

## Court

A meeting of Court will be held on **Wednesday 29 September 2021 at 2pm in the Senate Room.**

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### AGENDA

Item	Title	Lead	Paper No.	Action
1.	<b>Welcome, Apologies, Introductions, Noting of Pre-Court briefing, Declarations of Interest</b>	Convener	Oral	
2.	<b>Minutes of meeting held on Tuesday 22 June 2021</b>	Convener	2.	For approval
3.	<b>Matters arising not otherwise on the Agenda</b>	Convener	Oral	
	<b>Reports 4 to 8 below show some items as starred*. Starred items are the main items for discussion and/or approval.</b>			
4.	<b>Covid-19 Update and Return to Campus</b>	Principal/ David Duncan/ Gregor Caldow	Oral	
5.	<b>*Risk Register</b> <b>Papers withheld FOI Exempt/Commercially confidential</b>	Gregor Caldow	5. and annexes	For approval
6	<b>*Innovation Strategy</b> Presentation by Bonnie Dean, Vice Principal	Bonnie Dean	Oral	For information/ discussion
7.	<b>*Report from the Principal</b> <i>*Student Admissions including RUK</i> <i>*Higher Education Developments</i> <i>*League Tables</i> <i>*SMG Changes</i>	Principal	7. and annexes	For information/ discussion
8.	<b>*Report from the University Secretary</b> <i>*Protocol for managing speaker events</i> <i>*Governance Website</i> <i>*Disability Services Review</i> <i>* Court Strategy Day</i> <i>*Appointments</i>	David Duncan	8. and annexes	Items for approval/ otherwise for discussion/ information
9.	<b>Student Matters, including: Rectors update, SEC Report, SRC President update</b>	Ella McCabe/ Rector/ David Duncan	Oral report	For information/ discussion

<b>10.</b>	<b>Reports of Court Committees</b>			
10.1	Finance Committee  Papers withheld FOI Exempt/Commercially confidential	Graeme Bissett	10.1 and annexes	Items for approval/ otherwise for discussion/ information
10.2	Estates Committee	Ronnie Mercer	10.2	For information/ discussion
10.3	Audit & Risk Committee  Papers withheld FOI Exempt/Commercially confidential	Heather Cousins	10.3	For information/ discussion
10.4	IPSC  Papers withheld FOI Exempt/Commercially confidential	Frank Coton	10.4	For information/ discussion
10.5	P&OD Committee	June Milligan	10.5	For information/ discussion
10.6	Nominations Committee	Lesley Sutherland	10.6	For information/ discussion
<b>12.</b>	<b>Any Other Business</b> Court members are asked to inform the Secretary of Court 2 days in advance of the meeting, if they have items of Other Business for discussion	Convener	Oral	
<b>13.</b>	<b>Date of Next Meeting</b> Wednesday 24 November 2021 at 2pm – venue to be confirmed. A Pre Court Briefing will be held at 12pm.			



## Court

### Minute of Meeting held on Tuesday 22 June 2021 via Zoom

#### **Present:**

Ms Elizabeth Passey Co-opted Member (Convener of Court), Mr Graeme Bissett (Co-opted Member), Mr Liam Brady (SRC President), Dr Chris Cassells (Trade Union Nominee) Ms Heather Cousins (Co-opted Member), Dr Craig Daly (Trade Union Nominee), Mr David Finlayson (Co-opted Member), Professor Carl Goodyear (Elected Academic Staff Member), Ms Julia Hegele (SRC Assessor), Professor Nick Hill (Elected Academic Staff Member), Mr Christopher Kennedy (Elected Professional Services Representative), Dr Simon Kennedy (Elected Academic Staff Member), Mr Laic Khaliq (Co-opted Member), Professor Kirsteen McCue (Elected Academic Staff Member), Dr Morag Macdonald Simpson (General Council Assessor), Mr Ronnie Mercer (Co-opted Member), Dr June Milligan (Co-opted Member), Professor Sir Anton Muscatelli (Principal), Ms Elspeth Orcharton (Co-opted Member), Lady Rita Rae (Rector), Ms Lesley Sutherland (General Council Assessor), Mr Gavin Stewart (Co-opted Member), Dr Bethan Wood (Elected Academic Staff Member)

#### **Attending:**

Gregor Caldwell (Executive Director of Finance), Professor Frank Coton (Vice Principal Academic Planning and Technological Innovation), Bonnie Dean (Vice-Principal Corporate engagement & Innovation), Dr David Duncan (Chief Operating Officer [COO] & University Secretary), Professor Moira Fischbacher-Smith (Vice-Principal Learning and Teaching), Amber Higgins (Executive Officer and Clerk to Court), Professor Neal Juster (Senior Vice-Principal and Deputy Vice-Chancellor), Ella McCabe (SRC President Elect), Professor Jill Morrison (Vice-Principal & Clerk of Senate), Rachel Sandison (Vice-Principal External Relations), Mhairi Taylor (Head of Equality & Diversity).

#### **Apologies:**

Cllr Susan Aitken (Glasgow City Council Assessor), Mr David Milloy (Co-opted Member).

#### **CRT/2020/52. Announcements**

The Convener welcomed Bonnie Dean (Vice-Principal Corporate Engagement & Innovation) Professor Moira Fischbacher-Smith (Vice-Principal Learning and Teaching), Ella McCabe (SRC President Elect), Rachel Sandison (Vice-Principal External Relations), and Mhairi Taylor (Head of Equality & Diversity) to the meeting.

The Convener also welcomed Lady Rita Rae who had been elected as the Rector for a period of 3 years until April 2024.

There was the following declaration of interest in relation to business to be conducted at the meeting: Professor Sir Anton Muscatelli as a Trustee of USS, as an ongoing declaration, given the updates on the scheme.

It was recorded that Professor Moira Fischbacher-Smith Vice-Principal (Learning and

Teaching) and Uzma Khan (Deputy Secretary) had briefed Court at the pre-lunch session on the Learning and Teaching Strategy. Court's thanks for the briefing were recorded.

Court was reminded that papers and business were confidential.

### **CRT/2020/53. Minutes of the meetings held on Wednesday 14 April 2021**

The minutes of the meeting on Wednesday 14 April 2021 were approved.

### **CRT/2020/54. Matters Arising**

Court noted that under previous item *CRT/2020/43. University Strategy – KPIs* – a small number of KPI's were still to be finalised and Court would be sent those that had been finalised since the last meeting, with the final KPI's discussed at the meeting in September.

### **CRT/2020/55. Covid-19 Update and Planning**

Court noted Paper 4 which included updates from the Dr David Duncan, Professor Neal Juster, Professor Frank Coton and Rachel Sandison on the current planning and progress made following the reopening of the campus. Particular attention was drawn to the following:

- Ongoing discussions with the Scottish Government on social distancing requirements in the classroom setting;
- The Working from Home Group transition to a new group to consider how the University could embed new ways of working post-pandemic;
- Project Aurora which was focusing on teaching delivery, admissions support and dual intake planning;
- Admissions figures for both undergraduate and postgraduate students.

During the discussion it was noted that staff were under pressure due to the intake in January 2021 and that long-term planning for additional intakes looked closely at staffing levels.

Court thanked staff and students for their continued efforts and recognised all the hard work that had been undertaken during the pandemic to keep the University running especially during the recent lockdown.

### **CRT/2020/56. Budget 21/22 and Financial Forecasts**

Court received a presentation from Professor Frank Coton, Vice-Principal (Academic Planning and Technological Innovation) and Gregor Caldwell, Executive Director of Finance on the Budget for 21/22 and the financial forecasts. Professor Frank Coton outlined the main themes from the budget submission.

It was noted that both the College of Social Sciences and College of Science and Engineering faced significant challenges in managing the rapid anticipated growth in student numbers and using the resource provided to consolidate and strengthen the research base and the global standing of their Schools. While both College of Arts and MVLS are also experiencing student number growth, the focus in the coming year would be on providing a firmer basis for consolidated growth across all activity in the outer years. University Services had taken the opportunity provided by the Covid period to look critically at its cost base to achieve savings

and identify areas for future service evolution with the support of the World Changing Glasgow Transformation team. It was also actively developing its approach to defining service strategies and delivering service excellence.

