Visa changes and reduced post-study work rights are making the UK less attractive to international students; recruitment fell by 15.5% in 2023/24.
- The financial model's reliance on international students is increasingly vulnerable due to market volatility and price sensitivity.

- Institutional insolvency would have severe consequences, including disruption to students, job losses, reputational damage, and negative impacts on local economies, public services, research, and community engagement.

REF 2029 Developments

There has been an intensive period of sector-wide discussions in relation to the REF 2029 framework, with much debate around the previously proposed changes. In brief, these changes signaled a reduced weighting for research outputs, alongside an increased weighting for ‘People, Culture and Environment’ (PCE). As Court will recall we were one of the Universities which took part in a pilot exercise on the PCE element. Although the outcomes for the pilot have not been published, we know from our own experience that there are concerns in the research community about the bureaucratic load of the additional elements of PCE.

Sector bodies including the Russell Group objected to the proposals, with a range of voices calling for a return to the REF 2021 rules. I have published a number of opinion pieces on this issue arguing for an exercise which is as close as possible to the REF 2021 rules, which addresses some of the concerns with the proposed REF 2029 rules.

It has been reported that the UK REF team, in response to these calls, are prepared to reduce the proposed weighting given to PCE. At the Universities UK conference on 4 September, the Minister for Science, Innovation and Technology, Sir Patrick Vallance, announced a short pause to the REF 2029 process. The pause is intended to simplify, streamline, and reduce bureaucratic burden, while ensuring alignment with government strategic objectives. Importantly, the overall REF timetable remains unchanged, and the University continues its REF preparation work, including the development of our REF Code of Practice. The SFC has indicated that much of the work to reduce burden is already well underway, and that the UK funding bodies and REF team are now developing plans for broader elements. Further updates are expected shortly. The REF panel members were also announced on 4 September, and their appointment suggests that no radical changes are anticipated beyond those already discussed. The University will continue with its REF preparations, and Professor Chris Pearce has asked Heads of College and Deans of Research to encourage staff to remain engaged.

22 colleagues from the University of Glasgow have been appointed to REF 2029 panels, including one sub-panel chair, three deputy sub-panel chairs, two interdisciplinary main panel members, and 16 others involved in criteria setting and assessment. Of these, 12 served in REF 2021. This level of representation on the panels is a very positive outcome for the University, and is second only to the University of Manchester amongst the UK universities.

Cabinet Reshuffle

On 5 September, the resignation of Angela Rayner from her government roles triggered an early Cabinet reshuffle (originally planned for later in the autumn). The briefing below covers relevant Secretaries of State and Scottish/University of Glasgow alumni in Cabinet. The University will work to engage with new Ministers relevant to HE and Scotland.

Secretaries of State

- **Shabana Mahmood** has replaced Yvette Cooper as Home Secretary.
- **David Lammy** has replaced Shabana Mahmood as Lord Chancellor and Secretary of State for Justice, and replaces Angela Rayner as Deputy Prime Minister.
- **Yvette Cooper** has replaced David Lammy as Secretary of State for Foreign, Commonwealth, and Development Affairs.
- **Steve Reed** has replaced Angela Rayner as Secretary of State for Housing, Communities, and Local Government.
- **Peter Kyle** has replaced Jonathan Reynolds as Secretary of State for Business and Trade. Reynolds is now Chief Whip and Parliamentary Secretary to the Treasury.
- **Liz Kendall** has replaced Peter Kyle as Secretary of State for Science, Innovation, and Technology. She was previously Secretary of State for Work and Pensions.
- **Douglas Alexander** has replaced Ian Murray as Secretary of State for Scotland.

Scottish Ministers and University Alumni

Three University of Glasgow alumni now hold ministerial roles. They are:

- **Dr Zubir Ahmed MP (Glasgow South West)** has been appointed Parliamentary Under-Secretary of State in the Department for Health and Social Care.
- **Blair McDougall MP (East Renfrewshire)** has been appointed Minister of State in the Department for Business and Trade.
- **Michael Shanks MP (Rutherglen)** has been appointed Minister of State in the Department for Energy Security and Net Zero.

Other Scottish Ministers:

- **Douglas Alexander (Lothian East)** has been appointed Secretary of State for Scotland.
- **Ian Murray (Edinburgh South)** has been appointed Minister of State jointly in the Department of Culture, Media, and Sport (Minister for Creative Industries) and the Department of Science, Innovation, and Technology. He was previously Secretary of State for Scotland.
- **Martin McCluskey (Inverclyde and Renfrewshire West)** has been appointed Minister of State in the Department for Energy Security and Net Zero.

3. National Student Survey Results and University Rankings

At the last meeting, I reported our position in three league tables: the Times Higher Education Impact Rankings – remaining 12th in the world; the QS World University Rankings – down one place to 79th in the world and the Complete University Guide 2026 – down three places to 31st in the UK.

Times Higher Education World University Rankings

This important league table for us, given our international recruitment, will be published at the annual world summit, which this year is held at KAUST, Saudi Arabia in the second week of October. I will provide an update at the meeting on where we anticipate our outcome this year to be.

National Student Survey 2025

The results of the 2025 National Student Survey (NSS) were released by the Office for Students on 9 July. Unfortunately, Glasgow's overall performance has not improved, despite showing some encouraging improvements in key areas, including an 11.6 percentage-point increase in Timeliness of Feedback and a 5.2 percentage-point rise in Student Voice. These gains reflect the dedication of colleagues across the University, and I am grateful for their efforts.

However, it is clear that our overall performance in the NSS remains a major concern, with our relative position in the sector unchanged and several areas still significantly below benchmark. This follows a period of gradual decline over recent years, and it is imperative that we now reverse this trend. Improving the student experience is a shared institutional priority, and the Senior Management Group is committed to taking action, recognising the need to work collaboratively at School and programme level. To support this, colleagues in Planning, Insight and Analytics have developed an NSS dashboard to help staff explore results and benchmark performance. Senior Management Group will consider further actions to address these challenges, and I have asked all colleagues to reflect on this year's results and engage with the resources available. We recognise that addressing our NSS performance is essential if we are to deliver the experience our students expect and deserve.

In discussions with SMG and the incoming Principal, we intend to continue the work of the NSS task force (chaired by Professor Frank Coton) this year, and we will act to address areas of underperformance working with individual Heads of Schools.

A summary of the results is shown below:

- Scores are generally up across the board, and in several cases significantly so.
- However, this has not generally led to a relative uplift in our sectoral position: we continue to lag versus the sector overall, and our rank positions have not meaningfully shifted.
- Overall satisfaction is up at 78.6% (compared to 75.9% last year), but we continue to lag behind other Scottish institutions, and over 20% of respondents continue to be neutral or unsatisfied with their experience.
- Our overall thematic performance generally follows our historic pattern: strong on teaching (86.1%), learning opportunities (79.8%), academic support (83.6%), and learning resources (84.8%); less so on assessment and feedback (70.8%), organisation and management (70.8%), and student voice (71.5%).
- We consistently underperform versus the sector benchmark on almost all questions, and generally statistically-significantly so, even where our absolute score increased versus last year.
- Performance is generally under benchmark across our subject portfolio.
- These NSS outcomes are the major driver in the deterioration in our national league table performance, addressed below.

Guardian University Guide 2026

The Guardian published the Good University Guide 2026 on 13 September, ranking the University 24th from 123 institutions (down ten places from 2025).

In the Russell Group, Glasgow has dropped to 15th place (from 8th for the preceding 6 years) and 5th in Scotland, behind St Andrews, Edinburgh, Aberdeen and Strathclyde (placing 2nd, 13th, 18th and 19th respectively).

The Times/Sunday Times Good University Guide 2026

The Times and The Sunday Times Good University Guide 2026 was released on 19 September.

- Glasgow ranked **22nd** – down six places from 16th in 2025.
- RG rank has dropped to **17th** (down from 11th in 2025).
- In Scotland, we remain **3rd** behind St Andrews and Strathclyde (who have climbed to 11th in the overall ranking, up from 20th last year).
- We are **third** in the country for subjects ranked **number one** in the league table, behind Cambridge and St Andrews. Five subjects were ranked number one: Animal science, Dentistry, Food Science, Information systems and management and Veterinary medicine.

Durham University has been named University of the Year 2026, and the University of Strathclyde is Scottish University of the Year 2026.

It is worth noting that there has been significant volatility in the Scottish sector. Within the top 30, Aberdeen has dropped from 15th to joint =23rd with Dundee (up from 36th), while Edinburgh has dropped from =17th to 25th. In total, seven out of the eleven biggest changes in ranking in the top 50 were Scottish institutions. This is in part because of changes to the methodology over time.

4. Humanitarian Response Fund - Scholarships

The Senior Management Group has approved the introduction of a new scholarship scheme to support applicants displaced by armed conflict, with an initial focus on those affected by the ongoing crisis in Gaza. The proposal aims to respond to gaps in current provision, particularly for individuals excluded from existing schemes due to UKVI restrictions and residency requirements. SMG has confirmed investment of £1m in the current financial year to provide tuition fee waivers, living stipends, and support for travel and visa costs.

The scholarships are open to applicants from any conflict-affected region, aligning with the University's commitment to inclusive education and its University of Sanctuary status.

At the time of writing, a small number of students from conflict-affected regions have been able to take up these scholarships and have arrived with us in Glasgow. I will update members further at the meeting.

Items B: For Information

5. Key activities

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

Academic Development and Strategy

- 7 July – I provided opening remarks at the British and Irish Association of Jewish Studies Conference, hosted at the University of Glasgow
- 14 July – I gave the opening speech at the joint International Conference on General Relativity and Gravitation and the Edoardo Amaldi Conference on Gravitational Waves
- 6 August – I gave the opening speech at the Chinese Economic Association Annual Conference, hosted at the University in collaboration with Nankai University.
- 25 August – I convened a strategic planning meeting for the Advanced Research Centre
- 26 August – I chaired the interview panel for the appointment of the Daniel Jack Chair of Political Economy, Adam Smith Business School.

Internationalisation Activities

- 26 June – I co-chaired the University of Glasgow and University of Electronic Science and Technology of China Joint Management Board Meeting.
- 27 June – I hosted colleagues from Nankai University and representatives of the Tianjin Municipal Government, and held a signing ceremony in relation to an Expression of Interest in expanding TNE activities between Glasgow and Nankai.
- 30 June – I co-signed a Memorandum of Understanding with the Educational Affairs Attaché of Portugal, Dr Cátia Verguete
- 7 August - Meeting with Professor Jiadong Tong, Professor of Economics and former Vice Principal, Nankai University during his visit to Glasgow.
- 9 September – Welcomed a senior delegation from Sorbonne University, Paris
- 15 September – Meeting with Dr Stefan Lang , Secretary General of CIVIS.

Lobbying/Policy Influencing and Promoting the University

Media engagement

- 18 July – Recorded a podcast on “My Imaginary University”
- 8 August – Interview on ‘The Science Show’ with Dr Adetunmise Dada. Dr Dada is a Lecturer in Optics & Quantum Technology in the School of Physics & Astronomy who hosts a live radio show on science & technology on Scottish radio station for people of African and Caribbean descent, Jambo Radio.
- 2 September – I was interviewed for Times Higher Education, discussing changes to the sector in the last 15 years and thoughts on the future of universities
- 2 September – Interview regarding higher education futures for a podcast series

- 4 September – I appeared on The Wonkhe Show podcast, discussing current topical sector issues
- 16 September – I was interviewed by Douglas Fraser, BBC Scotland.

Royal Society of Edinburgh (RSE) meetings

- 3 July - Royal Society of Edinburgh: Induction of Royal Honorary Fellow and Royal Medal Ceremony 2025
- 3 July – RSE Visioning Session
- 4 July - RSE Africa Working Group meeting
- 18 July – Follow up meeting, in relation to the RSE Conference
- 4 September - RSE Economy and Enterprise Committee Meeting
- 8 September – RSE Council Meeting
- 8 September – RSE Trustee Training
- 10 September – RSE Senior Leadership Team Meeting
- 10 September – Meeting with RSE CEO
- 10 September – Meeting with RSE Head of Fundraising at Royal Society of Edinburgh

Other external engagement

- 25 June – I led a roundtable discussion with a group of Vice Chancellors “From the Vice Chancellor’s Desk” at the Venn Conference, based on real challenges set by UK University VCs
- 27 June – Attended a meeting of the Universities Scotland Future Funding Working Group, a small subset of Principals
- 7 July – Meeting with Mary Senior, Scotland Official of UCU
- 8 July - Russell Group Lunch with Jess Glover, Director General, Growth and Productivity, His Majesty’s Treasury
- 9 July – I attended ‘Joining Up Pro-Productivity Policies in the UK’ - The Productivity Institute Publication Launch
- 10 July - Russell Group Board meeting and dinner
- 16 July – I attended the funeral of Sir Geoff Palmer, Chancellor of Heriot-Watt University, honorary graduate of the University of Glasgow and one of our external advisers on our report into links with historical slavery
- 16 July – Discussion on current sector issues with Universities UK
- 21 July – Met with the Permanent Secretary to the Scottish Government, Joe Griffin, who took up post in April 2025.
- 22 July – Met with the new Deputy Director, Funding & Regulation, Universities UK as part of his visit to the University of Glasgow
- 5 August - Call with the Russell Group Board and Professor Dame Jessica Corner in relation to REF 2029
- 6 August – I hosted Professor Steve Olivier, Principal and VC of Robert Gordon University as part of his visit to the University of Glasgow
- 7 August – I met with Alison Macrae, Senior Director, Glasgow Chamber of Commerce
- 31 August/1 September – I hosted a senior delegation of Australian university leaders as part of the CASE Global Leaders Programme. Glasgow was the first stop on a study tour of the UK for the delegation. As part of this I chaired a session on the HE Funding

Landscape in the UK and Scotland, and hosted a dinner, which offered an opportunity for the incoming Principal to meet the delegation and to take part in a roundtable discussion on leadership transitions.

- 2 - 5 September – Hong Kong University Grants Committee meetings. I joined these meetings online, rather than travelling to Hong Kong, given the transition and handover with the incoming Principal.
- 3 September – Meeting with Jenny Gilruth MSP, Cabinet Secretary for Education & Skills, who was visiting the University to launch the Centre for Teaching Excellence. This is a competitively won Centre which will be hosted in the School of Education.
- 10 September - Spoke at an event hosted by the Consul General of Italy to Scotland, entitled ‘Valuing Cultural Capital for Social Wellbeing’
- 11 September – I attended a dinner and roundtable discussion on ‘Universities, investment and growth - new models to accelerate radical change’ dinner in London, coordinated by Alex Favier, of Midlands Global Campaign Director of Invest in UK R&D – Midlands and WonkHE. This was attended by senior University leaders, business leaders and representatives of venture capital.

Internal activities and Communications and Alumni events

- 2 July – UofG Gift Acceptance Committee
- 8 July – I hosted a summer networking event for London alumni.
- 17 July – Meeting with a leading philanthropic donor on their visit to campus
- 4 August – Regular catch up meeting with the Student Representative Council Sabbatical team
- 7 August – Hosted an event to mark the re-signing of the Santander Universities Funding Agreement
- 7 August - Meeting with a leading philanthropic donor to the University
- 7 August – I recorded personal ‘thank you’ video messages for principal donors who have been added to the University’s Roll of the Benefactors
- 8 August – I attended the funeral of Sir Kenneth Calman, the University’s former Chancellor
- 25 August – I hosted a lunch for a small group of lead donors
- 2 September – UofG Gift Acceptance Committee
- 3 September - Welcome Address at Open Day for prospective students and their families
- 15 September – Delivered Welcome Address to new students, in the Bute Hall as part of Freshers’ Week
- 16 September - Launch of the Turner Kirk Centre for Spatial Reasoning, an initiative made possible by philanthropic support, which will provide training to teachers to improve school pupils’ skills in maths
- 16 September – Hosted a small private dinner for the John Smith Centre, thanking Baroness Elizabeth Smith and Baroness Catherine Smith for their contributions to the Centre over the years.

6. Senior Management Group business

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

SMG Meeting of 7 July

- Student Numbers update
- REF 2029: UofG Code of Practice
- Business Travel guidance
- Budget communication to staff
- Sector funding issues
- Update on TNE activities
- US ‘Big Beautiful Bill’ – impact on US student finance.

SMG Meeting of 15 July

- National Student Survey results
- Student recruitment
- Sector updates
- National pay negotiations
- Local discussions with TU representatives.

SMG Meeting of 22 July

- REF 2029: UofG Code of Practice and criteria for Research Independence
- Research Presentation: Quantum Technology SFC Alliance for Research Challenges
- Critical Technologies Nanofabrication Facility – update
- Summer Graduations
- REF 2029 – sector developments
- 2025-26 Pay Award implementation
- UKRI Local Innovation Partnerships Fund
- Glasgow Oncology Clinical Trials Unit
- National Scottish Pandemic Sciences Partnership – UofG appointment
- UKRI Global Talent Fund

SMG Meeting of 28 July

- Student recruitment update
- REF 2029 Sector discussions
- Timetabling and Teaching Capacity
- Trusted Research – Internal Advisory Group update

SMG Meeting of 4 August

- Student recruitment update
- New Research Web Pages proposal

- Humanitarian Scholarships Proposal - Expanding Educational Access for Conflict-Displaced Applicants
- Student-run Buildings
- UofG Taxi Accounts policy

SMG Meeting of 11 August

- Expanding Educational Access for Conflict-Displaced Applicants – update
- Timetabling and Teaching Capacity
- REF 2029 sector discussions
- QAA Review

SMG Meeting of 19 August

- A-Level Results: Undergraduate Recruitment update
- Letter to Principals from HE Minister
- Update on REF Preparations
- College of Arts & Humanities Building: Preliminary Project Justification
- Extended Workforce – update on Graduate Teaching Assistants and Demonstrators
- Update on transition to new Principal
- EPSRC visit
- Enrolment on My Campus – student experience
- Project SIERRA update
- New clinical trial – Cardiovascular Research

SMG Meeting of 1 September

- Welcome to incoming Principal
- Student recruitment update
- Scholarships for Displaced and Conflict-Affected Students - update
- Scottish Health & Biomedical Institute
- Critical Technologies Nanofabrication Facility
- UKVI Compliance & Progress Report
- QAA Concern Assessment & Targeted Peer Review
- SMG Team Objectives
- CASE Global Leaders Programme

SMG Meeting of 9 September

- University Strategy 2025-2035
- Times Higher Education World University Rankings
- Sector finances
- PGT Admissions Forecast
- Report of the Glasgow School of Art Partnership Review
- Timetabling System Replacement Business Case
- League Table Action Group planning
- Condition of the University estate
- Catering subsidiary company

- REF 2029 update
- Audits from funding bodies
- Fraud Legislation
- Strategic Property Investment & Development update

SMG Meeting of 16 September

- Defence & National Security R&D
- University Strategy – Feedback
- Queen Elizabeth Prizes – USA Exchange opportunity
- Research Presentation: Professor Joao Porto de Albuquerque, Professor in Urban Analytics
- QAA Targeted Peer Review update.



University
of Glasgow

COURT

Court Meeting: 25 September 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 an item for Court approval, alongside several updates for information and noting.

For approval:

- **UCU letter: Court is asked to approve the establishment of a dedicated subgroup to assess whether the concerns raised in a letter from UCU (regarding University investments in defence companies) represent a materially new issue under the University's Responsible Investment Policy.**

For noting

- Scottish Funding Council assurance and accountability reporting timelines.
- Progress on the Organisational Change Governance Committee review.
- Establishment of an Endowments Group.
- Convener of Court appraisal.
- Highlights from the Court Strategy Day.
- Schedule of Court business and committee memberships.
- QAA Targeted Peer Review.
- Service Excellence programme developments.
- Changes to the Student Contract for 2025–26.