The following points were noted:

- Although the opening of the JMSLH and the commitment to proceed with the ASBS/PGT Hub project increased overall teaching capacity on the estate, anticipated student FTE growth placed considerable pressure on the estate as a whole and in local areas to accommodate additional staff and laboratories;
- The projected growth in research income over the budget period was 9% or £14m above the 2020/21 budget. This compared to 12% projected in last year's budget round and reflected concerns over the fragility of the external funding landscape;
- As in previous years, there was general recognition that the relationships with and income from industry needed to be strengthened, including support for staff and student spin outs which needed to be more coherent and connected;
- University Services had indicated a range of priorities from supporting the Covid recovery, through value optimisation of service provision to ensuring effective support for the implementation of strategy. University Services also outlined steps that have been taken to deliver savings through the budget cycle. The importance of successfully delivering major IT and Estates projects was also highlighted.

The financial framework also outlined key principles around cash generation requirements, specifically operational cash targets, minimum infrastructure spend requirements, capital spend and finally additional investment levels.

Court approved the budget for 2021/22 and the financial forecasts.

### **CRT/2020/57. Annual Report on Research & KPIs**

Court received a presentation from Professor Chris Pearce, Vice Principal (Research) on the Annual Report on Research and KPI's. The Vice Principal drew Court's attention to the following:

- Three pillars of the research strategy – Collaboration, Creativity and Careers – and how the underlying principles were being built on;
- Workstreams established to look at the delivery of the strategy;
- The contribution by the University to the national effort to understand the nature of the virus, its transmission dynamics and its effects on health, alongside hosting the Lighthouse Lab Covid-19 testing centre at the Clinical Innovation Zone at the QEUH;
- The impact of lockdown on research activity and the research mitigations that had been put in place;
- The actions for ramping up research were also outlined.

Professor Pearce also outlined the Research Excellence Framework submission and indicated that the results were due in Spring 2022. During the discussion Court noted that a large amount of staff effort had been put into the submission and Court thanked everyone involved. It was also noted that research staff had been heavily involved with blended learning over the last year which had impacted their ability to undertake research and it was important that staff were supported going forwards.

Court thanked Professor Pearce for his presentation and recorded their thanks to the staff involved with all aspect of research over the last 18 months.

## **CRT/2020/58. Report from the Principal**

### *CRT/2020/58.1 Geopolitical Trends and the University*

Following discussion at the last Court meeting it was agreed that Court members would be provided with more detail on the impact of geopolitical trends on the University and any mitigating steps being taken. The Principal outlined the context currently facing the HE sector and it was noted that the University was experiencing a period of greater geopolitical uncertainty now than at any stage since the late 20th Century. Following the end of the Cold War era post-1990, the geopolitical landscape had favoured greater integration and collaboration in research, as well as substantially increased student mobility across the globe.

The integration of research (particularly in science and technology) had seen Universities at the centre of this movement. Universities had always benefited from seamless interactions across borders, bringing free flows of talent and ideas. In many respects the University does not have complete freedom of strategic action in this sphere. The 'business model' for research-intensive Universities in the UK and many anglophone countries was not determined by individual Universities, but it's the way in which national higher education funding systems operate. The lack of full economic cover for publicly-funded research and publicly-funded teaching had driven those Universities which were research-intensive and wished to maintain high-quality teaching to look for other income sources and commercial opportunities to cross-subsidise teaching and research. Similarly, providing the best opportunities for the students and research & teaching staff involved with international collaboration: internationalisation drives excellence in both teaching and research.

The key issues were seen as how the University could best mitigate the risks from potential geopolitical shocks, as well as from any changes in UK government policy, to the current pattern of student mobility and research collaboration. SMG members Gregor Caldwell (Executive Director of Finance), Rachel Sandison (Vice-Principal External Relations) and Professor Chris Pearce, (Vice-Principal Research) gave a presentation on how the University intended to manage any shocks and mitigate risks in the short to medium run. The following was noted from the presentation:

- Geopolitical risk to UK HE institutions was rising rapidly up the agenda raising issues around vulnerability/resilience and broader security risks;
- Student recruitment – 59% of the overseas student population was from China and steps were being taken to diversify the student population including regional market strategies, the use of transnational education, additional partnerships (which is currently hampered by Covid travel restrictions) new product development and targeted scholarships;
- Trusted research had been developed by the Centre for the Protection of National Infrastructure and National Cyber Security Centre with the key objective to protect the integrity of international research collaborations. This was a fast-evolving area and most institutions were at a fairly early stage of developing a response. Research staff would be supported to ensure that all policy changes were put in place as they became clearer;
- Financial modelling and exposure – reduced cash generation would lead to reduced investment and cost savings processes that had been identified following the pandemic could easily be reintroduced. Scenario planning had now become part of regular financial planning with a variety of responses mapped out;
- Next steps – international income and partnerships were a considerable strength and these would be capitalised on whilst pursuing and investing in diversification. Financial framework provides mechanisms and flexibility to manage short term shocks. Work would continue to manage a Trusted research agenda.

During the discussion Court noted concerns on the reliance in key markets for international

student income. It was noted that Chinese students continued to apply to study abroad despite concerns about whether these trends would continue in future, but this would be monitored closely. It was also important for the University to continue to be an institution of choice for major markets like China and India. It was also reported that Colleges were taking a number of steps to diversify their student populations with certain programmes being capped to allow for the development of new programmes.

Court raised a query with the regards to the overseas student income proportion across UK universities and it was agreed that this would be circulated to members.

Court noted that the current increase in student numbers was largely due to international students and it was queried if numbers should be capped, given the previous discussion around capacity issues on campus. It was noted that currently it was hard to predict capacity on campus due to the ongoing pandemic mitigations and the structure of programmes going forward, with a significant amount of teaching being moved online. It was also reported that a large amount of planning and work was being undertaken around space capacity and timetabling to ensure that the University was making the best use of the space it had available.

The Convener thanked the Principal and SMG members for their presentation and noted that Court would continue to monitor the geopolitical landscape and potential impact on the University.

#### *CRT/2020/58.2 Scottish Funding Council (SFC) Grants 2021/22*

Court noted that the final allocations had now been published, and there was negligible change to the indicative allocations reported at the last meeting. Funding had increased from 2020-21, with an overall increase of 4.6% for Teaching, Research and Innovation.

#### *CRT/2020/58.3 Higher education developments*

The Principal updated Court on recent developments in higher education and noted:

- SFC Review of Higher Education – the University had continued to engage with SFC on its review into coherent provision and sustainability of the sector. Publication of the review was expected in June;
- Spending review – would take place in a challenging fiscal context, with the Treasury keen to reduce borrowing and address the deficit caused by the Covid pandemic. The government still intended to increase R&D spending to £22bn per year in the medium term, but the increase in UKRI budgets might be limited in 2022-23;
- Augar review and wider funding issues in England – UK Government had committed to providing a final response to the Augar review as part of the 2021 Spending Review. In the government's interim Augar response, concerns were expressed about 'the significant, and growing, taxpayer subsidy' in the higher education student finance system. With the introduction of the Lifelong Loan Entitlement – meaning more learners will be eligible for loan finance to undertake shorter courses and over longer periods – we would expect the situation to become yet more challenging;
- League Tables – Complete University Guide 2022 the University had risen three places to 16th in the UK; QS World University Rankings 2022 the University had improved by four places in the rankings from 77th to 73rd in 2022.

The Convener thanked the Principal for his report.

## **CRT/2020/59. Report from the University Secretary**

Court noted the report from the University Secretary – Paper 8. Court discussed the following areas in further detail.

### *CRT/2020/59.1 Understanding Racism Transforming University Culture*

At its April meeting, Court received the report on “*Understanding Racism - Transforming University Culture*” which was approved by SMG in November 2020. The associated action plan aimed to address issues of systemic racism. The action plan was based on four principles:

- The University of Glasgow takes an anti-racist approach to race equality work and addresses structural inequalities;
- Racial harassment in any form is not acceptable on campus;
- Our curriculum and learning community will thrive when it is reflective of global perspectives and race equality is embedded;
- We want all our staff and students — particularly those from ethnic minorities — to achieve their potential through excellent learning and career development opportunities.

Court received an oral update on progress with the action plan from Mhairi Taylor, Head of Equality, Diversity and Inclusion. During discussion it was noted that there had been a number of events involved with decolonising the curriculum and at the start of the next academic session there would be an anti-racism campaign. Staff were being supported and guided to see if a new network for staff should be established. It was also noted that additional resources would be provided for a staff post. Court welcomed the action being taken and noted that it was important that this work was resourced appropriately both in terms of infrastructure and support.

It was noted that Court would be given regular updates on the progress with the action plan.

### *CRT/2020/59.2 Organisational Change*

Court noted the proposed changes in the Institute of Neuroscience & Psychology (currently within MVLS) and the School of Psychology. It was intended that the College of Medical, Veterinary and Life Sciences (MVLS) and the College of Science and Engineering (CoSE) would bring together the Institute of Neuroscience & Psychology (currently within MVLS) and the School of Psychology (currently within CoSE) in to a combined Academic Unit of Neuroscience & Psychology within MVLS, since the academic direction of Neuroscience and Psychology at the University was more closely aligned with MVLS.

A further update would be given to Court at its next meeting in September

### *CRT/2020/59.3 Directors of Research Institutes and Heads of School Appointments*

Court noted the following changes:

College of MVLS

*Institute of Cancer Sciences*

Professor Laura Machesky had been appointed as the Director of the Institute for 5 years from 1 May 2021.



*Institute of Cardiovascular & Medical Sciences*

Prof Christian Delles had been appointed as the Interim Director of the Institute of Cardiovascular & Medical Sciences with effect from 1 September 2021 pending the recruitment of a new Director.

*Institute of Infection, Immunity & Inflammation*

Court noted that Professor Gerry Graham had been appointed as Interim Director of the Institute of Infection, Immunity & Inflammation in the College of Medical, Veterinary & Life Sciences (MVLS) from 16 November 2020, initially for a period of six months, which was then extended to 31 July 2021. Professor Graham had recently been appointed as MVLS Dean of Research with effect from 1 July 2021 and Professor Iain McInnes, Vice Principal and Head of College of MVLS, would now appoint an alternative Interim Director of the Institute from 1 July 2021 pending finalisation of the MVLS Research Strategy and appointment of new leadership of the Institute.

**CRT/2020/60. Student Matters, including: SEC Report; SRC President update**

The SRC President noted that Court had received reports from the 18 May 2021 meeting. Key points raised included the student hardship and financial issues; home student working; expected conditions for the next academic session; Turing scheme; Freshers week. Court also noted that the Rector had joined the Committee and was working with the SRC to identify issues that she could take forward.

The SRC President gave a presentation to Court on the SRC Annual Review 2020-21. During the discussion it was noted that a large amount of time and effort had been put in over the last 12 months to ensure that students felt part of a community and were supported during the pandemic. Despite all the challenges there was an increase in engagement and a number of the workshops moved online which had proved to be very positive with over 423 students undertaking Mind Your Mate training. A scheme had also been established – Find a mate while you isolate and had helped to ensure that students were supported at the start of the academic session. The SRC had continued to work closely with the Careers service to help support students in finding part-time work which had been adversely affected by lockdown.

In a year consumed by COVID-19 and its many challenges, 2020-21 had still been a success for the SRC. It remained an integral part of the student experience and the University, continued to respond to student needs and expectations in a fast-changing environment. None of this would have been possible without every individual involved with SRC, both staff and students and an immense amount of work had gone on behind the scenes to keep the SRC afloat and Court wished to pass on their thanks to all involved.

The Convener thanked SRC President, Julie Hegele and Dr Duncan for their reports.

**CRT/2020/61. Reports of Court Committees**

*CRT/2020/61.1 Finance Committee*

The Committee addressed two main topics – Innovation Strategy and the University Budget and Capital Plan. The Committee also noted that the University continues to respond strongly to the COVID crisis and that the financial position had shown further improvement since the Committee's March meeting, primarily as student numbers and fee income projections for 2021-22 had again moved forward positively. The Committee approved: the replacement and

opening of a new 31-day Euro notice account; an additional 95-day notice account with the Nationwide Building Society; an increase in the authorised counterparty limits per institution to take account of increased short term cash holdings; and changes to the banking mandates as outlined in the Executive Director of Finances report.

Court noted the discussion on the Innovation Strategy and the proposed investment of £8.3m over 5 years and it was noted that the Finance Committee had oversight of the expenditure and was an allocated budget rather than authority for expenditure. It was agreed that once the strategy was defined it would be beneficial for Court to receive a detailed presentation on the Innovation Strategy.

The Chair of the Investment Advisory Committee outlined a number of revisions to the Committee which included revisions to membership, remit and the policy on socially responsible investment. The Chair of the Investment Advisory Committee also reported on fossil fuel investment recommending continuation of the existing policy in relation to these investments.

It was noted that the policy on socially responsible investment would require managers who undertook active investment on its behalf to properly consider Environmental Social and Governance (ESG) issues in their investment decisions. The Court also noted that IAC would also require all managers to monitor the activities of companies with regard to ESG and to have a policy of engaging with companies on these issues to encourage positive changes.

Court also noted the current fossil fuels policy and proposed next steps on divestment following discussions with SMG and student representatives. Court had requested that the alternative be tested against its impact on the climate change issue and against the financial impact. Court agreed that the University would continue to reduce holdings and approved the ongoing commitment to full divestment in Fossil Fuels.

Given the significance of these matters the key decisions had been taken under item CRT/2020/56 Budget 21/22 and Financial Forecasts and Financial Forecasts earlier in the meeting.

The report was noted.

#### *CRT/2020/61.2 Estates Committee*

Ronnie Mercer, chair of the Committee, outlined the report from the Committee which incorporated an update on Capital programme including Professor Cole's Construction Contract Review report and Project progress/approval.

The report was noted.

#### *CRT/2020/61.3 IPSC*

Frank Coton, chair of the Committee reported that IPSC had welcomed Laic Kalique as a new member. The Telephony and Unified Communications project full business case and project plan will be provided for IPSC approval in October 2021. IPSC had also approved the terms of reference for the new short-life Information Risk and Security Working Group convened by the Chief Operating Officer.

Court noted that IPSC had discussed several factors and risks around the IT investment plan budget submission including the potential impact of future ways of working for staff, integration of Smart Campus activity, meeting student expectations and the needs of the research community and the challenges in financial forecasting created by the continual and rapid

evolution of technology. It was also noted that overall University cash flows included additional unallocated resource for IT spend in recognition of this uncertainty and approved the expenditure plan for submission to Finance Committee noting that work in progress should create the capacity to address technical debt and put the University in a leading position.

The report was noted.

#### *CRT/2020/61.4 Audit and Risk Committee*

Heather Cousins, chair of the Committee, reported that the Committee had received internal audit reports on reviews of: Glasgow International College, Glasgow Student Villages Review, Treasure and Cash Management and Consumable spend review. The Committee also received a report setting out the proposed External Audit approach for the year to 31 July 2021. The Committee noted fraudulent activity had been identified in relation to the payment of international tuition fees. The Committee also noted that a Cyber Security working group had been set up to identify key areas that needed to be addressed.

The report was noted.

#### *CRT/2020/61.5 People and Organisational Development Committee*

June Milligan, chair of the Committee, gave a verbal report to Court from the meeting held on the 17 June 2021 with the key areas highlighted: Covid Update – impacts on staff and support being provided; Organisational development; Equality and Diversity and the action plan following the understanding racism report.

#### *CRT/2020/61.6 Health Safety and Wellbeing Committee*

Court noted the report. A query was raised about the 4 violent incidents noted in the report and Dr Duncan agreed to look into these matters and raise any concerns with Court. Court acknowledged the hard work undertaken by all the staff involved with Health and Safety, particularly during the last year.

The report was noted.

#### *CRT/2020/61.7 Nominations Committee*

Lesley Sutherland, chair of the Committee, reported that Committee had noted that the process for some positions on Court were done by nomination or election and were often set out with distinct criteria by the University Resolutions or Ordinances so potential changes were limited.