Action Required:

- | | |
|-------------------------------------|-------------------------|
| <input checked="" type="checkbox"/> | FORMALLY APPROVE |
| <input type="checkbox"/> | FOR DISCUSSION |
| <input checked="" type="checkbox"/> | TO NOTE/FOR INFORMATION |

Resource Implications: N/A

Risk and Assurance: SMG - Value, Impact and Benefits Realisation (ID: 1289)
 SMG - Government Policy Changes (ID: 1298)
 SMG - Operating Cash Control (SMG1276),
 SMG - Values-Based Culture and Leadership (ID: 1322)

SMG - Maintaining and improving reputation (ID: 1342)
SMG - Student Recruitment Market (ID: 1357)
SMG - Data governance and information security (ID: 1409)
SMG - Organisational resilience and agility (ID: 1430)
SMG - Geopolitical landscape (ID: 1450)

University Strategy: World Changers Together: World Changing Glasgow 2025
Student Experience

Sustainability Implications/Assessment: N/A

Student Experience: N/A

Equality Considerations: N/A

Supporting Information: See urls in the report for additional information.

Classification:	<input checked="" type="checkbox"/> OPEN
	<input type="checkbox"/> CONFIDENTIAL
	<input type="checkbox"/> 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.

Court – Thursday 25 September 2025

Secretary's Report

University Secretary Business

Section A – Items for Discussion / Decision / Approval

	Item	Summary	Action Required
A.1	UCU Letter on Divestment	Annex 1 contains a letter from UCU, received on 18 July 2025, regarding investments in defence companies. The Finance Committee recommends that Court establish a dedicated subgroup to determine whether the representation raises a materially new issue under the University's Responsible Investment Policy. In line with the Policy, the subgroup would include both staff and student representation, with Finance supporting the subgroup by providing relevant analysis and guidance.	Court is asked to approve .

Section B – Items for Information / To Note

	Item	Summary	Action Required
B.1	SFC Assurance and Accountability Reporting	An overview of Court engagement on matters of Scottish Funding Council (SFC) assurance and accountability reporting (as part of the Outcome Framework and Assurance Model) in AY 2025/2 is attached at Annex 2 . It sets out when each thematic report will be brought to Court for review and approval around SFC reporting deadlines. In addition, it notes the intention to bring a unitary consolidation document to Court in June to provide an opportunity to review all reporting in one place.	Court is asked to note .
B.2	Organisational Change	At its June meeting, Court received the annual report from the Organisational Change Governance Committee and asked for several areas to be considered as part of the scheduled autumn review of the	Court is asked to note .

	Governance Committee	Committee’s Terms of Reference (ToR). This review is underway, and the outcomes will be reported in due course.	
B.3	Endowments Group	Court agreed to establish a small group to review proposed changes to endowments and bequests that would ordinarily require formal Court approval. Work to finalise the Terms of Reference for the new group is underway, and an update will be provided at the next Court meeting. In the meantime, any changes requiring OSCR approval will continue to be submitted to Court as usual.	Court is asked to note .
B.4	Convener of Court Appraisal	As part of the good practice set out in the Code of Good HE Governance, Kerry Christie has undertaken an appraisal of the Convener's performance. Court members have been provided with a summary.	Court is asked to note .
B.5	Court Strategy Day 2025	The Court Strategy Day on 24 September provided an opportunity for Court to discuss a number of areas ahead of the start of the academic session. Areas covered included: <ul style="list-style-type: none"> • National and International Comparators • HE Sector update • University Strategy 2025 – 2035 • International Student Experience • Efficiency and Transformation 	Court is asked to note .
B.6	Court Business 2025/26	Court members are asked annually to confirm their commitment to the Code of Conduct and to uphold the Nine Principles of Public Life. The Code of Conduct is attached at Annex 3 . Also attached for reference is the Annex 4 - Statement of Primary Responsibilities and Annex 5 - the Schedule of Court Business for the coming year. A list of remits/memberships of Court Committees for this session can be found here . The attendance lists for meetings of Court and its Committees for 2024/2025 have been reviewed. There are no matters	Court is asked confirm their commitment . Court is asked to note .

		to report in connection with this. Details of Court attendance will be published on the website.	
B.7	Convener's Business	Conveners' business for the period 25 June 2025 to 25 September 2025 is set out below.	Court is asked to note .

Chief Operating Officer Business

Section C – Items for Information / To Note

	Item	Summary	Action Required
C.1	QAA Targeted Peer Review	<p>On 29 August 2025, QAA informed the University that it had initiated a Targeted Peer Review (TPR) process, following a Concern Assessment regarding a potential systemic issue related to the award of degrees and academic standards. The full review process is expected to take up to 20 weeks, with the on-site review meetings scheduled for late October.</p> <p>To prepare for and manage the TPR, the University has established an oversight group chaired by the Chief Operating Officer and including the Vice-Principal for Learning and Teaching and the Clerk of Senate, alongside an Operations Group led by the Executive Director of Student & Academic Services. Regular updates are being provided to SMG.</p>	Court is asked to note .
C.2	Service Excellence	<p>The Service Excellence programme, an initiative aimed at simplifying and improving the delivery of professional services, is now underway. Over summer 2025, the programme focused on enhancements to UKVI processes and Student Wellbeing Services. From autumn through the end of the year, 12 capability reviews will be undertaken in collaboration with professional services teams, with interim results due by Christmas. A second phase of reviews is scheduled to begin early in 2026. Further information can be found here.</p>	Court is asked to note .

C.3	Student Contract	The Student Contract, which all students sign up to at registration, has been updated for academic session 2025-2026. Changes were approved under Summer Powers to meet publication deadlines. A copy is attached at Annex 6 .	Court is asked to note .

Convener of Court – Gavin Stewart

Summary of Business from 25 June 2025 – 25 September 2025

Date	Meeting	Location
26 June 2025	SPID Executive Oversight Group	Online
3 July 2025	Meeting with the Principal	Online
16 July 2025	Meeting with Andy Schofield	Online
5 August 2025	Meeting with Nicola Dandridge	Online
6 August 2025	Nominations Committee	Online
7 August 2025	Meeting with the Principal	Online
14 August 2025	Meeting with Andy Schofield	Online
18 August 2025	SPID Executive Oversight Group	Online
27 August 2025	Meeting with Sarah Armstrong	Online
29 August 2025	Gilles Report meeting with Martin Sinclair	Online
3 September 2025	Pre Court Officers meeting	Online
4 September 2025	Meeting with Dan Haydon	Glasgow
	Audit and Risk Committee pre briefing: Gilles Report	Glasgow
	Meeting with Duncan Lowther	Glasgow
9 September 2025	Call re Committee of Scottish Chairs	Online
11 September 2025	Meeting with Sarah Armstrong	Glasgow
	Convener's Appraisal	Online
	Meeting with Jonathan Loukes	Glasgow
	Finance Committee pre briefing: Project Sierra	Glasgow
	Finance Committee	Glasgow
12 September 2025	Meeting with Andy Schofield	Online
	Exit Interview with the Principal	Glasgow
24 September 2025	Court Strategy Day	Glasgow

25 September 2025	Court	Glasgow
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University
of Glasgow

COURT

Court Meeting: 25 September 2025
Document Title: Letter from UCU
Responsible: Dr David Duncan, Chief Operating Officer and University Secretary

Executive Summary:

The University received a letter from the UCU Glasgow branch on 18 July 2025 requesting divestment from companies supplying arms or equipment to the Israeli military, citing concerns over the Israeli Government's actions in the conflict with Hamas.

The Finance Committee has considered this representation and recommends to Court that a dedicated subgroup be established to assess whether the issue constitutes a materially new concern under the University's Responsible Investment Policy. In line with the Policy, the subgroup would include staff and student representation, with analytical support provided by the Finance Team.

Court is asked to approve the establishment of this subgroup.

Action Required:

- | | |
|-------------------------------------|-------------------------|
| <input checked="" type="checkbox"/> | FORMALLY APPROVE |
| <input type="checkbox"/> | FOR DISCUSSION |
| <input checked="" type="checkbox"/> | TO NOTE/FOR INFORMATION |

Resource Implications: N/A

Risk and Assurance: SMG - Geopolitical landscape (ID: 1450)
SMG - Government Policy Changes (ID: 1298)
SMG - Maintaining and improving reputation (ID: 1342)

University Strategy: N/A

Sustainability Implications/Assessment: N/A

Student Experience: N/A

Equality Considerations: N/A

Supporting Information: N/A

Classification:	<input checked="" type="checkbox"/>	OPEN
	<input type="checkbox"/>	CONFIDENTIAL
	<input type="checkbox"/>	STRICTLY CONFIDENTIAL

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The Principal and Vice Chancellor, Professor Sir Anton Muscatelli,
The Rector, Dr Ghassan Abu-Sittah,
The Chancellor’s Assessor, Dr Bo Hu,
Chief Operating Officer and University Secretary, Dr David Duncan.
Senior Vice Principal and Deputy Vice Chancellor (Academic), Professor Frank Coton
Vice Principal (External Relations) and Deputy Vice Chancellor (External Engagement),
Miss Rachel Sandison,
Vice Principal (Research and Knowledge Exchange), Professor Chris Pearce,
Vice Principal and Head of College of Arts & Humanities, Professor Jo Gill,
Vice Principal for Economic Development and Innovation and Deputy Chief Operating
Officer, Uzma Khan,
Vice Principal and Head of College of Social Sciences, Professor Sara Carter,
Clerk of Senate and Vice Principal (Academic Services), Martin Hendry,
Vice Principal (Learning & Teaching), Professor Moira Fischbacher-Smith,
Vice Principal and Head of College of Science & Engineering, Professor Eric Yeatman,
Vice Principal and Head of College of Medical, Veterinary & Life Sciences, Professor Iain
McInnes,
Executive Director of Finance, Gregor Caldwell,
Executive Director of People and Organisational Development,
Other members of Court,

At a recent meeting of the UCU Glasgow branch, our members resolved to call on the University to divest any shares held in companies which supply the Israeli military with arms and/or equipment.

UCU members have considered the Israeli Government’s conduct in its war with Hamas and note its drive to genocide. In the light of this mass slaughter of Palestinians, constant population displacement, destruction of hospitals, schools and higher education institutions, and the forcing of many to the brink of starvation, it is morally unjustifiable for the University to hold investments in companies that supply weapons, parts of weapons, or equipment used by the Israeli military to the Israeli Government.

In particular, we request that the Court withdraw its investments in the following companies, each of which supply the Israeli military with arms and/or equipment (evidence in footnotes). This request is distinct from our prior urging that the University divest from the arms trade *in toto*. It also follows [recent changes in UK government policy](#) including suspension of trade talks with Israel and sanctions on some Israeli leaders. In light of these changes, we urge the University to divest from companies that directly supply the Israeli military.

- Airbus SE^{1,2,3}
- BAE Systems PLC^{4,5,6,55}

¹ <https://caat.org.uk/data/exports-uk/licence-list?company=Airbus+Group+%28EADS%29>

² <https://palestinecampaign.org/psc-company/airbus/>

³ <https://www.reuters.com/world/germany-clears-use-two-heron-tp-combat-drones-by-israel-spiegel-2023-10-11/>

⁴ <https://aoav.org.uk/2024/who-is-arming-israel-uk-exports-to-israel/>

⁵ <https://www.bbc.co.uk/news/uk-england-kent-67378052>

⁶ <https://inews.co.uk/news/world/fighter-jet-british-made-parts-sold-israel-before-aid-worker-deaths-299035>

- The Boeing Company^{7,8,9,18}
- Caterpillar Inc.^{10,11,18}
- Cisco Systems Inc.^{12,13,14,15,55}
- Dell Technologies^{16,17}
- General Dynamics Corporation^{18,19}
- General Electric Company^{20,21,22,23}
- Hewlett Packard Enterprise^{24,25,26,27,28}
- Honeywell International Inc.^{29,30,31}
- HP Inc.^{24,25,26,27,28}
- Huntington Ingalls Industries^{32,33,34}
- L3Harris Technologies^{35,36,37}
- Leidos Holdings Inc.^{38,39}
- Leonardo SpA^{40,41}
- Lockheed Martin Corporation^{18,42,43,54,55}
- Microsoft Corporation^{44,45,46}
- Northrop Grumman Corporation^{18,47,48,49}
- Parker Hannifin Corporation^{50,51}
- Rolls-Royce Holdings PLC^{18,52,53}
- RTX Corporation^{18,54,55}

⁷ https://www.boeing.com/content/dam/boeing/boeingdotcom/company/key_orgs/boeing-global/pdf/israelbackgrounder.pdf

⁸ <https://www.reuters.com/world/middle-east/israel-signs-deal-acquire-25-f-15-fighter-jets-boeing-co-2024-11-07/>

⁹ <https://www.ipost.com/breaking-news/article-827955>

¹⁰ <https://www.hrw.org/news/2004/10/28/human-rights-watch-letter-caterpillar-inc>

¹¹ <https://www.forbes.com/sites/erictogler/2023/10/24/israels-armored-caterpillar-bulldozers-will-be-active-in-gaza/>

¹² <https://www.whoprofits.org/publications/report/144>

¹³ https://bdsmovement.net/sites/default/files/2025-02/Cisco%20Company%20Complicity%20Profile%20UPDATED%2013_2025.pdf

¹⁴ <https://www.business-humanrights.org/en/latest-news/cisco-under-scrutiny-for-providing-technology-to-israeli-military-and-police-amid-cso-calls-for-accountability/>

¹⁵ <https://www.haaretz.com/israel-news/business/2013-11-21/ty-article/cisco-wins-150m-israel-army-deal/0000017f-da7a-d938-a17f-fe7ab7d70000>

¹⁶ <https://www.whoprofits.org/companies/company/7370?dell-technologies>

¹⁷ <https://apnews.com/article/israel-palestinians-ai-weapons-430f6f15aab420806163558732726ad9>

¹⁸ <https://www.ohchr.org/en/press-releases/2024/06/states-and-companies-must-end-arms-transfers-israel-immediately-or-risk>

¹⁹ <https://www.middleeasteye.net/news/israel-palestine-which-countries-companies-arming>

²⁰ <https://www.whoprofits.org/companies/company/6337>

²¹ <https://thedefensepost.com/2023/04/28/us-israel-king-stallion-engines/>

²² <https://news.usni.org/2022/01/05/israel-signs-deal-to-buy-ch-53k-heavy-lift-helicopters>

²³ <https://www.defensenews.com/congress/2021/07/30/israel-cleared-for-34b-ch-53k-buy-300-javelins-for-thailand/>

²⁴ <https://bdsmovement.net/BoycottHP-GazaGenocide-Update>

²⁵ <https://www.whoprofits.org/companies/company/3774?hewlett-packard-enterprise-hpe>

²⁶ <https://palestinecampaign.org/campaigns/hp/>

²⁷ <https://www.whoprofits.org/publications/report/157>

²⁸ <https://www.timesofisrael.com/massachusetts-city-adopts-resolution-critical-of-israel-bds-measure-falls-short/>

²⁹ <https://investigate.afsc.org/company/honeywell-intl>

³⁰ <https://www.nytimes.com/2024/06/08/world/middleeast/us-israel-bomb-ghu39-gaza.html>

³¹ <https://corporatetwilight.org/honeywell-components-used-to-bomb-gaza-last-summer/>

³² <https://www.armyrecognition.com/archives/archives-naval-defense/naval-defense-2014/israeli-navy-saar-5-class-corvettes-fitted-with-iai-elm-2248-mf-star-multifunction-aesa-radar>

³³ <https://palestinecampaign.org/psc-company/huntington-ingalls/>

³⁴ <https://www.defenseindustrydaily.com/an-lcs-for-israel-04065/>

³⁵ <https://www.l3harris.com/newsroom/editorial/2023/07/l3harris-and-elta-systems-expanding-partnership-airborne-early-warning>

³⁶ <https://www.thecanary.co.uk/news/2024/06/06/brighton-israel-l3harris/>

³⁷ <https://investigate.afsc.org/company/l3harris-technologies>

³⁸ <https://www.leidos.com/company/global/israel>

³⁹ <https://www.leidos.com/insights/high-tech-data-centers-make-desert-bloom-israel>

⁴⁰ <https://www.thenational.scot/news/23992225.leonardo-uk-scottish-factory-urged-stop-providing-arms-israel/>

⁴¹ https://www.leonardo.com/en/focus-detail/-/detail/we_are_leonardo_giuseppe_siciliano

⁴² <https://www.ipost.com/israel-news/article-846278>

⁴³ <https://www.lockheedmartin.com/en-il/index.html>

⁴⁴ <https://www.theguardian.com/world/2025/jan/23/israeli-military-gaza-war-microsoft>

⁴⁵ <https://bdsmovement.net/microsoft>

⁴⁶ <https://noazureforapartheid.com/>

⁴⁷ <https://www.whoprofits.org/publications/report/170>

⁴⁸ <https://afsc.org/gaza-genocide-companies>

⁴⁹ <https://www.vice.com/en/article/protesters-are-targeting-defense-contractors-that-bragged-about-profits-from-gaza/>

⁵⁰ <https://www.thenational.scot/news/24853243.glasgow-parker-hannifin-factory-targeted-gaza-protest/>

⁵¹ <https://www.heraldsotland.com/news/24853543.palestine-activists-target-glasgow-factory-israeli-army-products/>

⁵² <https://palestinecampaign.org/psc-company/rolls-royce/>

⁵³ <https://www.independent.co.uk/news/uk/home-news/israel-gaza-uk-arms-exports-airstrikes-b1851734.html>

⁵⁴ <https://www.rtx.com/raytheon/what-we-do/integrated-air-and-missile-defense/irondome>

⁵⁵ <https://finance.yahoo.com/news/rtx-thrives-amid-heightened-israeli-115938762.html>

- Safran SA^{56,57,58}
- Sony Group Corporation^{59,60,61}
- Teledyne Technologies^{62,63,64}
- Thales SA^{65,66,67,68}
- Thyssenkrupp AG^{18,69,70}
- Toyota Motor Corporation^{55,71,72,73}
- Transdigm Group Inc.^{74,75,76,77}
- Volvo AB^{78,79,80,81}

The UCU branch of University of Glasgow urges the addressed members of Court to work to divest immediately from the aforementioned companies which supply the Israeli military with equipment which enables their genocide in Palestine.

⁵⁶ <https://www.aa.com.tr/en/europe/activists-protest-french-company-safrans-arms-sales-to-israel/3161874>

⁵⁷ <https://palestinecampaign.org/psc-company/safran/>

⁵⁸ <https://www.middleeasteye.net/news/eu-commission-and-states-indirectly-fund-israeli-military-industry-report-says>

⁵⁹ <https://www.whoprofits.org/companies/company/6108>

⁶⁰ <https://www.whoprofits.org/writable/uploads/old/uploads/2018/11/surveil-final.pdf>

⁶¹ <https://www.business-humanrights.org/en/latest-news/evidence-shows-sony-helps-israel-in-gaza-war/>

⁶² <https://ukdefencejournal.org.uk/pro-palestine-activists-damage-factory-building-f-35-parts/>

⁶³ <https://www.bbc.co.uk/news/uk-wales-66024348>

⁶⁴ <https://caat.org.uk/app/uploads/2023/11/Fact-sheet-re-Gaza-2023-11-14.pdf>

⁶⁵ <https://palestinecampaign.org/psc-company/thales/>

⁶⁶ <https://caat.org.uk/data/countries/israel/israels-arms-industry-its-links-with-the-uk/>

⁶⁷ <https://www.army-technology.com/projects/watchkeeper/>

⁶⁸ <https://www.thenational.scot/news/24742347.corruption-probe-launched-israel-linked-arms-firm-thales/>

⁶⁹ <https://www.whoprofits.org/companies/company/7382?thyssenkrupp-ag>

⁷⁰ <https://www.thyssenkrupp-marinesystems.com/en/newsroom/press-releases/press-detail-page/thyssenkrupp-marine-systems-hands-over-ins-oz-in-kiel-to-the-israeli-navy-as-second-saar-6-corvette-100157>

⁷¹ <https://www.whoprofits.org/companies/company/4175>

⁷² <https://www.armyrecognition.com/news/army-news/army-news-2024/israeli-police-enhance-security-with-acquisition-of-armored-vehicles>

⁷³ <https://militaryleak.com/2023/10/22/israel-defense-forces-receives-initial-shipment-of-david-4x4-light-armored-vehicles/>

⁷⁴ <https://cleclasschronicles.substack.com/p/two-greater-cleveland-companies-have>

⁷⁵ <https://www.ynetnews.com/article/s1003ztdan>

⁷⁶ <https://www.workers.org/2024/01/76015/>

⁷⁷ <https://mronline.org/2024/01/20/lethal-assets/>

⁷⁸ <https://www.whoprofits.org/companies/company/3644>

⁷⁹ <https://www.business-humanrights.org/en/latest-news/volvo-responds-to-concerns-regarding-its-involvement-in-the-israeli-occupation/>

⁸⁰ https://www.un.org/unispal/document/a-hrc-59-23-from-economy-of-occupation-to-economy-of-genocide-report-special-rapporteur-francesca-albanese-palestine-2025/#_ftn136

⁸¹ <https://www.aljazeera.com/news/2025/7/3/un-expert-calls-on-world-to-end-trade-with-israels-economy-of-genocide>



Court Meeting: Thursday 25 September 2025
Document Title: SFC Assurance and Accountability Reporting
– Court Engagement Timeline 2025/26
Responsible: **Greg Brown**, Strategic Insight Lead, **Jeffrey Lamont**,
Head of Strategic Insight, **Carl Goodyear**, Assistant Vice-
Principal (Strategy & Resource)

Executive Summary:

The paper provides an overview of a timeline for Court engagement on matters of Scottish Funding Council (SFC) assurance and accountability reporting (as part of the Outcome Framework and Assurance Model) in AY 2025/26. It sets out when we will bring each thematic report to Court for review and approval around SFC reporting deadlines. Further, it notes our intention to bring a unitary consolidation document to Court at the last meeting of the academic year to provide an opportunity to review all reporting in one place.

Action Required:

- | | |
|-------------------------------------|-------------------------|
| <input type="checkbox"/> | FORMALLY APPROVE |
| <input type="checkbox"/> | FOR DISCUSSION |
| <input checked="" type="checkbox"/> | TO NOTE/FOR INFORMATION |

Resource Implications: N/A

Risk and Assurance: The paper provides an overview of a timeline for Court engagement on matters of Scottish Funding Council assurance and accountability reporting in AY 2025/26. This relates to the SFC/statutory reporting section in the institutions risk register. The paper outlines plans for Court engagement to ensure appropriate oversight of reporting to the Scottish Funding Council concerning the use of public funds.

University Strategy: N/A

Sustainability Implications/Assessment: N/A

Student Experience: N/A

Equality Considerations: N/A

Supporting Information: More information on the Outcome Framework and Assurance Model can be found at the following webpage:

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

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.

SFC Assurance and Accountability – Court Engagement 2025/26

Academic Year 2025/26 is the second year of SFC’s revised approach to assurance and accountability – the Outcome Framework and Assurance Model (OF&AM).

The devolved approach to submissions continues, following a similar timeline for submission to SFC as last year. The table below overviews each return, when it is due with SFC and engagement with Court around the submission.

OF&AM Return	SFC Submission Deadline	Court Engagement
Research Assurance and Accountability Return (RAAR)	October 31st 2025	Shared at November Court for information and review.
Knowledge Exchange and Innovation Fund (KEIF) Annual Report	November 27 th 2025	Shared at November Court for review ahead of SFC submission.
Learning and Teaching Self-Evaluation and Action Plan (SEAP)	December 2 nd 2025	Shared at November Court for review ahead of SFC submission.
2025/26 Submissions in Review	N/A	Overview of years returns alongside any narrative around thematic review areas and quarterly engagement meetings sent to June Court for information and awareness.

In an update to last year's engagement, we propose sharing a paper with Court in June that provides all the years returns in one document for information and posterity, alongside any further outputs from the quarterly engagement meetings and thematic reviews (which are yet to be announced).



University
of Glasgow

COURT

Court Meeting: 25 September 2025
Document Title: Schedule of Court Business and Committee Memberships
Responsible: Dr David Duncan, Chief Operating Officer and University Secretary

Executive Summary:

Court members are asked to confirm their commitment to the Code of Conduct and to uphold the Nine Principles of Public Life. The Code of Conduct is attached at **Annex 3**.

Also attached for reference is **Annex 4** the Statement of Primary Responsibilities and **Annex 5** the Schedule of Court Business for the coming year.

A list of remits/memberships of Court Committees for this session can be found at the following webpage: <https://www.gla.ac.uk/myglasgow/governance/corporategovernance/>

The attendance lists for meetings of Court and its Committees for 2024/2025 have been reviewed. There are no matters to report in connection with this. Details of Court attendance will be published on the website.

Action Required:

- | | |
|-------------------------------------|-------------------------|
| <input checked="" type="checkbox"/> | FORMALLY APPROVE |
| <input type="checkbox"/> | FOR DISCUSSION |
| <input checked="" type="checkbox"/> | 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

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.

CODE OF CONDUCT FOR MEMBERS OF COURT

This Code of Conduct applies equally to all members of Court. The Court endorses the Nine Principles of Public Life in Scotland, as set out in the Ethical Standards in Public Life etc. (Scotland) Act 2000, which incorporated the existing seven principles of public life (Nolan Principles) (see following page). In practical terms, these principles require that the Court and its members should observe the highest standards of integrity, objectivity and honesty in the transaction of all its business.

Members of Court should:-

- observe and comply with the University's policies and procedures;
- adhere to the Nine Principles of Public Life in Scotland, as set out in the Ethical Standards in Public Life etc. (Scotland) Act 2000, and to the University's Dignity at Work and Study Policy and Procedure;
- not act in a way which might reasonably be considered to harm the reputation of the University - *noting that this does not impede any right to make fair and justified comment, criticism or protest, including reasonable criticism of the University, nor does it impede the academic freedom of any relevant person (as defined in s.26 of the Further and Higher Education (Scotland) Act 2005, as the same may be amended or replaced from time to time).*
- make all reasonable efforts to attend every meeting of Court. In the event of unavoidable absence, a member should inform the University Secretary or clerk prior to the meeting;
- read the papers to be considered by Court (normally circulated to members on the Wednesday prior to each meeting), consider their contents and seek any additional information or necessary clarification from the University Secretary, the convener of the committee concerned or the author of the paper;
- ensure, through the Convener, that their views relevant to an item under discussion are heard by Court;
- always bear in mind the best interests of the University;
- declare any personal or business interests which may conflict with their responsibilities to the University; leave the meeting and not participate in the decision-making process if there is a conflict of interest;
- participate in ensuring that discussions are held and decisions taken in an honest, open and objective manner and that taking sectional positions is avoided;
- when a consensus decision cannot be reached, vote objectively and dispassionately. If a member votes against a motion which is carried by the majority of those present, he/she should subsequently support the decision or, exceptionally, ask that his/her dissent is recorded. In extreme circumstances, for example if the matter is felt to be one of conscience or principle, a member may resign from the Court; and
- bring the same qualities of honesty, openness and objectivity to any work they have agreed to undertake on Court Committees or on working parties established by Court.

NINE PRINCIPLES OF PUBLIC LIFE

Selflessness

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example.

These principles were set out by the Committee on Standards in Public Life

The Scottish Code of Good HE Governance also refers to the Nine Principles of Public Life in Scotland, which, in addition to the above, refer to **Duty** and **Respect**

Public Service

Holders of public office have a **duty** to act in the interests of the public body of which they are a Board member and to act in accordance with the core tasks of the body.

Respect

Holders of public office must respect fellow members of their public body and employees of the body and the role they play, treating them with courtesy at all times.

University of Glasgow

STATEMENT OF PRIMARY RESPONSIBILITIES

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

General

To be satisfied that appropriate mechanisms are in place:

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

Strategic Planning

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

Exercise of Controls

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

Effectiveness and Transparency

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

ANNUAL SCHEDULE OF COURT BUSINESS

September

- 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

- 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
- Learning & Teaching update
- Remuneration Committee report on senior pay review
- Annual Report on the University's Complaints Procedure
- Honorary Degree nominations
- Annual report to the Scottish Funding Council on Institution-led Review of Quality
- Research Assurance and Accountability Return (RAAR)
- Knowledge Exchange and Innovation Fund (KEIF) Annual Report
- Learning and Teaching Self-Evaluation and Action Plan (SEAP)

February

- Draft Outcome Agreement for next year from Vice Principal (or in April)
- Information Policy & Strategy Committee annual update
- Finance KPIs
- Summary Income and Expenditure report (Finance Committee)

April

- Research update and KPIs from Vice Principal
- SFC Main Grant Allocations for forthcoming year
- Health, Safety & Wellbeing annual report
- Summary Income and Expenditure report (Finance Committee)
- Annual Self-assessment, convener appraisal and Code compliance
- Annual Report from Organisational Change Governance Group

June

- Institutional KPIs & Strategic Plan (annual update)
- SRC annual report
- Capital Programme
- Budget Overview for forthcoming year/Financial Forecasts/sustainability
- Equality & Diversity Strategy Committee annual report
- Report on Investments (Finance Committee)
- Summary Income and Expenditure report (Finance Committee)
- Outcome Framework and Assurance Model (OF&AM) - Submissions in Review



University
of Glasgow

COURT

Court Meeting: Thursday 25 September 2025
Document Title: Student Contract: Student Terms & Conditions – Update for 2025-26
Responsible: Ruth Cole, Senior Academic Policy Manager

Executive Summary:

The Student Contract, which all students sign up to at Registration annually, has been updated for academic session 2025-26.

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

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

Note of Changes to the Student Terms & Conditions:

The full Terms & Conditions document is attached with track changes marking the revisions that have been made from the 2024-25 version. Updates were made with oversight from the University's Legal Team.

Changes are minimal and feature in the following areas:

- 6.3 – increases to tuition fees on certain programmes
- 6.7 – what happens if you do not pay your tuition fees or other charges by the deadline for payment?
- 10.2 f) and g) – why might changes be made
- Schedule 1 9) and 10) – Specific additional terms for non-UK students sponsored under the Student Route scheme

Other changes are minor updates to links or processes.

Presentation

Please note that the Contract is presented to students via a webpage rather than in the document format presented here. This can be viewed at

www.gla.ac.uk/myglasgow/apg/studentcontract/termsandconditions/.

Action Required:

- FORMALLY APPROVE
- FOR DISCUSSION
- TO NOTE/FOR INFORMATION



University
of Glasgow

Student Terms and Conditions

|

August 2024⁵

UNIVERSITY OF GLASGOW
STUDENT TERMS AND CONDITIONS

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UNIVERSITY OF GLASGOW

STUDENT TERMS AND CONDITIONS

1. THE STUDENT CONTRACT

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

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

1.3 The Student Contract is made up of the following:

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

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

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

1.5 We appreciate that there is a lot of information to take in and that not all of it will be directly relevant to you (for example, some information only applies to our international students, other information, particularly in the *University Regulations*, relates to particular Colleges). We have tried to use plain English. However, it is your responsibility to read and meet all of your obligations under the Student Contract just as it is our responsibility to meet our obligations under it.

- 1.6 There are some terms that we think are particularly important:
- (a) **Section 6.7** which sets out what happens if you fail to pay any tuition fees which are due.
 - (b) **Section 10** which sets out when we may make changes to or cancel a course or programme.
 - (c) **Section 16** which sets out what we are responsible for and what we are not responsible for.
 - (d) **Section 19** which sets out how the contract may be brought to an end, including your cancellation rights.
 - (e) **Section 20.2** which sets out when you may be entitled to a refund of tuition fees.
 - (f) **Section 21** which sets out what happens in circumstances outside of our control, such as adverse weather or a public health emergency.

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

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

2. INFORMATION ABOUT US AND HOW TO CONTACT US

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

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

Applicants who have not yet registered with the University

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

www.gla.ac.uk/study/enquire/

~~1 The Square, Glasgow, G12 8QQ~~ [Admissions Enquiry Team, Level 2, The Fraser Building, University Avenue, Glasgow G12 8QQ](#)

For registered students

Business hours: Monday to Friday 9 a.m. to 4.45 p.m.

www.gla.ac.uk/myglasgow/students/sset/

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

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

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

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

3. THE ADMISSION STAGE

3.1 **Information provided by you.** It is essential that all of the information you have provided (and will provide) to us (whether directly or through UCAS) is (or will be, when provided) true, complete and accurate. If it is discovered before you have completed registration that any information that you have provided is not true, complete or accurate or that you have omitted relevant information that we have requested (whether directly or through UCAS), we may at our sole discretion amend your Offer or withdraw your Offer and end the Student Contract, in accordance with Section 19.5.

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

- 3.3 **Conditions of Offer.** Our Offer of a place to you may be conditional i.e. subject to you satisfying certain conditions (such as obtaining particular qualifications, or satisfying necessary legal or other requirements) or it may be unconditional. If a conditional offer is made, the Offer will set out the conditions which you will need to fulfil to obtain a place.
- 3.4 **Failure to meet any Offer condition.** If you have not fulfilled the conditions of your Offer before the date notified to you in your Offer or any later date notified by us to you, we may at our sole discretion withdraw your Offer and end the Student Contract, in accordance with Section 19.5.

If there is any part of the Offer that you do not understand or do not know how to fulfil, please contact the central Admissions Office as soon as possible. You will find details of how to contact the central Admissions Office in the University Prospectus and on the University Website.

- 3.5 **Deferred Entry.** If you have not yet completed registration (see Section 4 below) and wish to defer your Offer until the next academic period, please review the conditions of the deferral policy relevant to your level of study and follow the guidance published on the University website. Deferred entry is granted at our sole discretion.
- 3.6 **Tuition fee status.** Your tuition fee status will be set out in your Offer and will determine the tuition fees that you will pay for your programme or course. The University will determine your tuition fee status based on information provided by you in your application about your nationality and residence in accordance with Scottish Government legislation relating to tuition fees. You may be required, at our request, to provide satisfactory evidence of your nationality, area of permanent residence, domicile over the last 10 years to support our assessment of Fee Status. Our request will set out what evidence is required. If you fail to provide such evidence to our reasonable satisfaction, we may withdraw your Offer and end the Student Contract, in accordance with Section 19.5.
- 3.7 **Your right to appeal your tuition fee status.** If you think your fee status has been calculated incorrectly, you have 30 days from the date of notification of Offer to appeal. Your appeal must be made by completing a [Fee Status Enquiry Form](#).
- 3.8 **Your tuition fee status will be binding for the duration of your programme or course.** Once the time period for appeals under Section 3.7 has lapsed, your tuition fee status will not change. By exception, if we discover that your immigration status changes during your programme or course, we will review your fee status to determine if your fee status should change.
- 3.9 **Widening Participation support.** A range of support is available for students from widening participation backgrounds, which may include an adjusted offer of entry, eligibility for financial support and access to dedicated support staff. Access to these services is based on information provided in your application, such as the postcode of your main address, however on occasion, we may need to contact you for further information or to verify details of your application. If you fail to provide any such information requested, you may not be eligible for the support you would otherwise be entitled to. Any information provided will only be used for the purpose of assessing your eligibility for widening participation support, for example, whether you have

experienced living in care, are estranged from family, are an asylum seeker or refugee. Any request will set out what information or evidence is required.

- 3.10 **International Students and Immigration.** If you are a national of a country that is subject to UK immigration control, you have additional obligations and responsibilities to us. These are set out in Schedule 1 to these Student Terms and Conditions.
- 3.11 **Criminal Convictions.** If requested by the University, you must tell us about any unspent criminal convictions which you have received prior to your application or which you receive after your application has been submitted.
- 3.12 The Rehabilitation of Offenders Act 1974 allows most convictions to be considered spent after a certain period. This period – known as the rehabilitation period – is determined by the sentence or disposal given, rather than by the type of offence. If the rehabilitation period has not expired, then the conviction is considered unspent.

4. REGISTRATION

- 4.1 **Contact details.** The University operates a student information system known as MyCampus. You will be provided with information about how to register on MyCampus. You must provide your current contact details (term time and home contact details if different) via your MyCampus record including UK phone number, UK address and personal email address. You must update these details promptly following any change during your period of study at the University.
- 4.2 **Registration each year.** In accordance with [Regulation 1](#) of the *University Regulations*, you must complete the following stages of registration on MyCampus prior to starting your programme or course and again at the beginning of each academic year of your programme:
- (a) Academic registration, where you confirm the programme on which you are registered; and
 - (b) Financial registration, where you confirm the arrangements in place in relation to the payment of your tuition fees (See Section 6 for further details regarding tuition fees).
- 4.3 **What may happen if you fail to complete registration.** If you do not complete registration in accordance with Section 4.2 above, the University may withdraw your Offer and end the Student Contract in accordance with Section 19.5 below.

5. HOW WE MAY USE YOUR PERSONAL INFORMATION

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

Please read our [Privacy Notice](#) carefully.

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

6. TUITION FEES AND OTHER CHARGES

6.1 **What tuition fees are payable?** The tuition fees applicable to your programme or course are set out in your Offer or associated communications issued before you accept the offer. Indicative tuition fee information is set out on the University Website. Your tuition fees cover your registration, tuition and one [attempt at the assessments](#) ~~entry to the examinations~~ appropriate to your programme or course and, in the case of full-time students (but not students of associated institutions), Students' Union fees. Your tuition fees also cover your use of laboratories although for some postgraduate programmes additional bench fees are payable (see Section 6.2(b)).

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

- (a) **Examinations-only fee.** Students who are eligible because of previous attendance at the University to sit degree examinations and/or complete other assessment must pay a registration fee.
- (b) **Bench fees.** Some postgraduate research degrees require the payment of bench fees (to cover the costs of basic consumables, computing hardware and software and other costs relating to the research). The University will confirm the amount of any bench fees in your Offer.
- (c) **Adam Smith Business School application fee.** Students applying to postgraduate taught programmes in the Adam Smith Business School must pay a non-refundable application fee.
- (d) **Postgraduate resubmission fees.** Postgraduate students will be required to pay a fee for resubmitting their research thesis or dissertation for examination.
- (e) **Field Trips, Equipment and Books.** Some programmes and courses require mandatory field trips, equipment and reading lists which have a cost attached.
- (f) **Dyslexia Assessment fee.** You will be required to pay the cost of any dyslexia assessment requested by you. The University will reimburse you for this cost within two weeks of the results of the assessment unless the assessment findings do not confirm a specific learning difficulty.

- (g) **Replacement campus card.** You will be required to pay the cost of any required replacement campus card unless the card has expired, become inactive or damaged (in which case you must return the original card) or unless the card is stolen (in which case you must provide an official crime reference number).
- (h) **Library charges.** Charges apply to overdue loans, inter-library loan renewals, replacements of lost books (including inter-library loan books) and non-collection of inter-library loan books. Charges also apply to printing, binding and photocopying on University equipment.
- (i) **VAT or Sales Taxes.** If the laws of the country in which you are resident require any VAT or other sales taxes to be paid in respect of your tuition fees or other charges, you are responsible for payment of those taxes. Unless you are required by law to withhold or deduct any amount from your tuition fees or other charges in respect of those taxes, the University may apply such taxes on top of your tuition fees or other charges. If you are required by law to withhold or deduct any amount from your tuition fees or other charges in respect of those taxes, you shall pay to the University such additional amount as will ensure that the University receives the same total amount of tuition fees or other charges that it would receive if no withholding or deduction had been made.

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

6.3 **Increases to tuition fees on certain programmes.** The University may increase the tuition fees applicable to home students studying on undergraduate programmes taking into account mandated rates set by SAAS. The University may increase the tuition fees applicable to rest of UK students studying on undergraduate programmes taking into account any increased tuition fee cap proposed by the UK government for undergraduate programmes in England. The University may increase the tuition fees applicable to home and rest of UK students studying on full-time postgraduate taught and postgraduate research programmes each year, taking into account inflation and running costs (in the case of postgraduate taught programmes) and mandated rates set by UK Research & Innovation (in the case of postgraduate research programmes). The University may increase the tuition fees applicable to home and rest of UK students studying on externally funded part-time postgraduate programmes, where the funder increases the funding available to the University. The tuition fees applicable to international students on any programme of study shall remain as confirmed on your acceptance of our offer onto the programme.

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

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

When paying your fees, you must use the [University approved methods](#). ~~As of 1st March 2025, the University we no longer accepts direct bank transfer payments from students due to a change of banking provider.~~

- 6.5 **Deadline for payment of tuition fees.** You must pay your tuition fees in full to progress to the next stage of your programme or for you to graduate. You must [pay your fees](#) in full or advise the University on how you plan to pay your fees as part of the registration process and before the start of teaching.
- 6.6 **What happens if you get into difficulty over payment of tuition fees or other charges?** If you are having difficulty in paying your tuition fees or other charges, you must contact the ~~Student Credit Control~~ [Receivables Student Collections](#) team. ~~Please raise an UofG-IT Helpdesk Request to the Receivables Student Collections-Service team~~ advising of any delay in payment. The University will seek to consult with you and endeavour, acting reasonably and considering your reasonable representations, to make an arrangement with you to repay the outstanding sums due within an agreed period.