Court noted that the Committee had approved the recommendation to reappointment of David Finlayson for 4 years. It was noted that Graeme Bissett Chair of the Finance Committee was due to step down from his Court Role in December 2021. Gavin Stewart had therefore agreed to be nominated as the Chair of the Finance Committee. It was also noted that Heather Cousins Chair of the Audit and Risk Committee was due to step down from her Court Role in March 2022. Elspeth Orcharton had therefore agreed to be nominated as the Chair of the Audit and Risk Committee.

Court approved the following appointments: David Finlayson term of office extended for a further four years until 31 October 2025; and the appointment of Gavin Stewart as the Finance Committee Chair and Elspeth Orcharton as the Audit and Risk Chair.

The report was noted.

#### *CRT/2020/61.8 Remuneration Committee*

June Milligan, chair of the Committee, reported that the Committee discussed the Principal's report relating to SMG performance and reward; Grade 10 professorial and professional staff performance and reward; Salary Augmentation Policy Review; Voluntary Severance and Salary Augmentation Approvals since the last meeting; Contractual/appointment changes (SMG); expenses report.

The report was noted.

### **CRT/2020/62. Senate Matters**

The Clerk of Senate outlined the report to Court from the Senate meeting on 10 June 2021. The following items were noted:

- Work continued to plan and prepare for the start of the next academic session in terms of learning and teaching planning, including setting basic expectations of what might be possible under different pandemic scenarios;
- Mental Health Group – Dr Duncan provided Senate with an update on the recent work of the University's Mental Health Group.

Court also noted that Senate had approved the reappointment of the following Elected Academic Staff Members on Court for a period of four years from July 2021:

- Professor Simon Kennedy (College of Medical, Veterinary and Life Sciences)
- Professor Kirsteen McCue (College of Arts)
- Dr Bethan Wood (College of Social Sciences)

Court thanked the Clerk of Senate for the update.

### **CRT/2020/63. COP26 Update**

Court noted the presentation by Rachel Sandison, Vice-Principal (External Relations) which outlined the University's involvement with COP26 and the events programme. It was noted that the University would be involved with an on-campus events programme which would help to position the University as a key climate change player by showcasing key strands of 'Glasgow Green'. It was noted that the University had been successful in three bids for the Green Zone submission with one still in contention. It was also noted that the University was looking at ways to create a COP26 Legacy.

Court thanked Rachel Sandison for the update.

### **CRT/2020/64. Learning and Teaching Strategy**

Court noted the presentation by Professor Moira Fischbacher-Smith Vice-Principal (Learning and Teaching) and Uzma Khan (Deputy Secretary) which outlined the University's Learning and Teaching Strategy. It was noted that the Senate had also received a presentation on the strategy and had approved the Learning and Teaching Strategy.

During the discussion at the pre- Court briefing it was noted that the core educational purpose was to develop and support the students through an excellent University experience so that they would fulfil their academic potential and contribute in the fullest way possible to culture, society and the economy locally and globally throughout their lives. The strategy aimed to stimulate evolutions in the approach to teaching, to curriculum and assessment design, and in students'

skills development. The three pillars of the strategy were noted:

- Evolving approach to student-centred active learning;
- Transforming curricula and assessment;
- Students' professional and skills development.

Court thanked Professor Fischbacher-Smith for the presentation.

### **CRT/2020/65. Any Other Business**

#### *CRT/2020/65.1 Membership changes*

As noted earlier Court welcomed the new SRC President Ella McCabe to the meeting and Court also noted that the current SRC President, Liam Brady, was attending his final meeting. Court thanked him for all his hard work over the last year, particularly given the impact of the pandemic and wished him well.

#### *CRT/2020/65.2 Note of thanks*

The Convener thanked all members of the University community for their continued contributions, flexibility and commitment during the last year.

### **CRT/2020/66. Date of Next Meeting**

The next meeting of Court will be held on Wednesday 29 September 2021 at 2pm.

The Court Strategy Away Day will be held on Friday 17 September 2021 – further details will be confirmed shortly.

<b>Court Context Card 29 September 2021 - Principal's Report</b>	
Speaker	Professor Sir Anton Muscatelli
Speaker role	Principal
<b>Paper Description</b>	For information / discussion
<b>Topic last discussed at Court</b>	Last report to Court was June 2021
<b>Topic discussed at Committee</b>	NA
<b>Committee members present</b>	NA
<b>Cost of proposed plan</b>	
<b>Major benefit of proposed plan</b>	
<b>Revenue from proposed plan</b>	
<b>Urgency</b>	NA
<b>Timing</b>	Various
<b>Red-Amber-Green Rating</b>	Various
<b>Paper Type</b>	For information / discussion
<b>Paper Summary</b>	<p>Updates on areas listed in the paper as follows:</p> <ol style="list-style-type: none"> <li>1. Student Admissions</li> <li>2. Higher Education Developments <ul style="list-style-type: none"> <li>Response to SFC Review</li> <li>UK Government - Reshuffle</li> <li>Fair Admissions</li> <li>Skills and Post-16 Education Bill</li> <li>HE Freedom of Speech Bill</li> </ul> </li> <li>3. League tables - THE World Rankings; NSS; Guardian University Rankings; Times/Sunday Times Good University Guide</li> <li>4. Senior Management Group changes</li> <li>5. Key activities</li> <li>6. Senior Management Group business</li> </ol>
<b>Topics to be discussed</b>	In line with paper's headings
<b>Action from Court</b>	To note/discuss if wished
<b>Recommendation to Court</b>	
<b>Relevant Strategic Plan workstream</b>	Empowering People, Agility, Focus
<b>Most relevant Primary KPI it will help the university to achieve</b>	NA
<b>Most relevant Secondary KPI it will help the university to achieve</b>	NA
<b>Risk register - university level</b>	<p>Item 1: Risk 1 Income Generation, Risk 3 Government Policy Changes, Risk 6 Student Learning Experience, Risk 8 Student Recruitment Market</p> <p>Item 2: Risk 1 Income Generation, Risk 3 Government Policy Changes, Risk 6 Student Learning Experience, Risk 7 Maintaining and improving reputation</p> <p>Item 3: Risk 7 Maintaining and improving reputation</p>
<b>Demographics % of University</b>	Items mainly relate to the University as a whole
<b>Operating stats % of</b>	
<b>Campus</b>	All locations
<b>External bodies</b>	UK Government, Scottish Government, Russell Group, UUK, Universities Scotland, SFC, UKRI
<b>Conflict areas</b>	
<b>Other universities that have done something similar</b>	
<b>Other universities that will do something similar</b>	
<b>Relevant Legislation</b>	
<b>Equality Impact Assessment</b>	
<b>Suggested next steps</b>	
<b>Any other observations</b>	



## Court - Wednesday 29 September 2021

### Principal's Report

#### Items A: For Discussion

#### 1. Student Admissions including International and RUK

As Court is aware, for the second year, PGT admissions figures are being compared on an ongoing basis with forecasts based on three scenarios (optimistic, central and pessimistic) and for each scenario the budget impact is tracked. On the basis of positive forecasts, and market intelligence, SMG took the decision for this year not to offer major November and January PGT intakes – the overwhelming feedback from the Colleges was that this would have been hugely challenging to offer for a second year and would have had major resource implications in terms of staff recruitment. Given the ongoing challenges around international travel, however, the University will ensure a flexible approach for international students who cannot travel to Glasgow at present and therefore have a need to begin their studies online. The UK admissions system was again disrupted by the situation with A Level and Higher results, as Centre Assessment Grades (CAGs) were once again used, and there was significant grade inflation, leading to higher numbers of qualified applicants. In Section 2 below I provide a brief update on developments towards potential reform of the UK University admissions process.

The figures below represent a snapshot from 16/17 September and we will have seen some further movement by the time of the Court meeting.

#### **Postgraduate Taught Entry (excluding PDGE)**

- The PGT International Central Forecast is now 6426, an increase of 4% on 2020 record entrant levels (6158 actual registrations in 2020).
- Budget information indicates that the current Central Forecast would secure budget with a surplus, based on a breakeven intake of 5799 PGT international students.
- The PGT Home Central Forecast is now up 8% on 2020 record entrant levels, with a forecast of 2186 (compared with 2023 actual registrations in 2020).
- Accurate forecasting with regard to EU student admissions is challenging, but the admissions team are forecasting a reduction of at least 72% on 2020 numbers.
- 66% of the International Central Forecast and 96% of the Home Central Forecast have fully completed the registration process to date.

#### **Undergraduate Entry**

- Total undergraduate registrations (non-controlled subjects) are currently 5345, 608 above target. Home funded position is forecast to be 15 students under target (3167 vs target of 3182).

- Widening Participation: MD20 admissions stand at 530, 49 above target. Forecasts indicate that Glasgow is set to admit 16% of the total MD20 student population in Scotland.
- RUK position remains very strong; forecasts indicate this group will be 52% over target.
- International position is also strong, forecasting 502 registrations against target of 370 with results pending from a further 229 applicants.

## 2. Higher Education Developments

### **SFC Review of Higher & Further Education**

At the last meeting I updated Court on the University's engagement with SFC ahead of publication of its Review into coherent provision and sustainability of the sector. The Review was subsequently published on 29 June and included a series of sensible recommendations to the Scottish Government, most notably urging a commitment to multi-year funding, protecting excellent discovery research and recognising more fully the importance of international education connections. The Review also underlined the importance of meeting changing student expectations and finding better ways to support lifelong learning, already areas of focus for Glasgow. We also welcomed the Review's focus on developing a clear and strategic longer term vision for the sector supported by mission-oriented research and knowledge exchange activities. The Review also rightly mentions the need to galvanise current and future leaders across tertiary education to work together to effect system change and I welcomed this recommendation, amongst several others, in an opinion piece on the SFC Review for the Times on 1 July '[\*Recovery Demands a Collective National Effort, with Tertiary Education at the Helm\*](#)'. The one area of concern in the review is in respect of aligning quality assurance mechanisms for HE and FE.

Following the Review, HE Minister Jamie Hepburn issued a call for views to the sector and the University submitted a response highlighting areas within the report that will have a significant and positive impact on the sector. These included:

1. Protecting discovery research, boosting international competitiveness, and developing mission-oriented innovation.
2. Stressing the importance of broader collaboration across the UK and internationally as an enabler of Scotland's place as a global and outward facing nation. Also, given that internationalisation supports recovery and growth and delivers economic benefit to the Scottish economy, the Scottish Government's new International Strategy should go hand in hand with its new 10-year strategy for economic transformation.
3. Supporting the agility and responsiveness of institutions to respond to the future needs of the economy and individual learners. There are several recommendations in the report on building capacity through a more systematic approach to learning, skills provision and investment and that we support, however we noted it was equally important to acknowledge that the sector is hugely diverse, comprised of institutions with varied strengths and missions.
4. Supporting our ability as an institution to deliver place-based impact and widening access.
5. Finally, the development of a long-term vision for the future of tertiary education and research, underpinned by multi-year funding assumptions and commitments is to be welcomed. Alongside resourcing, a long-term R&D policy is necessary to allow



institutions to invest with confidence in their strategic research and innovation capabilities, their people, infrastructure, and facilities.

We expect the Scottish Government to announce in the coming months the recommendations it intends to take forward, and we will continue to keep Court updated of any developments.

## **UK Government Developments**

### **Reshuffle**

On 15 September the Prime Minister announced plans to put in place a new Cabinet following the turbulence caused by the pandemic. Of note to the HE sector, Secretary of State for Education, Gavin Williamson, was replaced by Nadhim Zahawi (previously appointed as Parliamentary Under Secretary of State at BEIS and Parliamentary Under Secretary of State at the Department for Education from 2018 to 2019). Most recently, Mr Zahawi was Vaccines Minister, overseeing the rollout of the vaccine programme across the UK since November 2020.

Universities Minister, Michelle Donelan, will also now sit on Cabinet.

George Freeman has been appointed Parliamentary Under Secretary of State and Minister for Science, Research and Innovation at BEIS (replacing Amanda Solloway).

Dominic Raab, previously Foreign Secretary, has been succeeded by Liz Truss, who has been promoted from International Trade Secretary to Foreign Secretary. Michael Gove, previously Chancellor of the Duchy of Lancaster, has been appointed Housing Secretary and will also be responsible for the UK Government's 'levelling-up agenda and strengthening the Union'.

I have written to the new Ministers extending an invitation to visit the University and highlighting relevant research initiatives and key expertise at Glasgow that could be useful for their respective portfolios.

### **Fair Admissions**

UUK's [Fair Admissions Review](#), previously launched in 2019, which aimed to build greater levels of transparency, increase trust, and improve public understanding in admissions practices has been concluded. The recommendations include:

- the ending of 'conditional unconditional' offers
- guidance on the acceptable use of unconditional offers
- a new code of practice to maintain standards
- greater transparency, consistency, and standard indicators to support contextual offer-making
- a proposed switch to post-qualifications admissions (PQA) – where applicants express interest in universities, and offers are made to applicants after they have achieved their qualifications – from 2023 subject to full consultation.

On this final point, UCAS have agreed this model is viable but there would still be a clearing system. The UK Government is in the final stages of its own review following the Augar review of post-18 education but may look to instigate a reform of admissions process along these lines

towards the end of this year. As outlined in the last report to Court, the UK Government is considering capping the number of students entering higher education into English HEIs and Gavin Williamson (before his departure) again reiterated that fair admissions are a priority for UK Government.

#### Skills & Post-16 Education Bill / Higher Education (Freedom of Speech) Bill

The Skills and Post-16 Education Bill, introduced prior to the UK Parliament's summer recess, outlined reforms to create more routes into skilled employment in priority sectors for the UK economy such as engineering, digital, clean energy and manufacturing. The introduction of the Bill follows the Prime Minister's Lifetime Skills Guarantee set out last year and the Bill's introduction to Parliament was supported by a new £83M Post-16 Capacity Fund to future proof post-16 provision. The impact of the Bill on the devolved nations is as yet unclear but there are some provisions relating to Scotland. The post-16 Bill is currently in the report stage in the House of Lords and if passed will move to the House of Commons for further scrutiny.

The Freedom of Speech Bill was introduced by Gavin Williamson to make provision in relation to freedom of speech and academic freedom in HEIs and in students' unions. There has been much discussion in the sector about the scope of the Bill and it is currently at the Committee Stage in the House of Commons. The Chair of UUK's Advisory Group on Free Speech and Academic Freedom, Professor Paul Layzell, gave evidence to the Public Bill Committee on 13 September and reiterated the sector's commitment to freedom of speech and academic freedom. He outlined that the sector would support the Bill as long as it was proportionate and would provide help with the complex situations brought about by obligations under the Bill and other competing legislation.

### **Items B: For Information**

#### **3. University Rankings**

At the last meeting, I reported our position in two of the main league tables. In the QS World University Rankings 2022, the University was placed 73<sup>rd</sup> (up 4 places from last year). I also informed Court that in the Complete University Guide, Glasgow rose three places to 16<sup>th</sup> in the UK. This places us 12<sup>th</sup> in the Russell Group and 3<sup>rd</sup> in Scotland after Edinburgh and St Andrews.

#### **Times Higher Education (THE) World University Rankings 2022**

The University has been placed 86<sup>th</sup>, an improvement of 6 places from 92<sup>nd</sup> in 2021 and 13 places from 99<sup>th</sup> in 2020. Our improved position is largely due to our performance in the Research and Teaching pillars and our reputation metric within these pillars. The University also returned improved results for Citations and International Outlook. Since 2019, Glasgow has made gains in our European rank position and we are now placed 30<sup>th</sup> in Europe in this league table. We have risen to 10<sup>th</sup> position in the UK.

#### **National Student Survey 2021**

In the National Student Survey (NSS), published on 15 July, overall student satisfaction dropped 3.4% to 83.7% (87.1% last year). Although on the face of it this looks a disappointing fall, in relative terms it is not at the level witnessed across the UK sector which has seen a drop in overall

satisfaction of 7 percentage points (75.4% of respondents satisfied with their course, down from 82.7% last year). Given the circumstances of the past 18 months and the performance of the sector as a whole, these are favourable results for Glasgow. Further points:

- We are now 7<sup>th</sup> in the UK for Overall Satisfaction, up from 14<sup>th</sup> last year
- We rank 2<sup>nd</sup> in the Russell Group
- In a Scottish context we are ranked 4<sup>th</sup> behind St Andrews, Strathclyde & Aberdeen
- We have already surpassed the proposed new KPI target for overall satisfaction to be positioned within the Top 20 UK institutions. The threshold for this sits at 80.5%, compared to our performance at 83.7%.