~~The link to raise an IT Helpdesk request can be found on the University website~~

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

- 6.7 **What happens if you do not pay your tuition fees or other charges by the deadline for payment?** If you do not pay your tuition fees or other charges before the deadline for payment and the University has not been able to make a repayment arrangement with you or you have missed two payments under any repayment arrangement, the University may:
- ~~(a)~~ [suspend access to some or all University facilities and systems;](#)
 - ~~(b)~~ [apply interest at a rate of 3% per annum \(calculated on a daily basis\) to the unpaid amount;](#)
 - ~~(c)~~ [cancel any direct debit or payment plan you have made, in which case the fees or charges will then become due, in full, immediately;](#)
 - ~~(d)~~ [hand-over your debt to an external debt collection agency for collection \(see Section 21.5\);](#)
 - ~~(e)~~ [claim any costs actually incurred by the University recovering the debt from you \(these costs vary by country but guidance can be found in the \[University's Student Debt Policy\]\(#\)\); and](#)
 - ~~(f)~~ [in the case of tuition fees, end the Student Contract, in accordance with Section 19.5\(l\) below, which means that you will be withdrawn as a student of the University.](#)
- 6.8 **Stipends and other student financial aid paid by the University.** There are various stipends and financial aid funds paid to students by the University. If you are in receipt of any such funds

from the University, you agree that, if the University makes any overpayment of such funds in error, you will promptly ~~refund-repay~~ such amount to the University on becoming aware of such overpayment. You may make arrangements to repay such amount by contacting [Receivables Student Collections team](#) on 0141 330 6509 or by raising an [UofG-IT Helpdesk Request](#) for the attention of the ~~Finance-Receivables Collections~~ Service team. [The link to raise an IT Helpdesk request can be found on the University website.](#)

7. DEPOSITS PAYABLE FOR CERTAIN POSTGRADUATE PROGRAMMES

- 7.1 **When is a deposit payable?** Some postgraduate programmes require a deposit to secure a place (details of these programmes can be found on the University Website). The amount of the deposit, how to pay and the deadline for payment will be set out in your Offer.
- 7.2 **Sponsored student requirements.** If you are applying to, or have been awarded, sponsorship from a third party that covers all tuition fees and you are therefore unable to make a deposit payment, you must attach a copy of your sponsorship application or financial guarantee award letter to your application.
- 7.3 **Failure to pay deposit.** If you do not pay the deposit by the deadline for payment in accordance with your Offer, the University may withdraw your Offer and end the Student Contract in accordance with Section 19.5.
- 7.4 **Offset of deposit against tuition fees.** Any deposit paid by you will be offset against the balance of tuition fees payable by you for the programme.
- 7.5 **Refund of deposit.** Any refunds of deposits will be made in accordance with the [University's Deposit Refund Policy](#)~~University's Refund Policy~~.
- 7.6 **Deferral of deposit.** If we have accepted your request to defer your Offer (in accordance with Section 3.5), the University ~~may will~~ retain your deposit and credit it against your account for securing a place for the applicable year of entry.

8. ADDITIONAL SUPPORT REQUIREMENTS

- 8.1 So that we can consider appropriate support for you during your time at the University, you are encouraged (but not obliged) to tell us about any:
- (a) disability;
 - (b) medical condition that may affect your ability to attend your programme or course;
 - (c) healthcare or medical procedure that you anticipate that you may require during your programme or course that may affect your ability to attend; and/or
 - (d) additional support needs that you may have.
- If you do not tell us about any of the above we may not be able to fully support you.
- 8.2 Please also see Regulations [4 \(Disabled Students\)](#) and [24 \(Examination and Other Assessment Arrangements for Disabled Students\)](#) in the *University Regulations*.

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

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

Email: support@disability.gla.ac.uk

Reception: ~~Level 1~~, Fraser Building, Glasgow G12 8QF

Monday to Friday 9 a.m. - 5 p.m.

9. PROGRAMME TRANSFERS

- 9.1 The [University's Student Transfer Policy](#) will apply with respect to requests to transfer programmes at the University. This policy articulates what you can and cannot do, following application and following registration at the University.

10. OUR RIGHTS TO MAKE CHANGES TO PROGRAMMES AND COURSES

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

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

- (a) *Development of academic knowledge:* One of the strengths of the University is that teaching is research-led. Experts in your chosen field of study will ensure that important developments in the field are incorporated into the curriculum. Material that is no longer believed to be current may be replaced. In some fields such changes will happen more quickly than in others. There may also be changes to the way your course is delivered which are informed by research and development on student learning (pedagogy).
- (b) *Response to feedback:* On-going internal monitoring, including feedback received from current students, may also prompt changes.
- (c) *External requirements including professional accreditation:* The University must comply with various requirements set by other bodies, many of which relate to ensuring the quality of its degrees. For example, some programmes and courses carry external accreditation by professional bodies. Where their requirements change, the University must respond so that students continue to benefit from the considerable advantages of accredited qualifications.

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

10.3 **Programme cancellation.** On rare occasions we may be unable to deliver a programme for which you have accepted the Offer but in relation to which teaching has not commenced. Should this happen, you will be contacted with a full explanation of the circumstances and you will be offered help and advice in finding an appropriate alternative programme at the University. You

and we have the right to end the Student Contract in these circumstances in accordance with Section 19 below.

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

11. THE STANDARD YOU CAN EXPECT FROM US

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

12. THE STANDARD WE EXPECT FROM YOU

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

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

- 12.2 **Standards of behaviour - Code of Student Conduct and other Regulations.** In order to ensure the best possible learning environment and experience for you and your fellow students, we require you to maintain appropriate standards of behaviour. The *University Regulations* sets out various policies and codes of conduct with which you should take time to familiarise yourself and with which you must comply. Your attention is particularly drawn to the following Regulations (but you should note this list is not exhaustive):

- (a) University Plagiarism ~~Statement~~ & Academic Integrity Code ([Regulation 32](#) in the *University Regulations*);

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

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

- 12.3 **Academic Standards.** In order to qualify for the relevant award at the end of your studies, you must satisfy various requirements. Your progress on your programme or course and your final award are not guaranteed and are dependent on your academic performance.
- 12.4 The Regulations that apply to your programme or course are set out in the *University Regulations*. These cover things such as the requirements for you to progress through the different stages of your studies (e.g. for progress to the honours years in your chosen subject(s)) and the total number of credits that you must complete and the grades required for award. Relevant information about these requirements is also included in course handbooks and you will be given reasonable notice of any changes that are introduced.
- 12.5 The Regulations that apply to you are those published in the *University Regulations* in the year that you begin your studies, or the year that you progress to your specific programme or course. Please see Section 15 which sets out our rights to make changes to the Regulations.
- 12.6 **Student placements and other engagement with third parties.** Certain students may have the opportunity to undertake placements with, or otherwise engage with (for example, conduct research with), third parties as a requirement of, or as part of, their programme or course. Such third parties may include other academic institutions, museums, health boards, charities, and companies and other industrial partners. Before being accepted on a placement or being permitted to engage with such third parties you may be required to agree to certain conditions set by the relevant third party. So, by way of example only, you may be required to agree not to disclose the confidential information of that third party, or to comply with the health and safety or other policies of a placement provider while on their premises.
- 12.7 **Fitness to Practise.** Certain programmes (by way of example only, programmes leading to certain qualifications in teaching, law, medicine, dentistry, nursing, psychology, and veterinary medicine) require students to demonstrate “fitness to practise”. Being fit to practise means having the skills, knowledge, health and character to work safely and effectively. Your attention is therefore drawn to [Regulation 36](#) of the *University Regulations* which sets out our policies and procedures in relation to determining fitness to practise. You may be required by your programme administrators to sign an additional agreement regarding your fitness to practise.
- 12.8 **Other important policies with which you must comply.** Your attention is drawn to the following important University policies which may be applicable to you and with which, if applicable, you must ensure you read, understand and comply with:

- (a) [Regulations for the use of University ICT systems and facilities](#);
- (b) [Code of Good Practice in Research](#);
- (c) [Code of Policy and Procedures for Investigating Allegations of Misconduct in Research](#); and
- (d) [Postgraduate Research Code of Practice](#).

13. INTELLECTUAL PROPERTY POLICIES AND REGULATIONS

- 13.1 **Our intellectual property.** The copyright, design right and all other intellectual property rights in any course materials and all other documents or materials that we prepare or produce (which includes any materials prepared by our employees, contractors and agents) whether or not related to your programme or course will belong exclusively to us or our licensors.
- 13.2 You may use the University's intellectual property described above for the purposes of your own private study. You are not permitted to use any of our intellectual property for any commercial purpose and you are not permitted to share any of our intellectual property (including uploading our intellectual property onto social media or third party websites such as YouTube or Course Hero) without our express consent.
- 13.3 You must also comply with the Copyright Regulations ([Regulation 40](#) in the *University Regulations*) which describes the limited rights (and obligations) you have if you wish to copy third party material under copyright in connection with your studies (for example, materials held in our library).
- 13.4 **Misuse of University or third party intellectual property.** Any use of University intellectual property or third party intellectual property by you in breach of Section 13.2 or 13.3 above will be treated by the University as a breach of the Code of Student Conduct ([Regulation 33](#) of the *University Regulations*).
- 13.5 **Your intellectual property.** The copyright, design right and all other intellectual property rights in any work or materials that you produce during the course of your studies at the University will usually belong to you. However, in some cases we may require you to transfer ownership of such rights to us. Examples include:
- (a) if you create intellectual property in connection with a project which is funded or sponsored by a third party (for example, under a research contract which the University has entered into, or under a commercially sponsored studentship);
 - (b) if you are working in an area based on and in which the University has valuable intellectual property;
 - (c) if arrangements are in place (or anticipated to be put in place) with commercial companies in relation to the results of the research in which you are involved and that research involves University employees; or
 - (d) if the research work you are conducting is carried out by you under substantial guidance from University staff.

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

13.6 **Your rights if you transfer any intellectual property rights to us.** If you transfer to us any of the intellectual property rights referred to in Section 13.5 above, then you will be granted the same rights as an employee inventor at the University as set out in the [University's Policy for Intellectual Property and Commercialisation](#). You should follow the procedures as set out in this policy.

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

14. IF YOU ARE NOT HAPPY – COMPLAINTS HANDLING PROCEDURE

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

15. OUR RIGHT TO MAKE CHANGES

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

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

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

- 15.2 We will not normally implement changes to the *University Regulations* or our policies which affect student matters during an academic session. However, we reserve the right to do so if we reasonably consider such changes:
- (a) are required to maintain academic standards with respect to that academic session;
 - (b) are necessary to run our programmes and courses effectively (to enable us to meet our obligations to you) with respect to that academic session; or
 - (c) are necessary to comply with the requirements of law or a governmental authority, regulator or accrediting body.

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

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

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

- 16.1 **We are responsible to you for reasonably foreseeable loss and damage caused by us.** If we fail to comply with our obligations under the Student Contract, we are responsible for loss or damage you suffer that is a reasonably foreseeable result of our breaking the contract or our failing to use reasonable care and skill, but we are not responsible for any loss or damage that is not reasonably foreseeable. Loss or damage is reasonably foreseeable if either it is obvious that it will happen or if, at the time the contract was made, both we and you knew it might happen, for example, if you discussed it with us during the offer process.
- 16.2 **We are not responsible for loss and damage to your property caused by you.** We are not responsible for any loss or damage to your property caused by you or by other students or by third parties for whom we are not responsible (for example if you lose an item of your personal belongings while on the University campus).
- 16.3 **We are not responsible for services provided by student organisations.** The Student Representative Council, Glasgow University Union, the Queen Margaret Union and the Glasgow University Sport Association are separate organisations independent from the University. We are not responsible for any services provided to you by those organisations.
- 16.4 **We are not responsible for any loss or harm you may suffer during any self-sourced work or volunteering opportunity.** The University will not have vetted the potential employer, conducted any health and safety, insurance or other risk assessments, or provided you with any advice specific to your potential opportunity. This will be the case whether or not the University has provided you with any financial support in relation to the opportunity. The University will therefore not be liable to you for any loss or harm you may suffer during any self-sourced opportunity and, similarly, will not be responsible to the provider of the opportunity for your acts or omissions. You must take appropriate steps to satisfy yourself about the nature of the opportunity and any risks that you might be exposed to.

16.5 **We do not exclude or limit in any way our liability to you where it would be unlawful to do so.** This includes liability for death or personal injury caused by our negligence or the negligence of our employees, agents or subcontractors; or for fraud or fraudulent misrepresentation.

16.6 This Section 16 continues in effect even if the Student Contract ends.

17. YOUR RESPONSIBILITY FOR INSURANCE

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

18. CONFIDENTIALITY

18.1 We have set out in Section 5 above how we will collect and use your personal information. However, you may during your course of study at the University be exposed to information that needs to be kept confidential. For example:

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

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

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

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

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

- (a) has become public knowledge other than through disclosure by you in breach of this Section; or
- (b) was already known to you prior to disclosure by or on behalf of the University; or

- (c) has been received by you from a third party who did not acquire it in confidence from the University or from someone owing a duty of confidence to the University; or
 - (d) you are required by law to disclose.
- 18.4 You must, whenever the University so requests, return to the University all documents and other records of the Confidential Information or any of it in any form which you have in your possession or under your control.
- 18.5 **Additional obligations if you process Personal Information during your studies.** If during your studies you use personal information about another individual (for example, you are working on a research project and you analyse personal information about research subjects), the additional obligations set out in Schedule 2 apply to you.
- 18.6 This Section 18 continues in effect indefinitely even if the Student Contract ends.

19. HOW THE STUDENT CONTRACT MAY END

- 19.1 **Automatic contract end.** The Student Contract will end automatically in a number of different circumstances:
- (a) in the case of research programmes, the date on which we issue you with a letter confirming the award of your degree; or
 - (b) in the case of any other programme, the date on which we notify you of the final results of your programme, including any resits (whether or not we confer an award or degree on you); or
 - (c) if you have applied to us through UCAS and you have followed the UCAS procedure for accepting another university offer, declining your Offer or withdrawing your application.
- 19.2 **You have the right to cancel the Student Contract within 14 days of accepting your Offer.** If you accept an Offer but change your mind, you have 14 days from the date you accept our Offer to tell us you've changed your mind and to cancel the Student Contract and to receive a full refund of any fees that you have paid already under the Student Contract.
- If you applied through UCAS, please contact UCAS to change your acceptance within 14 days of accepting your Offer. If you applied directly to the University, please cancel your Offer through our Applicant Self Service Portal within 14 days of accepting your Offer. If you cannot use the Applicant Self Service Portal, you may contact the central Admissions Office by email, telephone call or letter. You will find the contact details for the central Admissions Office in the University Prospectus and on the University Website.
- The Student Contract will end on the day on which we receive your self service cancellation, email, telephone call or letter. To arrange a refund of any fees you have already paid, please contact the central Admissions Office.
- 19.3 **You have the right to end the Student Contract because of the University's actions.** You have the right to end the Student Contract for the following reasons:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- 20.1 **Payment of outstanding fees.** All outstanding fees owed by you to the University are payable immediately, in full, following the end of the Student Contract unless otherwise agreed.
- 20.2 **Refund of fees.** Any refunds of fees will be made in accordance with the [University Policy on Reduction of Tuition Fee Liability and Refunds](#).
- 20.3 **Return of property, data and Confidential Information and closure of student email account.** All University property (including campus cards) and all data (if any) referred to at

Section 13.7 (research data) and the Confidential Information (if any) referred to at Section 18.4 (Confidential Information) within your possession or control must be provided or returned to the University. Unless your student email account has been suspended under the [University's IT Regulations](#), the University will keep your student email account open for a reasonable time following the end of the Student Contract to allow you to download any information held in your student email account that you wish to keep.

20.4 **Academic Appeals.** Notwithstanding the end of the Student Contract under Section 19.1(a) or 19.1(b), you may appeal the results conferred upon you by the University in accordance with the [University's Academic Appeals procedure](#).

20.5 **Terms which continue to apply after the end of the Student Contract.** Some of the terms of the Student Contract will continue to apply after the Student Contract ends. We have highlighted these within the relevant Sections of these Student Terms and Conditions but set them out below, for ease of reference:

- (a) Section 5 (How we may use your personal information);
- (b) Section 6 (Tuition fees and other charges);
- (c) Section 13 (Intellectual Property Policies);
- (d) Section 16 (Our responsibility for loss or damage suffered by you);
- (e) Section 18 (Confidentiality);
- (f) This Section 20 (Rights and obligations following the end of the Student Contract);
- (g) Section 21 (Other important terms);
- (h) Schedule 2 (Additional Obligations relating to processing of Personal Information); and
- (i) [Regulation 33](#) of the *University Regulations* (Code of Student Conduct) but only in relation to any breach of Regulation 33 by you during your studies which is discovered following the end of the Student Contract.

21. OTHER IMPORTANT TERMS

21.1 **Events outside our control.** We will not be liable or responsible for any failure to carry out, or delay in carrying out, any of our obligations under the Student Contract where that delay or failure is caused by an event outside our reasonable control. Examples include adverse weather, pandemics, government intervention, trade sanctions, accidental destruction of a building or industrial action by [non-University](#) staff.

21.2 For so long as the event outside of our control continues:

- (a) we can suspend those of our obligations under the Student Contract which are directly affected by the event; and
- (b) the time allowed to carry out those obligations will be extended for the length of time the event continues.

- 21.3 We will take reasonable steps to bring the event to a close or to find a way in which we can carry out our obligations under the Student Contract despite the event. Please also see Section 10.2(h) which sets out our right to make changes in response to such an event.
- 21.4 **We may transfer certain of our rights and obligations to someone else.** We may transfer our obligations under the Student Contract to another organisation or person. This may happen, for example, when we engage a third party to provide specialist teaching. If and when this happens, we will remain responsible to you for the performance of our obligations by that third party.
- 21.5 **We may also transfer our right to receive unpaid fees or other sums of money that you owe us to a third party** but we will tell you when this happens. This may happen, for example, where you owe us a debt under the Student Contract and we pass that debt for collection to a third party debt collection agency.
- 21.6 **You need our consent to transfer your rights to someone else.** You may only transfer your rights or your obligations under these terms to another person if we agree to this in writing. We have no obligation to agree.
- 21.7 **Nobody else has any rights under this contract.** The Student Contract is between you and us. No other person shall have any rights to enforce any of its terms except where we transfer rights in accordance with Section 21.5.
- 21.8 **If a court finds part of the Student Contract illegal, the rest will continue in force.** Each of the Sections of the Student Contract operates separately. If any court or relevant authority decides that any of them are unlawful, the remaining Sections will remain in full force and effect.
- 21.9 **Even if we delay in enforcing the Student Contract, we can still enforce it later.** If we do not insist immediately that you do anything you are required to do under the Student Contract, or if we delay in taking steps against you in respect of your breaking the Student Contract, that will not mean that you do not have to do those things and it will not prevent us taking steps against you at a later date. For example, if you miss a payment and we do not chase you but we continue to provide the programme or course, we can still require you to make the payment at a later date.
- 21.10 **Information on our website.** Information for students is contained on our website here: [www.gla.ac.uk/studentcontract] and where information from our website is specifically referred to in these Student Terms and Conditions, that information will form part of the Student Contract.
- If there is any error in this information the University may correct the error and corrections will be binding (subject to your right to end the Student Contract under Section 19.3(a)). If there is any conflict or ambiguity between any information contained on our website and the Student Contract, then the Student Contract will prevail.
- 21.11 **Which laws apply to this contract and where may you bring legal proceedings?**
- The Student Contract is governed by Scots law.

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

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

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

SCHEDULE 1

Non-UK Students

Export Controls

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

Immigration Controls

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

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

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

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

immigration status requested by us. Information provided in response to such requests must be true, complete and accurate to the best of your knowledge.