### **Guardian University Rankings 2022**

In the Guardian league table Glasgow's position has improved by one place to 11<sup>th</sup> in the UK. This is our best position yet in this table. Some headlines:

- We have 3 subjects placed in top position: Accounting & Finance, Film Production and Sports Science
- We have 19 subjects in the top 10
- Glasgow is the second highest placed Scottish University behind St Andrews, who fell one place to 3rd. Edinburgh moved up one place to 12th.
- Oxford remains in 1st place; Cambridge have overtaken St Andrews to move into 2nd.

### **Times/Sunday Times Good University Guide 2022**

On 17 September the Times/Sunday Times Good University Guide was published and the University was named as Scottish University of the Year. We are now placed 12<sup>th</sup> in the UK – up two places from last year, 8<sup>th</sup> in the Russell Group and 2<sup>nd</sup> in Scotland behind St Andrews (who were named UK University of the Year). The rise in this league table is largely driven by NSS performance, with Teaching Quality and Student Experience both seeing significant improvements. Indeed, Student Experience is now ranked in the top 25 in the UK.

In addition these results show that the University:

- Is ranked first in the UK in three subjects: Food Science, Sports Science and Dentistry
- Has 20 subjects ranked in the top five
- Has 32 subjects ranked in the top 10.

## **4. Senior Management Group changes**

As Court is aware, Professor Neal Juster has been appointed Vice Chancellor of the University of Lincoln, from 1 October 2021. My sincere thanks go to Neal for all that he has done for the University in his 14 years as a member of SMG, and as my deputy since 2013.

I have written to Court with an update on the changes to SMG following Neal's departure. Professor Frank Coton will be Vice Principal (Strategy and Resources) and in addition he will be Senior Vice Principal and Deputy Vice Chancellor (Academic). Other members of SMG will also deputise for me externally on occasion as DVCs and I will confirm arrangements for this in due course. Dr David Duncan as COO will take on responsibility for oversight and leadership of the Estates Capital Plan.

I have also written to Court to advise that Professor Roibeard Ó Maolalaigh will step down as Vice Principal/Head of the College of Arts at the end of June 2022. Professor Ó Maolalaigh has been Head of College since January 2015, and when he demits office in 2022 he will return to his substantive post as Professor of Gaelic. We have initiated an international search for his successor.

Professor Jill Morrison will come to the end of her term as Vice Principal and Clerk of Senate on 31 July 2022. In accordance with the existing formal procedure for the appointment of Clerk of Senate, a finding committee will be established over the coming months. The committee will review and update the role description, following which the role will be advertised and nominations sought. The call for nominations is expected to be issued in December/January with recommendations brought to Senate in February 2022.

## **5. Key activities**

Below is a summary of some of the main activities I have been involved in since the last meeting of Court, divided into the usual 4 themes: Academic Development and Strategy; Internationalisation activities; Lobbying/Policy Influencing and Promoting the University; Internal activities and Communications and Alumni events. I have, in the main, provided brief headings and can expand on any items of interest to Court. Most meetings were online, but some face to face meetings and events are now being held.

### **Academic Development and Strategy**

- Chaired regular meetings of the Senior Leaders Forum, comprising SMG, Heads of School, Directors of Research Institutes, Deans, and senior Professional Services colleagues
- 15 July: Meeting with academic colleagues to discuss the establishment of the Scottish Council on Global Affairs
- 15 September: Internal meeting to discuss the launch of the Advanced Research Centre
- 17 September: Court Strategy Day
- 24 September: Met with SMG colleagues to discuss preparation of the University's submission to THE Impact Rankings (evidencing activity to support the UN Sustainable Development Goals).

### **Internationalisation Activities**

- 25 June: Met with Professor Simon Anderson, University of the West Indies, to discuss progress with the strategic partnership between our two Universities
- 8 July: UESTC Joint Management Board
- 13 July: Meeting with External Relations colleagues and Aix-Marseille Université to discuss current collaborations (including the CIVIS European University Alliance) and potential avenues for further links
- 1 September: Met with the Consul General of Spain
- 2 September: Recorded message of congratulations for our partner Radboud University Nijmegen on the occasion of the University's 98<sup>th</sup> anniversary

- 15 September: Recorded congratulations video for Singapore graduations (congratulating graduates of the joint degree programmes with SIT, as UofG colleagues are unable to travel to Singapore to attend ceremonies in October)
- 15 September: Co-hosted COP26 Global University Vice Chancellors Roundtable meeting with COP President-Designate Alok Sharma and the VC of the University of Cape Town
- 16 September: Hosted the Ambassador of Georgia to the UK
- 23/24 September: CIVIS European University: Board of Rectors Meeting and Global Consultative Council.

## **Lobbying/Policy Influencing and Promoting the University**

### USS Meetings

- 5 July: USS Investment Committee Meeting
- 19 July: USS Board Strategy Day
- 20 July: USS Trustee Board Meeting
- 9 August: USS Trustee Board Meeting
- 23 August: USS Trustee Board Meeting
- 3 September: USS Trustee Board Meeting
- 9 September: USS Trustee Board Meeting
- 27 September: USS Investment Committee Meeting
- 28 September: USS Trustee Board Meeting.

### Russell Group Meetings

- 9 July: Russell Group Board Meeting
- 6 September: Russell Group Board Meeting
- 23 September: Russell Group Formal Board Meeting and Dinner (in person).

### Media engagement

- 25 June: Interview with the BBC regarding the University's work on sustainability and the impact of COP26 on Glasgow's economy for a Radio 4 documentary about Glasgow and COP (to be broadcast around the time of the summit).

### Other external engagement

- 24 June: Attended Scottish Government Covid Recovery Roundtable to hear of the government's approach to engaging a range of stakeholders in national recovery
- 24 June: Met with the Minister for Science, Research and Innovation Amanda Solloway MP and hosted her on a visit to the MRC Centre for Virus Research and the Lighthouse Lab
- 28 June: Met with senior UofG colleagues and Professor Christopher Smith, Executive Chair of the Arts and Humanities Research Council, to discuss the Council's vision and strategic priorities
- 29 June: With SMG colleagues, hosted the Scottish Government's Director of Advanced Learning and Science to offer a briefing on the University's key priorities and activities

- 30 June: Met with the Principal of University of Edinburgh and senior Scottish Government officials to discuss how the two Universities can work together to contribute to Covid recovery
- 7 July: Attended the kick-off meeting of the Productivity Commission; 16 September: Attended the launch of the Commission. I have joined the Productivity Commission as a Commissioner. This is a UKRI-funded inquiry into the context of the UK's low productivity performance, and is an initiative of the National Institute of Economic and Social Research and the Productivity Institute, of which the University of Glasgow is the only participating institution in Scotland.
- 9 July: Met with the Director of Santander Universities UK, to offer an update on the activities funded by the Santander partnership
- 14 July: Attended Universities Scotland Strategy Development Meeting with other Principals
- 14 July: Catch-up meeting with CEO of the Scottish Council for Development and Industry (SCDI)
- 14 July: UUK Research and Innovation Policy Network Meeting on Comprehensive Spending Review priorities for the sector
- 15 July: Met with John McAslan and Partners architects and MVLS colleagues regarding development of the MalDent project (Malawi's first dental school)
- 21 July: Meeting with the Minister for HE, FE and Youth Employment, Jamie Hepburn
- 22 July, 26 August: First two meetings of the Scottish Government Advisory Council on Economic Transformation
- 5 August: Glasgow Partnership for Economic Growth Meeting on Just Transition
- 10 August: Meeting with Ivan McKee MSP, Minister for Business, Trade, Tourism and Enterprise
- 17 August: UUK Climate Task and Finish Group
- 19 August: Hosted the Deputy First Minister on a visit to the Lighthouse Lab and briefed him on ways in which the University can contribute to Covid recovery
- 20 August: Met with Paul Sweeney MSP, Labour MSP for the Glasgow region
- 24 August: Chaired meeting of the Commission on Economic Growth for the Glasgow City Region
- 25 August: Universities Scotland Strategy Day
- 26 August: Meeting with the Principal of the University of Edinburgh and the Deputy First Minister to discuss Covid recovery
- 27 August: Met with Kaukab Stewart MSP (Constituency MSP for Glasgow Kelvin)
- 27 August: Regular meeting with the Director of the Office of the Secretary of State for Scotland
- 30 August: Regular meeting with Scottish Enterprise
- 31 August: Meeting with the Leader of Glasgow City Council
- 31 August: Times Higher Education Dinner (in person) and Preview of THE World University Rankings
- 6 September: RSE Post Covid Futures Commission

- 6 September: Attended the UofG stalls at the Glasgow Science Festival to meet with the HE Minister
- 15 September: Hosted HE Minister Jamie Hepburn, and offered a briefing on our activities and a tour of the James McCune Smith Learning Hub
- 21 September: Philip Leverhulme Prize Gala Dinner (in person)
- 22 September: Meeting with Minister for Culture, Europe and International Development, Jenny Gilruth MSP
- 22-23 September: Advisory Council on Economic Transformation: third meeting of the Council and first meeting of the Innovation and Productivity Sub Group, which I am leading.