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

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

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

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

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

English language requirements

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

SCHEDULE 2

Additional Obligations relating to processing of Personal Information

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

Data Subject	this means a living person who can be identified from personal information (for example an identifier like a name, address, ID number or physical attribute);
Personal Information	this means any information about a Data Subject;
Process	this means any kind of use of Personal Information, such as collection, recording, organisation, structuring, storage, adaptation or alteration, retrieval, consultation, disclosure by transmission, dissemination or otherwise making available, alignment or combination, restriction, erasure or destruction;
Processing Instructions	this means the instructions relating to the Personal Information set out in this Schedule 2 together with any other instructions relating to the Personal Information provided to you in writing by the University.

- 1) Where you process Personal Information during your studies at the University, depending on the particular circumstances you may either be processing such Personal Information on the University's instructions (in which case paragraph 2 below applies to such processing), or you may be processing such Personal Information not on the University's instructions (in which case paragraph 3 below applies to such processing).
- 2) If you are processing Personal Information on the University's instructions, you shall:
 - a) process the Personal Information only on and in accordance with the Processing Instructions;
 - b) not disclose any Personal Information without the University's prior written consent, except as required by law or as is necessary to comply with the Processing Instructions;
 - c) take appropriate technical and security measures in relation to the processing of Personal Information appropriate to the risks presented by the processing, in particular the risks of accidental or unlawful destruction, loss, alteration, unauthorised disclosure of, or access to Personal Information transmitted, stored or otherwise processed;
 - d) immediately notify the University if you receive any correspondence from either (i) a Data Subject or (ii) an applicable regulator in relation to the Personal Information and consult with the University prior to responding to any such correspondence;

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



Court Meeting: 25th September 2025
Agenda Item: Financial Report
Responsible: Gregor Caldwell, Executive Director of Finance

Executive Summary:

The purpose of the report is to:

- provide an overview of financial performance and metrics
- outline key finance activities Court should be aware of
- escalate changes in significant risks affecting the University financial position

This is an initial draft that will be refined over time and replaces the previous DoF report that would normally be included with the Finance Committee minutes.

Action Required:

- | | |
|-------------------------------------|-------------------------|
| <input type="checkbox"/> | FORMALLY APPROVE |
| <input checked="" type="checkbox"/> | FOR DISCUSSION |
| <input checked="" type="checkbox"/> | TO NOTE/FOR INFORMATION |

Resource Implications: No items for escalation

Risk and Assurance: The annual insurance renewal has been completed. Our excess on computer equipment in the James Watt South has been increased to £2m as fire suppression systems cannot be fitted. Mitigations are in place.

University Strategy: Finance strategy

Sustainability Implications/Assessment: No items for escalation

Student Experience: No items for escalation

Equality Considerations: No items for escalation

Supporting Information: Appendices on financial position

Classification:

<input type="checkbox"/>	OPEN
<input type="checkbox"/>	CONFIDENTIAL
<input checked="" type="checkbox"/>	STRICTLY CONFIDENTIAL



University
of Glasgow

COURT

Court Meeting: 25 September 2025
Document Title: Finance Committee Minutes on 11 September 2025
Responsible: Jonathan Loukes

Executive Summary:

Minutes of the meeting of the Finance Committee held on 11 September 2025.

The Committee discussed the Terms of Reference, Agenda plan and self-evaluation with the ToR to be updated and submitted to Court for approval.

The Committee received a number of reports: Cashflow and Financial Performance which showed a £5m reduction in the forecast cash position for the year since May, with a £55m surplus, £61m ahead of budget; Savings update noting that £12.8 million of the £18.1 million permanent savings target for 2026 had already been banked, representing 70% completion; and a progress report on key strategic initiatives, including service excellence, digital transformation, academic performance, and automation. will be discussed under **Agenda Item 10**.

The Committee discussed the joint workshop with Audit and Risk Committee on the Gillies Report that a number of members had attended, which highlighted governance failures at the University of Dundee and broader sector vulnerabilities, noting that the matter would be discussed in detail at the next Court meeting.

The Committee noted that the tender process for one half of the University's endowment portfolio was underway and following discussion it was agreed that the tender documentation would be circulated to the Finance Committee.

The Committee received an update Project SIERRA and the investment request for £22.6m. The Committee noted the discussion earlier as part of the workshop at which members had discussed the strategic importance of the system in modernising financial and operational processes, and emphasised the need for robust governance across committees. The Committee **agreed to recommend to Court the approval** for investment request for £22.6m. **Annex 1** provides more detail on the Business Case for Project SIERRA.

The Committee approved: £6.56m for a new Customer Relationship Management (CRM); £1.4m additional funding to allow early enabling works on Church Street; £3.61m to replace the end-of-life legacy timetabling system; and £22.6m to support procurement of the preferred software suppliers. The Committee also approved the TRAC return for 2023/24.

The Committee also received the annual insurance review, noting key risks and coverage updates. A decision on whether to renew cyber insurance would be made in November.

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 – Project SIERRA Report

- Classification:**
- OPEN
 - CONFIDENTIAL
 - STRICTLY CONFIDENTIAL

The minutes of the meeting from 11 September 2025 can be released following approval by the Finance Committee.

Annex 1 – is commercially sensitive and therefore should not be published.



University
of Glasgow

COURT

Court Meeting: 25 September 2025
Document Title: Minute of meeting of Estates & Sustainability
Responsible: Stuart Hoggan, Convenor, Estates & Sustainability Committee

Executive Summary:

The meeting of the Estates & Sustainability Committee on 27 August focused in particular on sustainability matters, as part of the agreed annual cycle of meetings.

The main focus was on the delivery of the programme of sustainability projects that contribute to the University's Glasgow Green Strategy, including the target of carbon neutrality by 2030.

The Committee noted significant progress since the previous sustainability meeting in March, with further major milestones in the near future. A new Projects Maturity Index Table provided a risk-based summary of delivery.

The largest project is the Gilmorehill Heat Decarbonisation Strategy, which includes the plans for the Partick pumping station. The Committee strongly endorsed plans to proceed to tender for a low carbon heat solution and initiatives on a Corporate Power Purchase Agreement, a "direct wire" supply opportunity, onsite solar deployment and expansion of the campus District Heat Network.

On carbon offsetting, the Committee agreed that there were a limited number of high value opportunities. Beyond this, there were significant policy, practical and value for money concerns. More work is needed here.

The Committee heard about the potential for digital systems for energy management and the sustainability communications plan. A benchmarking exercise across the Russell Group Universities showed that the University was in the vanguard in its 2030 commitment.

On the 2030 target itself, much more information was available now on projects, costs and timescales than at the point when it was set. The Committee noted that while there was a viable route to success through the agreed programme, achieving the target by 2030 would require the team to overcome a number of significant risks. The target is feasible but challenging and there is a significant chance that it would not be achieved on time without the use of additional carbon offsetting. Nevertheless, the target plays a critical role in providing direction and setting aspirations.

The Committee approved investment of £1.4 million for site enabling works for the Church Street purpose built student accommodation, as a contribution towards the planned commercial joint venture.

The Committee received regular reports on this year's investment projects, audit recommendations and on the risk registers.

Action Required:

- FORMALLY APPROVE
- FOR DISCUSSION
- 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
 - 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
Estates and Sustainability Committee
Minute of meeting held in
Room 141AB Adam Smith Business School
Wednesday 27 August 2025**

Present: Mr S Hoggan (Convenor), Professor B Colburn, Dr D Duncan, Mr P Haggarty, Mr G Caldow, Professor F Coton, Mr S Good, Mr C Kennedy, Mr J McIntyre, Mrs L McMillan and Professor R Reeve.

In attendance: Ms N Cameron, Mr D Hall, Mr A Griffin, Mrs L Shaw, Dr R Yarr, Mr M Munro, Mr S Shakoor, Mrs J Gallagher, Mr S Baird, Mrs K Y Biggins (Clerk)

ESC/2025/111 Apologies

Mr Hoggan welcomed all, and introductions were made to the new members of the Committee, Professors Colburn and Reeve. Apologies were noted by Professor Muscatelli, Mrs Hanna and Mr D Calvert.

ESC/2025/112 Declaration of Interests

Mrs McMillan made a statement for transparency that she has family members working for AECOM and for a pension fund with a potential link to the SPID Joint Venture procurement.

ESC/2025/113 Minute of the meeting held on 21 May 2025

The Committee approved the minutes as an accurate record.

(a) Future Estates and Sustainability Committee Activity

The Committee were invited to comment outwith the meeting.

ESC/2025/114 Action Tracker/Matters arising

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

34 Safety and Resilience org chart. This was shared with the Committee by email on Monday 25 August. Closed.

35 Format of Investment Projects Update to be streamlined. An updated version has been included as part of the paper pack. Closed.

ESC/2025/115 Review and Approval of ToR

Mr Hoggan referenced paper 5. This is the regular commitment to reviewing the ToR to ensure it remains fit for purpose. It had been previously agreed that the governance section of the ToR would be reviewed across all Committees.

Professor Reeve queried the meaning of “delegated decision-making authority”. Mr Caldow accepted that the process needs more clarity.

Mr Hoggan indicated there is a double-key system for approvals, alongside Finance Committee. Professor Reeve noted that projects under £500k fall within the Committee’s scope.

Mr Caldow confirmed the understanding of the £0.5m threshold, and anything above £3m will be clarified in the review of documentation.

Professor Reeve raised a concern that sustainability is only discussed twice a year. Mr Hoggan responded that this is a strategic committee, and Dr Duncan added that while the primary focus of two meetings each year remained sustainability, sustainability can be addressed at any meeting if needed. Mr Hoggan emphasised the Committee’s role in scrutinizing and supporting, and advised reports can be shared outside

meetings if needed.

Professor Reeve suggested having Court members on the Sustainability Working Group. Dr Duncan agreed to raise this with the co-chair. Professor Reeve noted a lack of personnel, which limits the number of projects that can be managed. Mr Haggarty is working with the team on project delivery details and a review of the risk register, and there are dedicated delivery teams in place at the moment, particularly for those projects in, or near to, delivery stage.

ESC/2025/116 Progress Update since March Meeting and ESC/2025/117 Review of Sustainability Projects and Programmes

Dr Duncan referred to the 2019/20 Glasgow Green strategy, based on Arup's research, which provided realistic carbon footprint targets:

Current footprint: 60,000 tonnes
Projected growth to 75,000 tonnes by 2045
Target: reduce to 37,000 by 2030, and 32,000 by 2035, aiming for net zero by 2030
Achieved through teaching, research, and public engagement.

Arup's interim 2025 estimate was 48,000 tonnes, but newer technologies like air source heat pumps are now seen as unsustainable at scale. Despite this, the University still believes it can meet the 2030 target which can include offsetting and a range of interventions, including: Business travel (new measures endorsed and will be tracked), and Estates and infrastructure upgrades. We fall slightly short of the target by circa 500TCO_{2e} forecast. A further AECOM interim report based upon surveys of circa 62 buildings of representative archetypes will be available in October, with a final report in March 2026.

Dr Yarr outlined the master sustainability project, covering five areas of Glasgow Green, aiming to embed sustainability in daily operations. Key points included 6-year carbon payback on some projects, and site surveys across 300+ buildings. If action is not taken, targets will not be met. Energy savings are also possible through various BMS day-to-day refinements.

Paper 7 outlines the full schedule of works, with flexibility built into the programme. Solutions have been identified and costed, but cost certainty and impact still need to be confirmed. Dr Duncan and Dr Yarr stressed that while significant reductions are possible by 2030, challenges remain around cost, deliverability and carbon reduction. The 2030 target was feasible but challenging. Mr McIntyre raised concerns about financial sustainability and the need for a plan that balances ambition with realistic constraints. The Court-endorsed target must be achievable within budget. Professor Reeve and others highlighted the need to meet targets ethically. Business travel reductions could conflict with academic needs, but train travel is encouraged. Commuter travel and public transport options should also be supported. Understanding project costs and impacts is essential and will be built into business cases.

Mrs McMillan noted that project costs can increase over time and that Court should discuss either adjusting targets or increasing budgets. Dr Duncan and Mr Hoggan acknowledged the complexity and uncertainty around costs and deliverability. The route to meeting targets involves prioritising and challenging individual projects. Mr Haggarty added that increasing budget and staff alone will not solve the issue—many projects will require complex procurement. Revenue impact is often overlooked. Mr Caldwell reminded the group that the £70m budget was supplemented by additional inputs across the estate and institution, and as such it was far from clear that the budget is currently the main constraint. Professor Reeve asked what is needed to lock in progress, suggesting more staff resource to develop projects and at least meet revised targets.

Mr Hoggan reminded the Committee that the original target had been set in the absence of clear information on projects, costs and timescales. Nevertheless, the target had an essential role in setting aspirations and the direction of travel. Dr Duncan added that while the target cannot be guaranteed, the University should continue working toward it. Professor Reeve reminded the group that while there are challenges here, successfully meeting targets could enhance the University's reputation.

ESC/2025/118 Presentation on Gilmorehill Heat Decarbonisation

Mr Munro and Mr Shakoor shared the presentation (paper 8) covering:

- Heat demand & supply across Campus
- Potential viable low carbon heat solutions for the University
- Programme for purchasing low carbon heat
- Establishing a diverse energy portfolio.

Professor Coton asked how buildings not connected to the District Heating System (DHS) are heated. Mr Munro explained that most are heated by gas, either through the network or well-maintained local gas boilers.

The CHP (Combined Heat and Power) system currently provides 45% of the University's heat, and local boilers produce a similar carbon output. The CHP system is scheduled for major maintenance next year and is expected to reach the end of its life around 2030, depending on usage. It also generates electricity, which is a significant financial benefit to the University.

Professor Reeve asked about the impact of switching off the CHP engine. Mr Shakoor said this is manageable through co-ordination with the University's energy supplier.

Mr Munro confirmed that the University is currently tendering for a low-carbon heat solution, with a decision expected by next year.

Mr Shakoor referenced CCPA:

- A CCPA allows a buyer to purchase renewable electricity direct from a wind or solar farm.
- The CCPA is a long-term agreement that may last for 3-20 years.
- The price paid is a fixed price for the volume sold.
- The advantages of such an agreement allow the buyer to have:
 - budget certainty for energy procurement in volatile energy markets
 - to achieve sustainability goals
- The Scottish Government have, in February, published a consultation, under Climate Change Duties - Statutory guidance for public bodies:
 - the above consultation will allow for renewable electricity purchased through a PPA to be reported as zero emissions.
 - final guidance to be issued later this year.

Professor Coton praised the presentation and the work done so far. He noted that replacing grid electricity with alternatives may result in similar costs. Mr Shakoor advised the CHP system should be viewed as a heat asset, but he could not confirm costs yet due to risks and uncertainties. There is a possibility of collaborating with other universities, aiming for around 20% shared procurement, but he said cost comparisons will be clearer once the APUC framework is in place.

Dr Yarr clarified that the University cannot currently procure through the framework, but they are lobbying for this change.

Mr Shakoor believes there is a high chance the Scottish Government will approve the scheme. Mr Caldwell added that the University is exploring options to step outside public procurement, although approval from the Scottish Government seems likely.

Professor Coton noted that while the economic case for CHP has improved, the environmental case has weakened since its original business case was approved.

Mr Shakoor noted the Energy Portfolio helps manage risks and scenarios.

The following approvals were requested:

- Consent to proceed to tender for low carbon heat solution.
- Endorse the proposal to pursue the following initiatives:
 - Corporate Power Purchase Agreement
 - Direct wire opportunity
 - Onsite solar deployment
 - On-campus District Heat Network expansion
- Report progress to relevant governance board.

Mr McIntyre stressed the importance of understanding the details of each project and agreement to properly evaluate them. Professor Coton fully supported taking a holistic approach to the challenges and evaluating the specifics. Professor Reeve agreed on the need to clearly identify what actions are required to meet targets.

Mr Good added that we should look at demand and reduction in a broad, integrated way to help improve the University's overall position.

Professor Coton pointed out that the ARUP report was written before COVID, and the University now operates differently, with hybrid working and a changed grid decarbonisation trajectory. Mr Hoggan agreed the team should revisit the report.

Mrs McMillan noted that there has been media coverage about buildings being too energy-intensive and overheating in summer, suggesting that the future may shift focus from heating costs to cooling costs.

The Committee gave general approval to the points listed above, with a view to the governance board piece being taken offline.

ESC/2025/119 Digital Systems for Energy Management Offsetting Strategy Update

Dr Yarr referenced paper 9.

This update relates to reducing energy demand through improved data and is shared for information.

It includes improvements to the BMS (Building Management System), controls strategy and metering, forming a combined strategy to support infrastructure changes while aligning with the University's teaching and research priorities. The work will be funded from the Sustainability budget. Mr Kennedy asked if there is scope to budget for student research. Dr Yarr confirmed this is already happening. Mr Good emphasised the importance of engaging the wider community and making progress more visible. Mrs McMillan suggested using CO₂ monitors to measure building airflow. Professor Reeve mentioned the digital twin initiative, noting that the community may not be aware of it and that it deserves recognition. Mr Caldow highlighted that much of the work is focussed on buildings in heavy use.

The Committee are content with the approach set out.

EC/2025/120 Offsetting Update

Dr Yarr referenced paper 10.

The University's climate strategy, shared in March, includes a waterfall diagram explaining its approach.

There is a commitment to developing an offsetting model based in Scotland, which offers teaching benefits and this is being explored by a small working group.

There is strong interest in this area, and the Scottish Wildlife Trust aligns well with University values, offering high-value carbon credits. Although procurement has been successful, the market is limited, so the University needs to broaden its approach.

Mr Hoggan noted that offsets are needed to meet climate targets but raised policy and practical concerns. Dr Yarr flagged ongoing revenue costs beyond 2030. Dr Duncan emphasised that offsetting has always been part of the University's principles, but it must be verifiable and not greenwashing.

While the focus is on Scotland, other options may be needed. Professor Reeve praised the schemes but acknowledged their complexity and the need for more work by the Sustainability Team and academics to ensure they are robust.

The University must expand beyond initial projects and ensure proper resourcing to realise full benefits. Suppliers who responded to the PIN notice should be reviewed to see if their schemes have improved. Mr Good stressed that offsetting should be a last resort and questioned whether it is being used appropriately. He suggested exploring embodied carbon and checking if the ARUP report figures are still valid. He also proposed more nature restoration within campus areas. Mr Kennedy asked about the Cashel proposal. Dr Yarr had investigated it, but the project's timeline and maintenance challenges made it unsuitable for scaling.

The Committee approved the broad proposed approach to offsetting.

EC/2025/121 Sustainability Communications Plan

Dr Yarr referenced paper 11.

We are working with Comms colleagues corporately and locally.

The Committee are content with the approach set out.

EC/2025/122 Race to Zero Benchmark Table

Dr Yarr referenced paper 12.

The University has signed up to a target that supports its strategic goals, particularly around its climate emergency declaration. This placed the University's as amongst the most ambitious within the wider sector, and recent changes and developments help illustrate how the University is responding.

The Committee noted the sector-wide position.

EC/2025/123 PPMA Dashboard

This was provided for reference.

EC/2025/124 Executive Director of Estates Report

Mr Haggarty referenced paper 14.

Since the last Committee in May 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 and project reference visits across the UK
- Biological Research Facility (BRF) optioneering post-Prism
- Matrix Stage 2 design
- SUERC Fire reinstatement and insurance negotiations
- Keystone site progress
- Facilities Management delivery
- KPMG Audit of CBRE FM Contract
- Sustainability delivery plan.

The Directorate continues to operate over an extensive and wide remit. New campus masterplan and development framework and commercial activity around SPID will be updated later in the year.

The Matrix project at Garscube has been retitled Nexus. The Keystone project has three tower cranes onsite, and a viewing platform is available. The works are on week 41 and remain on programme.

Three projects were completed in July and 2 commenced, with 6 commencing in August.

Facilities services successfully supported the summer graduation and exam re-sit diet, and planning is underway for winter graduations and exam programme. Following Storm Eowyn in January there are 170 insurance items ongoing.

The timetabling team is working for the new term.



Mr Haggarty noted there is no investment plan currently for Cochno House following a question from Professor Reeve in relation to this; Dr Yarr is looking at sustainability opportunities at the location.

Following a question regarding paying vacant rates on listed buildings, Ms Cameron confirmed that this is the case and we receive a charitable rates relief, with a number of rebates received by actively managing the portfolio.

Ms Cameron advised we are looking to get better and deeper understanding of Laboratory phenotypes and collate to understand the level of servicing, looking across Campus to categorise.

EC/2025/125 Estates and Sustainability Risk Register

Mr Hall referenced paper 15.

On Reputational risk and service delivery, work is ongoing to ensure performance is to expected standards.

On Team sustainability and resource capacity, support is being provided from the wider team, especially in efforts to reduce carbon usage. Scaling back on campus enhancement work enables us to redirect resources into supporting this team. There is a strong focus on collaboration with Dr Yarr. The Development Team is helping with business case preparation.

There is a push to improve communication and community engagement, strengthen research dissemination and analytical capabilities, making better use of resources and budget and increase awareness of the current situation using data.

Professor Reeve has concerns that current work does not align with Glasgow Green initiatives and this should be addressed.

EC/2025/126 Investment Projects Update

Mr Hall referenced paper 16.

This has been rationalised following a request from the Committee.

118 live projects in period (34 briefing/scoping)

39 projects in total for core and campus enhancements

7 Active Major Projects

5 Investment applications were either approved or reviewed at CPSG (4 Core & Asset Management, 1 Sustainability)

Stage 4 design on-going for Church St residencies

Matrix visioning workshop complete with CRUK and UoG aligned

Innovation building ECI and Stage 4 design commenced

CTNF feasibility commenced

Gilbert Scott design team changes initiated and ongoing to allow completion of Stage 1 design.

There is a red risk identification of suitable location for the PET Lab, which is being actively worked on.

EC/2025/127 Committee Reports for Approval/Noting

Summary of investment under delegation

Paper 17 has been provided for information and was noted.

Paper 17a Church Street Residential (enabling works)

Mr Baird joined and referenced paper 17a; noting this is similar to the Keystone enabling works which will prepare the site for development. We are working to de-risk for handover to a joint venture.

The Committee approved this investment.

EC/2025/128 Date of next meeting and agenda items

Tuesday 28 October 2025 at 9.30am. This will focus on Estates matters as per the agreed pattern.

EC/2025/129 AOB

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

Following a periodic evaluation undertaken last year, this will once again be shared with the Committee over the next few weeks and reviewed at the October meeting.



University
of Glasgow

COURT

Court Meeting: 25 September 2025
Document Title: Audit and Risk Committee
Responsible: Martin Sinclair, Chair of Audit and Risk Committee

Executive Summary:

The Audit and Risk Committee proposed updates to its Terms of Reference and Annual Schedule of Business. It also reviewed the outcomes of a recent self-evaluation, which highlighted opportunities for improvement in areas such as induction, Value for Money (VFM), and cross-committee engagement. The Committee noted progress on the revised whistleblowing policy and acknowledged the upcoming QAA Targeted Peer Review.

The Committee received an update from the Executive Director of Finance, Head of Risk with input from the Director of Strategy Implementation and Risk. Members noted the Annual Risk Management Report, with members noting that risks were reviewed regularly by SMG and that the current report was interim, pending alignment with the new University strategy.

During discussion, members supported rationalising the number of risks and improving clarity around controls, particularly for external risks such as geopolitics. The Committee agreed that risk appetite definitions should be strengthened and that financial provisions should be more clearly linked to specific risks.

It was noted that scenario planning, horizon scanning, and stress testing would be developed further as part of the strategy refresh. Subject to these refinements, the Committee endorsed the direction of travel and the continued development of the Risk Register. **The Committee endorsed the Annual Risk Update and Risk Register for submission to Court which will be discussed under Agenda Item 5.**

Internal Audit updates covered key areas including international student onboarding, maintenance strategy, strategic KPI reporting, and risk management. The Committee approved the Internal Audit Plan for 2025–26. It also reviewed external audit fees and corporate structure updates, with no material changes reported. Preparatory work for the new SORP was noted, with a full report expected in March 2026.

A pre-briefing session on the Gillies report was held ahead of the meeting, and a note of that discussion is attached for reference as **Annex 1**.

Court is invited to approve the updated Terms of Reference for the Audit and Risk Committee attached as Annex 2.

Action Required:

- FORMALLY APPROVE
- FOR DISCUSSION
- TO NOTE/FOR INFORMATION

Resource Implications: N/A

Risk and Assurance: SMG - Government Policy Changes (ID: 1298)
 SMG - Value, impact and benefits realisation (ID: 1289)
 SMG - Research (ID: 1369)
 SMG - Campus Development and Maintenance (ID: 1392)
 SMG - Data governance and information security (ID: 1409)
 SMG - Organisational resilience and agility (ID: 1430)
 SMG - Student Non-Academic Experience (ID: 1438)

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:

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

University of Glasgow

Audit & Risk Committee

Minute of the **Audit & Risk Committee** held on **4 September 2025** at **1400 hours** in the **Melville Room**.

Present: Martin Sinclair (Chair), Professor Sarah Armstrong, Stuart Hoggan, Iain Mackenzie, Lorraine McMillan, Lesley Newdall

In attendance: Jacqueline Bett (Head of Tax, Treasury and Financial Reporting), Gregor Caldwell (Executive Director of Finance), Dr David Duncan (Chief Operating Officer and University Secretary), Amber Higgins (Head of Court Office), Jane Hoey (Head of Risk), Craig Chapman Smith (Director of Strategy Implementation and Risk) Chris Kennedy (Elected Professional Services Staff Member), Lee McClure (Clerk), Professor Sir Anton Muscatelli (Principal), Carys Jones (KPMG), James Lucas (KPMG), David Thomson (PwC), Ryan Tulus (PwC), Matthew Hall (PwC)

Apologies: Anunay Gupta (PwC), Neil Thomas (KPMG)

AUDIT/2025/1 Welcome and briefing

The Chair welcomed Ryan Tulus (Audit Manager) and David Sutherland (Director) from PwC to the meeting. Chris Kennedy, who would be joining the Audit and Risk Committee (ARC), attended as an observer.

The Committee noted that a pre-meeting briefing on the Gillies report had taken place, with extensive discussion as part of Court's broader consideration. Further discussion was scheduled for the next Court meeting, and a note of the pre-meeting session would be made available to Court members.

AUDIT/2025/2. Declarations of Interest

There were no new declarations of interest.

AUDIT/2025/3. Minutes of the Meeting held on 28 May 2025

The Committee approved the minutes of the meeting held on 28 May 2025.

AUDIT/2025/4. Matters Arising

Audit/2025/4.1 Internal Auditors Appointment (insert the number from the last minutes)

The Chair confirmed that KPMG's re-appointment was finalised at the end of July 2025 following further discussion with KPMG.

AUDIT/2025/5. Audit and Risk Committee Business

5.1 Audit and Risk Committee Terms of Reference

The Committee reviewed the current Terms of Reference (ToR) and agreed a number of updates. Members recommended adding the Benefits Report to the inputs section. The clause relating to oversight of external reports was considered too broad/difficult to evidence and it would be revised to clarify the Committee's assurance role and place responsibility on the Executive to escalate relevant matters, such as audit findings, legislative changes, and sector-wide developments. It was also noted that the University's whistleblowing policy included a route for escalation to the ARC via a dedicated email address. The membership section would be updated to clarify that the lay member was a member of Court.

The Committee agreed to recommend the revised ToR to Court for approval at its next meeting.

Action: Clerk

5.2 Annual Schedule of Business

The Committee approved the Annual Schedule of Business, subject to the inclusion of the Benefits Report in November and US GAAP Financials in January. The review of the benefits report was within the Committee's wider consideration of value for money.

Action: Clerk

5.3 Self-Evaluation Report

The Committee reviewed its recent self-evaluation, noting a modest decline in scores. During discussion several areas for improvement were identified, including enhanced induction for new members, Value for Money (VFM) focus, and taking a strengthened role in the light of the Gillies Report findings in reviewing financial statements.

Further suggestions included aligning members' skills with relevant executive areas, to encourage informal engagement with senior management and improve cross-committee information sharing. The Chair undertook to regularly share updates and insights from other committee meetings he attended.

The Committee also supported introducing the use of cover papers and welcomed the reintroduction of pre-meeting sessions for ARC members.

Action: Chair/Clerk

5.4 External Member Appointment Update

The Committee received an update on the recruitment of a new external member. Thirteen applications had been received, with the shortlisting panel selecting six candidates for interview on 23 September 2025.

5.5 Out of cycle approval for non-audit services

The Committee noted one item of business approved out of committee during the summer: a contract with PwC China to provide tax advice in relation to a transnational education partnership with a Chinese university. The service was in line with the University's agreed policy on non-audit services.

AUDIT/2025/6. Management Update

5.1 Whistleblowing Policy

The Committee noted that an external audit by a funding body had recommended a review and update of the University's Whistleblowing Policy, which had last been revised in 2019. The Head of the Court Office confirmed that work was underway to update the policy and consult with the trade unions as part of the process. A draft was expected to be presented to the meeting of Court in November 2025. The updated policy would incorporate an anonymous online reporting form, previously suggested by the Committee.

5.2 Start of Academic session update

The Committee received an update from the Chief Operating Officer on key operational areas. It was noted that student recruitment was broadly on track, with UG home numbers meeting targets and PGT slightly below expectations. Student accommodation was anticipated to meet demand, with contingency arrangements in place through private sector housing.

The Committee also noted Timetabling challenges, including unroomed events and temporary disruption due to building issues, but it was reported that these were being actively managed. Registration and enrolment processes showed improvement compared to previous years, although further work was needed, particularly around enrolment. A Curriculum and Portfolio Review was

underway, and new systems for timetabling (2027) and CRM (2026) were planned to support future improvements.

AUDIT/2025/7 Risk Management - Strategic Risk Summary

7.1 Update by Gregor Caldwell, Executive Director of Finance & Jane Hoey

The Committee received an update from the Executive Director of Finance, Head of Risk with input from the Director of Strategy Implementation and Risk. Members noted the Annual Risk Management Report, with members noting that risks were reviewed regularly by SMG and that the current report was interim, pending alignment with the new University strategy.

During discussion, members supported rationalising the number of risks and improving clarity around controls, particularly for external risks such as geopolitics. The Committee agreed that risk appetite definitions should be strengthened and that financial provisions should be more clearly linked to specific risks.

It was noted that scenario planning, horizon scanning, and stress testing would be developed further as part of the strategy refresh. Subject to these refinements, the Committee endorsed the direction of travel and the continued development of the Risk Register. The Committee agreed to recommend the approval of the Annual Risk Update and Risk Register to Court at its next meeting in September.

AUDIT/2025/8 Internal Audit

8.1 Internal Audit Progress report 2024/25 and implementation of outstanding Recommendations

The update on recommendations was noted, with KPMG advising that the Outstanding Benefits Realisation report would be finalised within the month and presented to the Committee in October.

Fifteen new management actions had been added to the tracker from the audits finalised. Two high, six medium and nine priority actions had been implemented since the May 2025. Forty-two actions were not yet due at the time of follow up and six actions had been marked as overdue.

High-risk findings related to taxi control accounts, along with associated moderate risks, had been successfully closed.

KPMG outlined enhancements agreed as part of their reappointment for the next audit cycle. These included closer collaboration with the management team, regular attendance at committee meetings, review of committee papers, and increased engagement with senior management to maintain institutional awareness. In addition, KPMG was committed to strengthening assurance in core areas such as financial control, risk management, and data governance, while maintaining flexibility to respond to emerging risks.

Additional improvements included clearer reporting of recurring themes across audits and ongoing assessment of organisational culture.

8.1.1 International Student On-boarding

This review was undertaken as part of the 2024/25 internal audit plan approved by the Audit and Risk Committee. The audit assessed the appropriateness of onboarding processes in place for Undergraduate/Postgraduate taught international students, including an assessment of student feedback mechanisms and activities to support cultural adjustment. The review highlighted several well-designed processes in place to mitigate key risks. One medium-risk finding was identified relating to the lack of documentation for the end-to-end onboarding process, along with two low-risk findings concerning limited participation in T2G and GE initiatives, and the absence of a central log to capture key themes from discussions with internal student advisers to support improvements in student onboarding and support.

During discussion, Sarah Armstrong highlighted the value of using existing course-level debriefs with home/international PGT students, which offered useful insights into student experience and programme marketing. The Committee acknowledged that course-level feedback was a valuable source of insight that could inform future improvements.

The Committee noted that the report was classified as significant assurance with minor improvements opportunities (Amber/Green) risk overall. The Committee noted the report and the recommendations.

8.1.2 Planned and Reactive Maintenance

The review was conducted as part of the 2024/25 internal audit plan approved by the Audit & Risk Committee. It examined the University's approach to planned preventative maintenance (PPM) and reactive maintenance, with a particular focus on cost forecasting and the contract management arrangements in place with CBRE. The review identified several well-designed processes to mitigate key risks. However, two medium-risk findings were raised, relating to financial pressures on reactive maintenance and the absence of a defined asset management strategy. Two low-risk findings were also noted, concerning the accuracy of asset data and the reliance on manual financial analysis.

The Committee discussed asset management across the University, noting that although there was currently no formal overarching strategy, both IT and Estates were actively managed. IT infrastructure had recently undergone a refresh, and annual investment in planned and reactive maintenance had increased significantly - from £10-11 million to £30 million. Planned savings in maintenance budgets for 2025-26 and subsequent ye4ars should be seen in this light. The Committee agreed it would be useful to confirm whether a formal fleet management strategy was in place and welcomed the improved asset data emerging from the CBRE partnership.

It was noted that condition surveys were ongoing, and the Estates Committee was working to enhance the metrics used to assess whether investment levels were appropriate and effectively targeted.

The Committee noted that an assurance rating of 'Significant assurance with minor improvement required' (Amber-Green) risk overall. The Committee noted the report and the recommendations.

8.1.3 Core Institutional Data: Strategic KPI Reporting

This review was undertaken as part of the 2024/25 internal audit plan approved by the Audit and Risk Committee. This internal audit considered the extent to which the thematic strategies to 2025 had been underpinned by realistic and measurable KPIs, supported by accurate data, and had been periodically monitored throughout the strategy's lifespan.

Four medium-risk findings were found relating to strategic performance monitoring. These included the need for measurable KPIs to track progress against thematic strategies, clearer governance arrangements for reporting, improvements to the format and content of strategy updates, and enhancements to the KPI design process.

During discussion, the Committee acknowledged the challenges of developing a meaningful and manageable KPI set for a large institution, noting that many existing indicators rely on broad or lagging data, which limits their value for real-time decision-making. Members proposed prioritising key indicators to maintain strategic momentum and emphasised the importance of balancing leading and lagging measures aligned with the strategy's core pillars. The Committee also highlighted the risk of overcomplicating the KPI framework, suggesting that indicators should be "good enough" to support progress without delaying implementation. It was proposed that KPIs remain flexible and subject to review as the strategy evolves, particularly in the context of the new 10-year strategic cycle.

The Committee noted an assurance rating of 'partial assurance with improvements required' (Amber-Red) risk overall. The Committee noted the report and the recommendations.

8.1.4 Strategic Risk Management

This review was undertaken as part of the 2024/25 internal audit plan approved by the Audit and Risk Committee. This internal audit focused on the strategic risk management processes and subsequent controls in place to maintain the Committee and Court Strategic Risk Registers.

One medium-risk relating to active risk management was found, with three low-risk findings relating to risk mitigation effectiveness, Risk Management Policy and Framework improvement and Risk categories.

The Committee noted an assurance rating of 'significant assurance with minor improvements required' (Amber-Green). The Committee noted the report and the recommendations.

8.2 Internal Audit Plan - 2025-2026

The Committee received the proposed Internal Audit Plan for 2025–26, developed in alignment with the University's Risk Register and emerging risk themes, with input from Committee members incorporated.

It was noted that the Student Wellbeing audit had been deferred to 2026 to accommodate an expanded UKVI audit scope within the existing budget and to allow time for the outcome of a QAA investigation to inform future audit work.

The Committee discussed the potential for Internal Audit to support cyclical reviews of committee effectiveness. While self-assessments were currently in place, members agreed that an independent review could add value and should be considered further by Court.

The inclusion of culture assessments within audit activity was also discussed, particularly in light of themes emerging from the Gillies Report. Internal Audit confirmed that cultural indicators are increasingly being considered, with further development of this approach planned.

Suggestions for future audit topics, to be considered by SMG and Internal Audit in reviewing years two and three of the rolling plan, included:

- Student feedback and assessment (potentially brought forward from 2026–27)
- IT investment
- VFM
- Research ethics and integrity
- Freedom of speech

Subject to the usual flexibility to respond to emerging issues, the Committee approved the Internal Audit Plan for 2025–26. The Committee also approved the updated Internal Audit Charter, which reflected the Global Internal Audit Standards.

AUDIT/2025/9. External Audit

9.1 Fees update

The Committee noted that there had been a total of £148,373 non-audit fees from 1 August 2024 to 31 July 2025 which was within the Non-Audit Services Policy.

It was noted that the core fees had been approved at the May meeting. An additional service of tax compliance support in China was formally noted.

AUDIT/2025/10. Corporate Structure

The Committee received the update on the corporate structure noting no material changes from the prior year. A query was raised regarding potential financial risks associated with joint ventures, regarding liability if a partner organisation was unable to continue. It was noted that such situations would be subject to a joint agreement on how to proceed and may warrant further review to ensure any financial exposure was understood and managed.

AUDIT/2025/11. Review of accounting changes applicable for year ended 31 July 2025

The Committee noted the review, with no significant mandatory changes to the financial reporting framework that would impact on the Reports and Financial Statements for the year ended 31 July 2025.

During discussion, the Committee noted the transition to the new Statement of Recommended Practice (SORP), which would apply from the financial year ending 31 July 2027. While no changes affect the current financial statements, preparatory work was underway and key areas of impact were expected to include lease accounting and revenue recognition. The Financial Reporting team had prepared an action plan for assessing and implementing the changes once the final version was published. A report outlining the proposed changes would be presented to Audit and Risk Committee in March 2026, before submissions to the Finance Committee for approval.

AUDIT/2025/12. Pre-Meeting Briefing Topics 2025/26

The Committee noted the potential topics for future pre-meeting briefings, proposing that VFM was added as the topic for March 2026.

Action: Clerk

AUDIT/2025/13. Any Other Business

It was reported that the QAA would undertake a Targeted Process Review (TPR) over the next 20 weeks, following concerns raised last year regarding assessment issues linked to a student death. Governance arrangements for the review had been agreed by SMG, and the Committee would receive the relevant QAA correspondence and the associated action plan in due course.

Action: Chief Operating Officer/Clerk

The Committee recorded its thanks to Sarah Armstrong for her valuable contribution, noting her transition to the Finance Committee. Thanks were also extended to the Principal for his long-standing service and participation in Audit and Risk Committee meetings.

AUDIT/2025/14. Date and time of next meeting

The Committee noted that the next meeting was scheduled for 29 October at 1400 hours in the Melville Room.

Audit and Risk Committee

Summary of Joint Committee Discussion on the Gillies Report

The Audit and Risk Committee convened a joint pre briefing session together with members of the Finance Committee to consider the implications of the Gillies Report, particularly in relation to financial management, reporting, controls, and cultural governance. The discussion aimed to assess the University of Glasgow's current practices against the report's findings and identify areas for reflection and improvement.

The Report was acknowledged as a prompt for the University's reflection, not a prescriptive set of actions. The Convenor of Court confirmed the establishment of a Court subgroup to reflect on the Report and report over a 6–9 month period.

Key themes noted during the discussion:

Governance roles and structures

- Clear distinction and complementarity between the Audit & Risk Committee and the Finance Committee.
- Importance of regular self-evaluation to maintain clarity of responsibilities.

Financial controls and reporting

- Strong financial control framework in place, including multi-year budgeting, scenario planning, and covenant tracking.
- Confidence in current systems, though MyCampus was identified as needing improvement.
- Emphasis on rigorous forecasting, especially during capital investment phases.

Governance agility and responsiveness

- Need for agile governance structures to respond to financial shocks and rapid changes in income.
- Scenario planning and institutional responsiveness were highlighted as critical tools.

Visibility and transparency

- Concerns about visibility of savings and financial risks at Court level.
- Importance of clear and timely information flows across governance layers.
- Need for transparency in managing conflicts of interest and decision-making processes.