### **Internal activities and Communications and Alumni events**

- 24 June: Hosted the Chancellor, Dame Katherine Grainger, and the Rector, Lady Rae (Rita Rae QC) for lunch
- 28 June; 7 September: Regular meetings with the outgoing and incoming SRC Executive
- 6 July, 20 August: Meetings of the SMG Government Relations Group
- 6 July: One-to-one meeting with the Rector
- 15 July: Installation of the Rector
- 19 August: Recorded a welcome message for virtual Open Days
- 27 August: With the University's Head of Communications, met with the Glasgow Guardian student newspaper editorial team
- 7 September: Webinar – Live Staff Q&A on the return to campus and the new academic year
- 13 September: Welcome Address for new students in Bute Hall. The address was also made available online
- 16 September: University of Glasgow Trust meeting
- 19 September: Attended Start of Term Mass, led by the Catholic Chaplain
- 22 September: Introductory meeting with the newly appointed Head of Strategic Philanthropy
- 24 September: Update meeting with the University Secretary and the Chancellor

## **6. Senior Management Group business**

In addition to standing and regular items, which include Covid-19 response, Admissions, Management Accounts and Strategic Risk Review, the following issues were discussed:

### ***SMG Meeting of 28 June***

- Study Space and Synchronous Online Learning Facilities

### ***SMG Meeting of 5 July***

- SFC Review: Opportunities and Challenges

- Transition to Level 0 and Beyond
- Project Aurora Update

***SMG Meeting of 13 July***

- Advisory Council on Economic Transformation
- Economic Impact of the University of Glasgow
- Global Glasgow International Strategy
- Transition to Level 0 and Beyond
- People First: Enabling New Ways of Working
- Colleague Engagement Survey
- NSS Update
- Institute of Neuroscience & Psychology/School of Psychology
- People and Organisational Development Data Analytics

***SMG Meeting of 26 July***

- Glasgow Knowledge Exchange Fund
- Black Research Leadership Scholarship Scheme
- Covid Recovery: Working with University of Edinburgh/Scottish Government
- Support for Students in University Accommodation 2021/22

***SMG Meeting of 2 August***

- SMG Performance & Development Review Team Objectives
- Strategic Estates Partnering
- Senate/Committee Room Corridor: Accessible Facilities

***SMG Meeting of 9 August***

- 2021/22 Taught Programmes with Non-Standard Key Dates
- Research Reinvigoration Survey Results
- Guidance for Senior Leaders on Face to Face Teaching

***SMG Meeting of 17 August***

- Streamlining Governance/Strengthening Investment
- SMG/CMG Updated Draft Terms of Reference
- Line Management Guidance – Return to Campus
- Winter Graduations 2021
- CPNI STEM Universities Forum
- People and Organisational Development Data Analytics

***SMG Meeting of 23 August***

- Managed Quarantine for returning PGT students
- Student Accommodation shortage
- Recognising and Rewarding Contribution

***SMG Meeting of 30 August***

- Annual Assurance Statement for the Concordat on Research Integrity



- Planning Principles for Semester 2 Teaching

***SMG Meeting of 6 September***

- Student Accommodation shortage
- SFC Review of the Sector: Response to Minister
- University of Glasgow Strategy for Sport
- Winter Graduations 2021
- Innovate UK – update

***SMG Meeting of 14 September***

- Student Accommodation matters
- Student Support and Welfare
- Inclusive Online Meeting Guidance
- People and Organisational Development Data Analytics

***SMG Meeting of 20 September***

- Colleague Engagement Survey
- 2021-22 Strategic Planning and Budget Round
- Shadow Board – First Year Review

**Court Context Card 29 September 2021 - University Secretary's Report**

Speaker	Dr David Duncan	
Speaker role	COO and University Secretary	
<b>Paper Description</b>	For information / items for approval; items for discussion if Court wishes	
<b>Topic last discussed at Court</b>	Last report was to June 2021 Court	
<b>Topic discussed at Committee</b>	NA	
<b>Committee members present</b>	NA	
<b>Cost of proposed plan</b>		
<b>Major benefit of proposed plan</b>		
<b>Revenue from proposed plan</b>		
<b>Urgency</b>	High, Medium & Low	
<b>Timing</b>	Immediate where relevant	
<b>Red-Amber-Green Rating</b>	Green	
<b>Paper Type</b>	Decision/Discussion/Information	
<b>Paper Summary</b>	Report from Secretary on a number of items for Court's discussion/decision and/or information. A Items are:	
	<p style="text-align: center;"><b>A1</b> Protocol for Managing Speaker Events</p> <p style="text-align: center;"><b>A2</b> Governance Website</p> <p style="text-align: center;"><b>A3</b> Disability Services Review</p> <p style="text-align: center;"><b>B6</b> Glasgow University Trust representative</p>	
<b>Topics to be discussed</b>	As above plus any B items Court members may wish to discuss	
<b>Action from Court</b>	<b>To note the report and approve the recommendations</b>	
<b>Recommendation to Court</b>	Approve the recommendation in relation to the University Trust	
<b>Relevant Strategic Plan workstream</b>	Empowering People, Agility, Focus	
<b>Most relevant Primary KPI it will help the university to achieve</b>	NA	
<b>Most relevant Secondary KPI it will help the university to achieve</b>	NA	
<b>Risk register - university level</b>		
<b>Risk register - college level</b>		
<b>Demographics</b>		
<b>% of University</b>	100% Cross University application on several items	
<b>Operating stats</b>		
<b>% of</b>		
<b>Campus</b>	All locations	
<b>External bodies</b>	UK and Scottish Governments; EU; Public health authorities;	
<b>Conflict areas</b>		
<b>Other universities that have done something similar</b>		
<b>Other universities that will do something similar</b>		
<b>Relevant Legislation</b>	Scottish Government Roadmap; industrial relations legislation	
<b>Equality Impact Assessment</b>		
<b>Suggested next steps</b>		
<b>Any other observations</b>		



**Court – Wednesday 29 September 2021**

**Report from the University Secretary**

**SECTION A - ITEMS FOR DISCUSSION / DECISION**

*A.1 Protocol for Managing Speaker Events*

An updated protocol intended to assist members of the University involved in managing events and arranging external speakers is attached as **Annex 1**. The guidance has been updated and broadened out in the light of the obligations placed upon universities and other public bodies by the Equality Act and the Hate Crime and Public Order (Scotland) Bill. Court should note that most events, including academic seminars and guest lectures will continue to be seen as a normal part of the University's day-to-day activities. The protocol is only intended to be used in cases where colleagues or students involved in the organisation of events think there might be cause for referral.

The protocol, which should be read in conjunction with the University's statement on Freedom of Speech, has four stages: submission of a speaker/event request and discussion with the immediate line manager; review of speaker/event request by HoS/DRI/Director of University Service; referral to the University Secretary who will raise with the Referral Group and discuss practical steps which may be taken; and communication of a speaker/event decision.

Senior Management Group has approved the new protocol, agreeing that it would be extremely helpful guidance for Schools in handling situations in which potentially controversial speakers were invited to participate in University events.