Cultural governance and leadership

- Culture identified as a strategic risk requiring continuous monitoring.
- Importance of ethical leadership, open escalation channels, and cultural assessments.
- Risks associated with leadership transitions and offline decision-making were discussed.

Internal audit and oversight

- Proposal to strengthen links between internal audit and governance, including regular attendance at Finance Committee meetings.
- Internal audit seen as a potential tool for assessing soft controls and cultural indicators.

Financial risk and sustainability

- Concerns about spending outside governance frameworks and reliance on one-off savings.
- Emphasis on sustainable savings and behavioural change.
- Structured reporting in place to monitor savings split between permanent and one-off measures.

The Chair of the Audit & Risk Committee concluded that while financial controls and governance mechanisms were sound, continued focus was needed on agility, information flow, cultural vigilance, accountability, and behavioural risk.

Audit and Risk Committee Terms of Reference



1. Introduction

Appointed by Court, the **Audit and Risk Committee** (ARC) will oversee the University's arrangements for corporate governance, financial reporting, systems of internal control and risk management and the activities and processes related to these systems. This will include arrangements to ensure the University's compliance with the requirements of the Financial Memorandum between the University and Scottish Funding Council.

2. Committee remit

The mandate for the ARC is as follows:

Financial reporting

Ahead of consideration by the Finance Committee and recommendations by the Finance Committee to Court regarding approval of the annual financial statements:

- Monitor the integrity of the annual financial statements of the University, reviewing significant financial reporting issues and judgments which they contain. In particular, the Committee shall review and challenge where necessary:
 - The consistency of, and any changes to, accounting policies on a year-by-year basis;
 - The methods used to account for significant or unusual transactions where different approaches are possible;
 - Whether the University has followed appropriate accounting standards and made appropriate estimates and judgments, taking into account the views of the external auditor;
 - The clarity of disclosure in the University's financial statements and the context in which the statements are made; and
 - All narrative reports presented with the financial statements, such as the operating and financial review and the corporate governance statement (as it relates to matters within the remit of the Committee)

Internal control and risk management arrangements

- Keep under review the adequacy and effectiveness of the University's internal financial controls and internal control and risk management arrangements. In relation to the latter, the Committee shall consider:
 - the scope and effectiveness of the systems established by management to identify, assess, manage, and monitor financial and non-financial risks - to include regular review by the Committee of the University risk register, and attendance by a member or members of the Committee at University-level risk workshops; and
 - The internal auditors and, where applicable, management's assessments and reports on the effectiveness of the systems for risk management
- The Court retains responsibility for the review of the effectiveness of these systems of control and must form its own opinion despite aspects of that review being delegated to the Committee;
- Review the oversight and governance arrangements for risk areas on an annual basis.

Internal Audit

- Monitor and review the effectiveness of the University's internal audit function in the context of the University's overall arrangements;
- Recommend to Court the appointment or removal of the internal auditors;

- Consider and approve the remit of the internal audit function and ensure that adequate and appropriate resources are made available for its work and that it has appropriate access to information to enable it to perform its function effectively and in accordance with relevant professional standards. The Committee shall also ensure the function has adequate standing and is free from management and other restrictions;
- Review and assess the annual internal audit plan and the annual report and conclusions and opinions arising from activities and findings;
- Review reports addressed to the committee from the internal auditor;
- Review and monitor management's responsiveness to the findings and recommendations of the internal auditor, including the extent to which recommendations have been implemented
- Develop, implement and monitor a policy for the supply of non-audit services by the internal auditor, taking into account any relevant ethical guidance on the matter;
- Review and assess value for money as part of the annual internal audit plan and annual report. Promote value for money through economy, efficiency, and effectiveness in the management of the University's resources and the management and quality assurance of data.

External Audit

- Consider and make recommendations to Court for the appointment, re-appointment or removal of the University's external auditor. The Committee shall oversee the selection process and criteria for a new auditor and if the auditor resigns, the Committee shall investigate the issues leading to this and decide on any action required;
- Oversee the relationship with the external auditor, including (but not limited to):
 - scope of work and terms of engagement;
 - remuneration and its appropriateness to enable an adequate audit to be conducted;
 - assessing annually independence and objectivity considering relevant professional and regulatory requirements (including mandatory requirements in the University's Financial Memorandum with the Scottish Funding Council);
 - the qualifications, expertise and resources of the auditor and the effectiveness of the audit process;
 - seeking to ensure coordination with the activities of the internal audit function;
- Meet regularly with the external auditor, including at the planning stage before the audit and after the audit at the reporting stage;
- Review and approve the annual audit plan and ensure that it is consistent with the scope of the audit engagement;
- Review the findings of the audit with the external auditor, including a discussion of any major issues which arose during the audit, any audit and accounting judgments, levels of errors identified during the audit and the effectiveness of the audit.
- Review any representation letters requested by the external auditor before agreement by Court;
- Review the management letter and management's response to the auditor's findings and recommendations;
- Develop, implement and monitor a policy for the supply of non-audit services by the external auditor, taking into account any relevant ethical guidance on the matter.

Other matters

Consider the effectiveness of arrangements for:

- the investigation of fraud or other questions of loss, financial irregularity, or impropriety;
- University employees to raise concerns, in confidence, about possible wrongdoing in financial reporting or the operation of internal controls. The Committee shall ensure that these arrangements allow proportionate and independent investigation of such matters and appropriate follow up action;
 - the safeguarding of the assets of the University and of the use of its funds, particularly funds deriving from the public sector;
 - proper corporate governance.
- ~~Receive assurance from the Executive on any significant matters within the Committee's remit arising from reports by external bodies, such as the Audit Committee of the Scottish Parliament, Scottish Funding Council, Audit Scotland, National Audit Office, or UK Research Councils. The Executive is responsible for identifying and escalating relevant audit findings, legislative changes, or sector-wide developments that may impact the University's risk environment or control framework. Consider any matters falling within its remit arising from reports of external bodies such as the Audit Committee of the Scottish Parliament, Scottish Funding Council, Audit Scotland, National Audit Office or UK Research Councils.~~
- Regularly review the University's policy on fraud and irregularity, including being notified of any action taken under those policies.
- Monitor other relevant sources of assurance for example other external reviews
- Receive reports of the outcomes of any investigations under the University's Whistleblowing procedure.
- Receive an annual report on any cases of research misconduct considered under the University's Policy and Procedures for Dealing with Allegations of Research Misconduct.

Reporting

The minutes (or a report) of meetings of the Committee shall be circulated to Court.

The Committee shall submit an annual report on its work to the Court setting out the manner in which the Committee has discharged its remit and terms of reference and including views on the adequacy and effectiveness of the University's systems of internal control, risk management and governance. The Committee may wish to include in the report comment on the adequacy of the resources provided to it in order to carry out its work.

3. Scheme of Delegation

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

Area of Responsibility	Limit	Lead Executive Role	Escalation To
Approve internal audit plan and reports	N/A	University Secretary and COO	
Approval external audit annual report	N/A	Executive Director of Finance	Court
Approve appointment, re-appointment and removal of internal and external auditors	N/A	University Secretary and COO	Court
Approve the remit of the internal audit function	N/A	University Secretary and COO	

Pre-approve representation letters requested by the external auditor	N/A	Executive Director of Finance	
Approve non-audit services by the external auditor	N/A	Executive Director of Finance	Court
Approve strategic risk mitigation	N/A	Executive Director of Finance	Court

4. Committee Membership

This is a non-executive chaired committee with the following membership:

- Lay member as Chair
- 1 further lay member [from Court](#)
- 1 staff representative from Court
- 3 further external lay members

In attendance:

- Principal
- Chief Operating Officer and University Secretary
- Executive Director of Finance
- Director of Risk
- Deputy Director of Finance
- Internal and external auditors

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

5. Substitutions and Quorum

Substitutions may be made with prior notice given to the clerk. There must be a minimum of 4 from the core group (excluding clerk) in attendance for decisions or approvals. In the event of a consensus not being reached, the Chair will have the casting decision or recommend escalation to Court.

6. Committee Member Responsibilities

Each Committee member has a responsibility to:

- Openly and constructively challenge internal and external audit and risk processes ensuring minimal risk exposure to the university
- Identify, assess and mitigate risk impacting corporate governance, financial reporting, systems of internal control and risk exposure at university wide level
- Activity and behaviour should embody the University's values ([click here for details](#))

7. Conflict of Interest

The ARC 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 meeting schedule will be quarterly last 2 hours.

INPUTS

- UofG strategy and plan
- Annual financial statements of the University
- Accounting policies
- Internal and external audit plans and reports
- University strategic risk register and annual report
- Representation letters requested by the external auditor
- Whistleblowing reports
- [Research Misconduct Annual Report](#)
- [Benefits Report](#)

OUTPUTS

- Revised papers and reports to Court
- Minutes



University
of Glasgow

COURT

Court Meeting: 25 September 2025
Document Title: Information Policy and Strategy Committee Minutes on 2 September 2025
Responsible: Professor Frank Coton

Executive Summary:

Minutes of the meeting of the Information Policy and Strategy Committee held on 2nd September 2025.

IPSC reviewed the lessons learned from the MyCampus security incident. A vulnerability identified by an external researcher prompted a major incident response and self-referral to the ICO. Although no data was exfiltrated, the event exposed issues in patch management and data retention. Oracle was engaged to support remediation, and a formal improvement plan is in development. The Committee emphasised the need to reduce customisation and improve visibility across the IT estate.

The Cyber Security Report highlighted ongoing efforts to strengthen governance and risk management. Recruitment is underway to bolster capability, and a new security programme is being launched with Sepro Consulting. IPSC endorsed the development of a high-level cyber risk map to assess control and oversight across the digital estate. A case study from CoSE will be prepared to illustrate operational challenges at College level.

The business case for the Timetabling System Replacement was approved. The proposed solution, EventMap, will replace the legacy CMIS platform and deliver improved functionality, reduced manual effort, and better integration with strategic initiatives. The three-year implementation plan includes a £3.61m funding request and a phased rollout beginning in January 2027.

The Committee also approved the third business case for Project SIERRA, covering Oracle Fusion licensing, implementation partner costs, and interim support for the existing ERP system. The total funding request is £22.6m. The project adopts an “adopt not adapt” approach and aims to improve research management and operational efficiency. Further business cases for RMS and project closure will follow.

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:	<input checked="" type="checkbox"/> OPEN
	<input type="checkbox"/> CONFIDENTIAL
	<input type="checkbox"/> STRICTLY CONFIDENTIAL

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University of Glasgow

Information Policy and Strategy Committee

Minute of Meeting held on Tuesday 2nd September 2025 at 13:30-15:30 on Zoom

Present: Frank Coton (Chair), Andy Schofield, Duncan Calvert, David Duncan, Susan Ashworth, Gregor Caldwell, Nina Douglas, Billy Howie, Mark Johnston, Laic Khalique, Alun McGlinchey, Chris Pearce, Kenneth Robertson

Attending: Karen Lee (Item 7), Steven Manson (Item 7), Angus Ross (Item 8), John Cummings (Item 8), Andrea Roy (Clerk)

Apologies: Paula Donoghue, Bo Hu, Philippe Schyns, Martin Sinclair

1 Welcome and apologies

Frank Coton (FC) welcomed colleagues to the meeting and introduced Andy Schofield, incoming Principal and Vice-Chancellor. Members of the Committee introduced themselves to Professor Schofield.

2 Minutes of the previous meeting

The minutes of the previous meeting held on Thursday 22nd May 2025 (Paper 1) were accepted as an accurate record.

3 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:** Alun McGlinchey (AM) confirmed that he had reached out to Legal Services regarding the phrasing of policy terms that may carry specific legal implications. No feedback had yet been received, and a meeting was still to be arranged. Engagement with the SRC was ongoing, with a virtual introduction held with Duncan and plans to meet in person shortly. The Code of Conduct remains a priority and is intended to be in place ahead of the new academic year. FC requested an update at the next meeting on how the loop had been closed on this item.
- b. **Vulnerability Management:** FC noted that this item had originated from a question raised by Gregor Caldwell (GC) in March. AM confirmed that the issue had been addressed in previous meetings and would be revisited in the Cyber Security update later in the agenda. He acknowledged ongoing pressures in this area and welcomed further discussion.
- c. **AI Risks:** AM reported that he was seeking guidance from the National Cyber Security Centre (NCSC) on emerging threats and best practice. NCSC guidance had focused on two areas: building AI systems securely and assessing the risks of using third-party AI tools. The University maintains a list of commonly used generative AI platforms, such as Grammarly, and is reviewing how institutional data may be processed by these tools. Mark Johnston (MJ) added that a dedicated role had been established within the team to explore strategic challenges around AI adoption. Work is underway to better signpost available technologies and to develop a comprehensive picture of AI use across the University.

4 Annual Review of Terms of Reference

FC introduced the annual review of the Committee's Terms of Reference (Paper 4). During the discussion, RR noted that the Scheme of Delegation had also been raised at ESC and was currently under revision. He commented that the existing version was difficult to interpret and welcomed efforts to make it clearer. DD confirmed that this work was underway, and FC added that the revision would be carried out across all committees to ensure consistency and transparency.

SA highlighted that the Digital Experience Board no longer exists and should be removed from the Terms of Reference. Subject to this amendment, and any updates arising from the Scheme of Delegation review, the Committee approved the revised Terms of Reference.

ACTION: ARoy to update the Terms of Reference to reflect the removal of the Digital Experience Board and incorporate amendments linked to the Scheme of Delegation.

5 Information and Cyber Security

DD and AM presented the Cyber Security Report (Paper 5).

AM reported on recent recruitment activity, with three roles advertised to strengthen governance, risk and compliance and vulnerability management. The vulnerability management platform has been renewed for a further 12 months, with procurement planned for 2026.

[REDACTED]

[REDACTED]

GC echoed the need for more actionable insight, suggesting that metrics should be accompanied by clear articulation of institutional risks and choices. FC acknowledged the maturity the team had built over recent years and encouraged them to take the next step in developing a connected view of the digital estate.

RR and Billy Howie (BH) spoke to the collaborative work underway with research groups and Colleges. BH proposed using CoSE as a case study to illustrate the operational challenges faced in local environments. FC welcomed the suggestion and asked for a joint update to be brought to a future meeting. AM agreed, noting that the operating model review between central and delegated responsibilities would be a useful lens for that work.

ACTIONS:

- **AM and MJ to engage with KR's team to develop a high-level mapping of cyber risk across the full digital estate, identifying areas of control, oversight, and exposure. This work will be progressed through CSWG and brought back to IPSC within the current cycle.**
- **AM and BH to prepare a case study from CoSE to illustrate College-level cyber challenges and support broader understanding of operational decision-making.**

6 Investment Plan

Nina Douglas (ND) presented an update on the Investment Plan (Paper 6).

Nina Douglas presented the updated Investment Plan, noting that the current forecast for the 15-year plan stands at £713m – a £4m reduction from the version presented to IPSC in May, and an £18m increase compared to the plan approved by Court in June 2024. ND explained that the plan reflects both current institutional needs and anticipated future investment in emerging technologies, with cashflow modelling maintained on a 15-year cycle.

The increase in forecast was attributed to three key areas:

- Savings returned to the University through contract challenges and improved cost maturity
- New strategic investments, including the Routes to Enrolment CRM and enhanced research computing infrastructure
- Adjustments to delivery timelines for digital experience and curriculum-related change, with placeholders included for future MyCampus replacement

ND highlighted that £4m in savings had been achieved since May, largely through reductions in maintenance costs and efficiencies in teaching and AV programmes. She also presented the cost maturity journey, showing a marked improvement since March 2022, with only 3% of the current budgeted spend now classed as low maturity.

The Committee was informed that 73% of spend to 2027/28 is already committed, limiting flexibility in the short term, though more options will open up beyond that period. ND noted that a significant portion of committed spend relates to ongoing licensing and maintenance costs for cloud-based systems.

As of July 2025, 12% of the total £713m has been spent, with £150m forecast for delivery over the next three years. ND expressed confidence in the robustness of the plan and its alignment with strategic priorities.

KR welcomed the presentation and noted the importance of maintaining flexibility in future years. He encouraged further scrutiny of committed spend to ensure the University retains capacity to

respond to emerging needs. ND and MJ confirmed that teams are continuously challenging assumptions, exploring alternative solutions, and working with procurement to manage consumption costs and reduce supplier mark-ups.

FC acknowledged the relevance of this discussion across all areas of University business and thanked ND for the update.

7 Timetabling System Replacement – Business Case for approval

Karen Lee (KL) and Steven Manson (SM) attended to present the full business case for the replacement of the University's timetabling system (Paper 7). KL noted that the current system, CMIS, has been in use for over 15 years and is now end-of-life. Its replacement is essential to support core operations, including class and exam timetabling, and to mitigate significant risks associated with continued use of unsupported software.

The proposed solution, EventMap, was selected following a comprehensive procurement process and benchmarking against peer institutions. The new system offers enhanced functionality and the opportunity to improve service delivery for staff and students. The business case outlines a three-year implementation plan, with the first release scheduled for January 2027 to support the 2027/28 academic timetable and exam diet.

The total funding request is £3.61m, which includes a higher-than-usual contingency to account for recruitment risks and potential contractor costs. The project team will comprise a mix of existing staff, backfill roles and specialist contractors, with a total team size of around 25.

KL highlighted the benefits of the new system, including significant reductions in manual data entry and transactional work, improved modelling of teaching space, and enhanced planning capabilities. The system will also support strategic initiatives such as Routes to Enrolment and Workspace Futures and enable better integration with other platforms via Boomi.

Risks and dependencies were acknowledged, including curriculum data quality, disability adjustment processes, and staff availability data. These factors will not prevent core implementation but may limit the extent of benefits realisation. Mitigation plans are in place and will be overseen by the Timetabling Programme Board.

RR welcomed the proposal and noted the potential for significant improvement. However, he raised concerns about the level of engagement with timetabling staff across Colleges, particularly given the scale of expertise embedded in local teams. He emphasised the importance of ensuring that the remaining 21 FTE timetabling staff are actively involved in the project and that their knowledge is retained.

KL confirmed that the project is being delivered as part of a reshaped, integrated programme with oversight from the Timetabling Programme Board. She noted that the current operating model is transitional and will be reviewed after two years. The central team will work closely with College staff to ensure expertise is embedded in both the project and ongoing BAU delivery.

FC clarified that the shift involves fractional roles across approximately 160 staff, with only a small number moving into the central hub. RR reiterated the importance of maintaining institutional knowledge and ensuring the system is well managed post-implementation.

The Committee was invited to approve the business case.

The case was approved by IPSC.

8 Project SIERRA – Business Case for approval

Angus Ross (AR) and John Cummings (JC) attended to present the third business case for Project SIERRA, which focuses on the replacement of the University’s current ERP system. This phase seeks approval for funding to cover Oracle Fusion licensing, implementation partner costs, and third-party support for the existing Agresso system.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

BH raised the possibility of future scalability, noting sector-wide interest in shared services. GC responded that while some institutions are exploring this, shared services do not always deliver cost savings and may not be appropriate for UofG at this stage.

FC confirmed that the proposal relates specifically to the ERP component and that further business cases will follow for RMS and project close-down. He invited the Committee to approve the business case for onward submission to Finance Committee.

The case was approved by IPSC.

9 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:

MJ provided a strategic update on IT developments, reflecting on recent progress and future direction. He noted that the Technology Strategy has successfully addressed many of the key risks previously identified, including infrastructure resilience, cyber security and system modernisation. This progress has created a strong foundation for the next strategic period, with the emerging Digital Strategy 2035 focusing on improving digital experience, supporting research and learning, and leveraging AI.

MJ highlighted several positive developments over the last quarter, including the launch of Microsoft Copilot Chat, enhancements to Moodle and research ethics systems, and successful delivery of enterprise integration. The Infrastructure Service programme continues to yield benefits, and the Network Programme is progressing well across campus buildings.

He also acknowledged ongoing challenges, particularly in cyber security, where the internal red team continues to uncover vulnerabilities. Increased activity from threat actors has been observed, though improved monitoring and defences are keeping systems secure. A recent review of Microsoft 365 data practices will inform future controls and support AI readiness.

MJ concluded by noting that the Enterprise Design Authority is being reviewed to ensure prioritisation of key workstreams, with current focus areas including information security, regulatory updates, major programmes and enhancement requests.

ACTION: MJ to share his presentation slides with AR, who will circulate them to Committee members.

Any questions for MJ were invited to be addressed offline.

10 Court Context Card

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

- MyCampus updates
- Highlights from the Cyber Security report
- Approval of Timetabling Project Business Case
- Approval of Project SIERRA Business Case

11 AOB

There were no further items for discussion.

12 Programme/project reports

The IPSC Project Reports (Paper 9) were reviewed. The Chair asked for any further comments on the Reports to be fed back through the Clerk or MJ.

13 Date of next meetings

Dates of future meetings were noted as follows:

- Thursday 23rd October 2025 at 10:30 – 12:30
- Thursday 15th January 2026 at 10:30 – 12:30

Information Policy and Strategy Committee

- Thursday 12th March 2026 at 10:00 – 12:00
- Friday 29th May 2026 at 09:00 – 11:00

DRAFT



University
of Glasgow

COURT

Court Meeting: 25 September 2025
Document Title: Nominations Committee
Responsible: Nicola Dandridge, Chair of Nominations Committee

Executive Summary:

The Nominations Committee met on 5 August and 1 September 2025. A copy of the notes from both meetings are attached for information. The Committee discussion focused on Committee appointments following the recent changes in Court Membership.

The Committee agreed that the following Committee appointments would be recommended to Court for approval 2025/26:

- Audit and Risk Committee: Chris Kennedy
- Finance Committee: Sarah Armstrong
- Estates and Sustainability Committee: Richard Reeve & Ben Colburn
- IPSC: Richard Reeve & Martin Sinclair
- People & Organisational Development Committee: Sarah Armstrong & Duncan Lowther
- Student Experience Committee: Mary Jane Brouwers & Ben Colburn
- Nominations Committee: Lorraine McMillan
- Remuneration Committee: Duncan Lowther
- Organisational Change Governance Committee: Kerry Christie
- Chancellor's Fund: Bo Hu
- Strategic Property Investment District: Ben Colburn

The Committee noted a proposal to change the appointment process for General Council Assessors, moving from election to a nominations-led process. This would align with practices at other ancient universities and improve flexibility in selecting candidates with specific skill sets. The proposal would require changes to ordinances and approval from the Scottish Government and Privy Council. **Court is also asked to endorse the new appointment process for General Council Assessors which is outlined in Annex 1.**

Action Required:

- | | |
|-------------------------------------|-------------------------|
| <input checked="" type="checkbox"/> | FORMALLY APPROVE |
| <input type="checkbox"/> | FOR DISCUSSION |
| <input checked="" type="checkbox"/> | 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:	<input checked="" type="checkbox"/>	OPEN
	<input type="checkbox"/>	CONFIDENTIAL
	<input type="checkbox"/>	STRICTLY CONFIDENTIAL

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

University of Glasgow
Nominations Committee

Minute of the meeting of the **Nominations Committee** held on **Wednesday 6 August at 1000 hours** via Zoom.

Present: Nicola Dandridge (Chair), Dan Haydon, Paula McKerrow, Gavin Stewart, David Duncan
Apologies: Duncan Calvert, David Finlayson, Jonathan Loukes
Attending: Anton Muscatelli, Amber Higgins, Lee McClure (notes)

1 Welcome, Apologies and Declarations of Interest

There were no declarations of interest noted. Apologies noted as above.

2 Minute of the Meeting held on 5 June 2024

The Minute of the Meeting held on 5 June 2024 was approved.

3 Matters Arising

The Committee noted that the reference in the previous minutes to a further meeting to be held in August 2024 was addressed through email correspondence rather than a formal meeting.

4 Nomination Committee Terms of Reference

The Committee reviewed the Terms of Reference and agreed to recommend to Court that all committee substitutions should require both notification to the clerk and approval by the committee chair. If this change was agreed, it would require amendment to ToRs across all the committees.

It was noted that, due to the sensitive nature of discussions, substitutions would be unlikely to be permitted for the Organisational Change Governance Committee (OCGC) and the Remuneration Committee.

Action: Clerk

5 Committee appointments 2025/26

The Committee reviewed the proposed appointments for 2025/26.

While there was broad discussion around the assignment of staff representatives to committees, no formal recommendations were agreed at this stage. Members acknowledged the need to review all staff representative appointments collectively once more before making any recommendations to Court. A follow-up Nominations Committee meeting would be scheduled for late August/early September to agree all Committee appointments following consultation with committee chairs and Court members.

Action: Clerk

5.1 Estates and Sustainability Committee: Proposed membership changes were noted as follows:

- New members: Ben Colburn, Richard Reeve

- Remaining member: Chris Kennedy
- Stepping down: Tara Brendle and Simon Kennedy

Members noted that a high level of turnover within the Committee could disrupt E&SC's continuity and overall effectiveness. DD would seek views from the Chair of E&SC, Stuart Hoggan, on the proposed appointments.

Action: DD

It was clarified that, should Tara Brendle step down from the Committee, she would continue to serve on both the Organisational Change Governance Committee (OCGC) and the People and Organisational Development Committee (P&OD).

Finance Committee: Proposed membership changes were noted as follows:

- Proposed new member: Sarah Armstrong
- Remaining member: Dan Haydon
- Stepping down: Simon Kennedy

The Committee noted the rationale for Sarah Armstrong's proposed move from the Audit & Risk Committee (A&RC) to the Finance Committee. However, concerns were raised about the impact of her departure from A&RC, particularly given the importance of audit oversight in the current environment and some members were of the view that Sarah Armstrong should remain on A&RC. ND would consult with Martin Sinclair and Jonathan Loukes to gather their views on the membership of both committees, and DH was asked to also reflect further on the proposal.

Action: GS/DH

AM noted that in light of the Gillies Report it was important that a skills-based approach was applied to the committee appointment process for both lay and staff members. DH agreed on the importance of this approach and confirmed that this had already been applied to the suggestions put forward.

Audit and Risk Committee: Proposed membership changes were noted as follows:

- Proposed new member: Chris Kennedy
- Stepping down: Sarah Armstrong

As noted above, under Finance Committee.

IPSC Committee: The Committee discussed the proposal for Richard Reeve to replace Bethan Wood and noted broad support for this suggestion.

P&OD Committee: The Committee considered the proposal for Sarah Armstrong and Duncan Lowther to replace Richard Reeve and Bethan Wood, with Tara Brendle remaining as a member. While there was support for the suggested changes, no formal recommendation was agreed at this stage. Sarah Armstrong's potential appointment to P&OD would be dependent on her stepping down from the A&RC, to avoid her serving on three substantive committees - this interdependency would need to be considered as part of the wider review.

Remuneration Committee: The Committee noted that Kerry Christie and Christine Barr were due to meet with Duncan Lowther to discuss his potential appointment.

Student Experience Committee: The Committee discussed the proposal for Ben Colburn to replace Sarah Armstrong and noted general support for the suggestion.

It was proposed that Mary Jane Brouwers would be a good replacement for David Finlayson. GS would speak with Mary Jane to confirm her willingness to join and DD would check with the Co-Chair, Duncan Calvert.

Action: GS

Organisational Change Governance Committee: The Committee was supportive of the proposal to replace David Finlayson with Kerry Christie. GS would speak with Kerry to confirm her willingness to join.

Action: GS

Chancellors Fund: The Committee was supportive of the proposal to replace David Finlayson with Bo Hu. GS would speak with Bo to confirm his willingness to join.

Action: GS

Nominations Committee: It was proposed that Lorraine McMillan replace David Finlayson on the Nominations Committee. GS to liaise with Lorraine to confirm if she would take on the role, noting that Lorraine was currently a member of the Gift Acceptance Committee (GAC), which was not a sub-committee of Court.

Action: GS

Information Planning and Strategy Committee: GS reported that Martin Sinclair had been suggested as a potential new member. Frank Coton was supportive of the proposal, and GS undertook to approach Martin to confirm his interest in joining the committee.

Action: GS

Health, Safety and Wellbeing Committee (HSWC): The Committee discussed the possibility of adding an additional lay member to the HSWC, noting the need to ensure legislative requirements around trade union representation - DD undertook to review.

GS and ND would explore the potential for a Court member to attend HSWC meetings in an observing capacity.

Action: DD/GS/ND

DD to send GS the ToR for HSWC.

Action: DD

6 Recruitment Cycle 2025/30

The Committee received an update on the timeline for the recruitment of new Court members. Recruitment was currently underway for two committee roles for external lay members: one on the Audit & Risk Committee (A&RC) and one on the Finance Committee. Shortlisting was scheduled for the end of August, with interviews to follow in September.

In relation to Court positions, AH noted that the two General Council Assessor appointments were due to expire in July 2026. It was noted that both the University of Edinburgh and the University of St Andrews had recently moved away from elections in favour of an appointment process for these roles, aligned with the approach used for co-opted members. Aberdeen also used an appointment process (no other Scottish University has an equivalent of GC Assessor positions).

AH undertook to draft a proposal to share with GCBC and the Nominations Committee by the end of August, with a view to seeking in-principle approval from Court in September before engaging with the Scottish Government/Privy Council on the updated Ordinance.

Action: AH

GS undertook to speak to Nicola Dandridge, Shan Shaba and Jonathan Loukes on their interest on possible reappointment to Court.

Action: GS

7 Any Other Business

No other business raised.

8 Date of Next Meeting

A further meeting would be arranged for end of August/start of September.

Action: Clerk

UNIVERSITY OF GLASGOW

Nominations Committee

Minute of the meeting of the Nominations Committee held on Monday 1 September at 1600 hours via Zoom.

Present: Nicola Dandridge (Chair/Co-opted Member), Professor Dan Haydon (Elected Academic Staff Member), Paula McKerrow (Trade Union Nominee), Gavin Stewart (Elected Convener of Court), Duncan Calvert (SRC President), David Finlayson (Co-opted Member), Jonathan Loukes (Co-opted Member), Professor Sir Anton Muscatelli (Principal)

Attending: David Duncan (Chief Operating Officer and University Secretary), Amber Higgins (Head of Court Office), Lee McClure (Executive Officer/Clerk), Professor Andy Schofield (incoming Principal).

1. Welcome, apologies and declarations of interest

Professor Andy Schofield was welcomed to the meeting. No apologies were received.

2. Minute of the Meeting held on 06 August 2024

The minute of the last meeting was approved.

3. Matters Arising

Members provided updates on their respective actions from the previous meeting. A number of appointment discussions had been resolved and would be confirmed under item 4 of the minutes. Additional updates were noted as follows:

- GS had approached Christine Middlemiss about joining the Estates and Sustainability Committee (E&SC). Christine Middlemiss had yet to confirm, pending a discussion with the Chair of E&SC regarding workload. Subject to her agreement, the Committee supported the appointment.
- DD noted that legislative requirements regarding trade union representation on Health, Safety and Wellbeing Committee (HSWC) were under review. The HSWC terms of reference had been sent to GS.
- GS/ND had discussed the proposal of a Court member attending HSWC meetings, although not as a full member, and report back to Court as appropriate. GS would consider further who might take on this role.
- GS was in the process of speaking with Court members whose terms were due to expire: Jonathan Loukes had confirmed that he was content to be reappointed as a lay member of Court; ND indicated she would not be seeking a second term on Court due to other commitments.
- DH reported that he had reflected on alternative committee arrangements but concluded that the original proposals were the most effective. He acknowledged the importance of continuity, noting that staff representatives were flexible regarding additional committee responsibilities. He confirmed that staff representatives were willing to be flexible in terms of when they stood down, to enable continuity in the hand-over, if that would be helpful.

- It was agreed that in relation to future appointments overlap of membership between Finance, Estates, and Audit and Risk should be avoided to the extent possible in the interests of the independence of the Committees and reflecting principles of good governance. Further, all appointments including staff appointments should reflect the needs of the Committees and the University, as well as the preferences of the individuals concerned.

4. Committee appointments 2025/26

The Committee reviewed the proposed appointments for 2025/26 and agreed to recommend the following to Court for their ratification:

- **Audit and Risk Committee/Finance Committee:** Sarah Armstrong to move from A&RC to Finance Committee, while Chris Kennedy would join A&RC. They would be invited to join September meetings of the two Committees as observers.

Stuart Hoggan to remain on both of these committees for the next 12 months, with the suggestion that he step down from A&RC thereafter, given the need for independent membership between Finance and Estates.

It was noted that an External Lay member of Finance Committee might transition from Finance to ARC during the recruitment for the lay member for the ARC.

- **Estates and Sustainability Committee:** Richard Reeve and Ben Colburn to replace Tara Brendle and Simon Kennedy. GS proposed that Christine Middlemiss might also be added, subject to her agreement. It was noted that Richard Reeve and Ben Colburn had already attended the first ESC of the academic year.
- **IPSC:** Richard Reeve to replace Bethan Wood. Martin Sinclair had also agreed to join this Committee. It was noted that both had already been invited to attend IPSC's first meeting of the academic year.
- **People and Organisational Development Committee:** Sarah Armstrong and Duncan Lowther to replace Richard Reeve and Bethan Wood
- **Student Experience Committee:** Mary Jane Brouwers to replace David Finlayson and Ben Colburn to replace Sarah Armstrong.
- **Nominations Committee:** Lorraine McMillan to replace David Finlayson.
- **Remuneration Committee:** Duncan Lowther to replace Bethan Wood.
- **Organisational Change Governance Committee:** Kerry Christie to replace David Finlayson.
- **Chancellor's Fund:** It was proposed that Bo Hu replace David Finlayson. DF suggested he remain on the Chancellor's Fund as an external member for continuity. The committee supported this, noting that his membership be reviewed on a yearly basis.
- **Strategic Property Investment District (SPID):** Ben Colburn to join SPID, replacing Simon Kennedy. The Committee agreed to recommend this appointment, but subject to final checks, given the urgency and complexity of SPID's work.

- **Health, Safety and Wellbeing Committee:** A lay member to be appointed to attend meetings to provide a Court perspective, though not as a formal member.

Action: GS/ND

5. General Council Assessors - Proposed New Process

AH presented a proposal to change the appointment process for General Council Assessors, moving from election to a nominations-led process. This would align with practices at other ancient universities and improve flexibility in selecting candidates with specific skill sets. The proposal would require changes to ordinances and approval from the Scottish Government and Privy Council. The Committee agreed to recommend initiating this process and to seek Court's support at its September meeting.

Action: AH/LM

6. Any Other Business

AH noted that lay member appointments to the Audit and Risk and Finance Committees, which were both currently progressing through the recruitment process, would be finalised with the Committee via email communication.

7. Date of Next Meeting

The next meeting would be scheduled for late December/early January.

Action: LM

Draft New Appointment Process for General Council Assessors

Description of paper

1. Following a review of the appointment and voting process for General Council Assessors to Court, this paper sets out in more detail a proposal for a new appointment process for General Council Assessors.

Action requested/Recommendation

2. Approval sought from Court and the General Council's Business Committee for the new process.

Background and context

3. The Higher Education Governance (Scotland) Act 2016 removed a requirement for the governing bodies of the ancient Scottish universities to include positions reserved for General Council representatives and the Chancellor's Assessor. At the time of the changes being discussed Court agreed to:

- Reduce the number of General Council Assessor from 5 to 2 which would be carried out using existing Ordinances using elections and STV voting.
- Minor modifications were made to Ordinance 208 in 2018 to removal paper voting forms

Discussions have taken place with the Development and Alumni Office and IT about the next Election and the best way to support it. It became apparent that the current process has a number of complications which include the lack of GUID for GC members which means we are unable to use the voting platform that we currently use for staff and student elections.

Following a review of the ancient Scottish universities a new proposal is being put forward to move towards a similar appointment process currently used for Co-opted members of Court:

- positions on Court supported by an amended process for selection and appointment similar to that used for the eight 'Co-opted' members of Court;
- The General Council Assessor positions would be appointed by Court following an open advertisement and recruitment process overseen by a Selection Panel with the membership including General Council appointee (e.g. Convener of the Business Committee) and other members appointed by the Nominations Committee;
- Applicants for the positions would be assessed by the Selection Panel on the skills and experience they could bring to Court and with consideration of the equality and diversity of Court membership;
- Any successful candidate would have to be a member of the General Council. This must be verified by the Secretary of the General Council.

4. The General Council Business Committee expressed support subject to Court agreement that the Selection Panel should contain an equal number of General

Council and Court (including the University Secretary) members. Court approved the proposals and agreed that the Selection Panel should be balanced between General Council and Court members.

Appointment Process

Co-opted Court member recruitment process

5. The process used to recruit Co-opted Court members is:

i) The Nominations Committee of Court:

- Reviews a skills matrix of current Court members, identifying any potential skills gaps;
- Agrees the text of an advertisement including references to any skills of particular interest in this recruitment round, a link to the job description for Co-opted Court members agreed by Court and requests that candidates complete the standard University application process online;
- Agrees where the advertisement should be published (e.g. the University website; CUC; Women on Boards; Changing the Chemistry), as well as being shared with Court members and the University's Development & Alumni office for onward transmission to any potentially interested individuals known to them;
- Agrees the composition of the Selection Panel

ii) The Selection Panel:

- Shortlists applications – assessing applications with regard to the job description, any particular skills of interest in the current recruitment round and with regard to Court's equality and diversity policy;
- Interviews shortlisted candidates
- Recommends candidates to Nominations Committee.

iii) Nominations Committee considers the recommendations and makes a recommendation to Court for approval. New Court members take up office on 1 August.

New process for General Council Assessors

6. The process for appointing General Council Assessors joining Court from 1 August 2026 (with differences from the Co-opted process highlighted in red) is being proposed as follows:

i) **The General Council Business Committee:**

- **Agrees the General Council representative to serve on a Joint Selection Panel, normally expected to be: Convener of the Business Committee or Chancellors Assessor.**

ii) The Nominations Committee of Court:

- Reviews a skills matrix of all current Court members, identifying any potential skills gaps;
- Agrees the text of an advertisement including any references to skills of particular interest in this recruitment round, a link to **a** job description for Co-opted Court members **amended by Court to reflect the General Council Assessor roles** and requests that candidates complete the standard University application process online. **The advertisement will note that successful**

candidates must be members of the General Council and will be expected to continue constructive relations between the General Council and Court;

- Agrees where the advertisement should be published – this should include circulation to General Council members as well as other outlets used for Co-opted member advertisements
- Agrees the final members of the Joint Selection Panel.

iii) The Joint Selection Panel:

- Shortlists applications – assessing applications with regard to the job description, any particular skills of interest in the current recruitment round and with regard to Court's equality and diversity policy;
- Interviews shortlisted candidates;
- Recommends candidates to Nominations Committee.

iv) Nominations Committee considers the recommendations and makes a recommendation to Court for approval. New Court members take up office on 1 August.

Term of office & Membership of the General Council Business Committee

7. The General Council Assessors will be appointed for a period of four years in the first instance and will be eligible for consideration for reappointment for a further term of four years subject to satisfactory appraisal. This mirrors the language used for Co-opted members. The appointees will be expected to become ex officio members of the General Council Business Committee.

Resource implications

8. The advertisement costs and other recruitment costs will be met from within existing University budgets.

Risk Management

9. To reduce the risk of an unsuccessful recruitment campaign the new appointment process is based on a similar process to that used for Co-opted Court members with the added involvement of General Council Business Committee Convener.

Equality & Diversity

10. The new process increases the number of members appointed by Court itself, increasing the ability of Court to actively improve the equality and diversity of its membership. The advertisement will be published widely, including circulation to organisations seeking to improve equality and diversity on governing bodies (e.g. Women on Boards). The Selection Panel will be reminded of Court's commitment to improving the equality and diversity of its membership when reviewing applications.

Next steps/implications

11. Once agreed, the new process was implemented in late Spring of 2026 to appoint two General Council Assessors to take office on 1 August 2026. This will include a parallel process with the Privy Council and Scottish Government, with statutory consultation with the General Council, Senate and other interested parties to amend or replace University Ordinances, specifically:

- No **208** Election of Chancellor and General Council Assessor (*removal of GC Assessor Election process*)

- No **209** Court membership (*amend*)
- No **211** Composition of General Council (*no changes required*)