*A.2 Governance Website*

Governance is an integral part of the University and we have recently undertaken a comprehensive review of the corporate governance and decision-making framework. Over the last 9 months, the University has started to streamline the way it makes informed decisions at every level of the organisation from Court through Committees, SMG, Colleges and University Services and staff.

The first phase is now complete, and we have:

- consolidated and simplified the corporate governance structure
- launched a new dedicated site with easy access to the role and membership of committees and boards
- launched a calendar that details when each committee and board meet (due to fully populated by the end of September)
- launched a new Investment Committee to ensure alignment of our investments with our strategic goals

Further details can be found on the new dedicated governance site <https://www.gla.ac.uk/myglasgow/governance/>

### A.3 *Disability Services Review*

At the Court meeting in February 2021 Court received an update on an ongoing Disability complaint. The case is still going through the University procedures, with one academic appeal outstanding. The University will undertake a lessons learned exercise once the appeal is completed.

An internal audit of Disability Services, together with a review led by the Clerk of Senate, Professor Jill Morrison, have been undertaken. We are in the process of implementing the recommendations from these exercises.

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

### B.1 *Court Strategy Day 2021*

The event provided an opportunity for Court to be updated on a number of areas and planning for the start of the academic session. Areas covered included:

- Cyber Security – brief overview of the working group and key risks
- Wellbeing and new ways of working
- Issues currently faced by students
- University Strategy and UN Sustainable Development Goals
- Research Recovery

Court also took part in a panel discussion - *The relationship between Parliamentarians, Government & HEIs: how can we more effectively work together?* With: Pam Gosal MSP, Shadow Cabinet Secretary for Higher Education, Further Education, Youth Employment and Training, Scottish Conservatives; Michael Marra MSP, Shadow Cabinet Secretary for Education and Skills, Scottish Labour; Carol Monaghan MP, Westminster Spokesperson for Education, Armed Forces and Veterans, Scottish National Party.

Court members also took part in a Tour of the James McCune Smith Learning Hub which had recently fully opened to staff and students.

### B.2 *New and continuing Court members*

Paula McKerrow was nominated as the Trade Union nominee from among the University's support staff, for 4 years from 1 September 2021.

Ella McCabe began her term on Court on 1 July 2021 *ex officio* as SRC President, for one year.

### B.3 *Court Business 2021/22*

The Schedule of Court Business for the coming year is at **Annex 2**, for reference, along with the Statement of Primary Responsibilities of Court and a list of remits/memberships of Court Committees for this session.

The above information is also available on the Court website at <http://www.gla.ac.uk/services/courtoffice/universitycourtandcourtmeetings/> together with other resources for Court members.

A 'Fast Facts' document for Court members is being refreshed to include 2021/22 information, including up-to-date financial/accounts information and will be circulated shortly. It will also be available from the Court Office together with a list of acronyms used in HE and the University.

The attendance lists for meetings of Court and its Committees for 2020/21 have been reviewed. There are no matters to report in connection with this. Details of Court attendance will be published on the website, in connection with the annual accounts.

#### B.4 *Summary of Convener's Business*

A summary of activities undertaken by the Convener since the last meeting is provided to Court members. The details are at **Annex 3**.

#### B.5 *Head of School/ Director of Institute Appointments*

College of MVLS

*Head of the Dental School*

Professor Aileen Bell has been appointed as Head of the Dental School from 1 September for a period of four years.

*Interim Director of Institute of Molecular, Cell & Systems Biology*

Professor Helen Walden has been appointed as Interim Director of Institute of Molecular, Cell & Systems Biology from 1 September 2021 for six months.

*Interim Head of School of Psychology and Neuroscience*

Professor Niamh Stack has been appointed as Interim Head of the School of Psychology and Neuroscience from 1 September 2021 for six months.

#### B.6 *University of Glasgow Trust representative*

Professor Neal Juster - the current representative - leaves the University on the 30 September. Professor Frank Coton, Senior Vice Principal and Deputy Vice Chancellor (Academic), has been nominated to take over the role of Court representative on the Trust.

**Court's approval is sought.**

# PROTOCOL FOR MANAGING SPEAKERS AND EVENTS AT THE UNIVERSITY OF GLASGOW

The following protocol is intended to assist members of the University of Glasgow involved in managing events and arranging external speakers. It should be read in conjunction with the University's *Statement on Freedom of Speech* –

[https://www.gla.ac.uk/myglasgow/news/staffupdates/2018archive/headline\\_573753\\_en.html](https://www.gla.ac.uk/myglasgow/news/staffupdates/2018archive/headline_573753_en.html)

The University seeks to comply with the legal duty to ensure freedom of speech and academic freedom, but also to:

- Prevent 'hate crime', as defined in the *Hate Crime and Public Order (Scotland) Act 2021* and related legislation – <https://www.legislation.gov.uk/asp/2021/14/contents> (when implemented)
- Prevent harassment or discrimination as required by the Equality Act 2010 (Public Sector Equality Duty) – <https://www.gov.uk/guidance/equality-act-2010-guidance>
- 'Have due regard to the need to prevent people from being drawn into terrorism' – <https://www.gov.uk/government/publications/prevent-duty-guidance>

Most events, including academic seminars and guest lecturers will – as at present – be seen as a normal part of the University's day-to-day activities. All staff members who are involved in the organisation of events or speaker invitations should use the following guidance only where they think there might be cause for referral. The protocol may also be used by student associations, with referral to the University Secretary at the discretion of the association Presidents.

The protocol for managing speakers and events has four stages:

## STAGE 1 – Submission of a speaker/event request

Any member of staff who believes that a proposed event may give rise to a breach of the law should discuss this with their direct line manager. Should there be any reason for concern additional information should be requested by the line manager from the event organisers:

- Details of the event/speaker, including time and venue
- Overview of the event, subject matter and ticketing arrangements
- Relevant information relating to the speaker
- Likely interest from the press or other parties outwith the University
- Confirmation that the event/speaker will not be promoted or advertised until – or if – agreement is given to host on University premises

As with the initial guidance, it is expected that most cases that are reviewed at Stage 1 will not lead to a referral, and that the event or speaker can proceed as planned.

## STAGE 2 – Review of speaker/event request

Should there be any concerns arising from Stage 1, the matter should be raised with the Head of School, Director of Research Institute or University Services Director, who should consider whether the topic or speaker is likely to breach the law or give rise to concerns about public order and security.

In assessing this, the Head of School / Director of Research Institute / University Services Director should consider the following points:

- Does the proposed speaker have links to or represent a proscribed terror group or organisation as designated by the UK Government?
- What is the subject of the event? Is it likely to include content which breaches the legislation identified above?
- Has the speaker any recent history of prosecution for breaches of the law?
- What security provisions are proposed, and are they considered to be sufficient?
- Does the proposed event raise concerns about public order and security?

### **STAGE 3 – Referral to University Secretary**

Should any of the above issues arise, the Head of School, Director of Research Institute or University Services Director should refer the event to the University Secretary. The University Secretary will raise the matter with the Referral Group, which will consider what practical steps should then be taken.

A range of actions may be considered. These might include:

- Varying the time and location of the event from the original plan
- Requiring a different person to chair the event
- Making the event all-ticket and requiring attendees to show ID
- Applying password controls at virtual events
- Requesting an advance copy of any guest list
- Placing restrictions on numbers
- Enhancing security arrangements
- Imposing conditions on how the event is to be advertised
- Mandatory attendance of specified senior university representatives
- Managing media attendance
- Imposing an alcohol ban
- Imposing conditions on how the event is run
- Requesting a running order and script of what is likely to be said in advance and requiring an undertaking that these are adhered to
- Briefing the chair in advance to make clear their responsibilities under the law
- Restricting what materials are available at the event
- Postponing or cancelling the event
- Seek guidance from the Senior Management Group or other groups and committees as appropriate

### **STAGE 4 – Communication of a speaker/event decision**

Decisions of the Referral Group will be clearly communicated to the organiser of the event, normally within two weeks of the submission of any request.

Should conditions be required, these should be clearly stated before the event is permitted to take place on campus.

### **Central Timetabling Bookings**

In addition to the above protocol, Central Timetabling will continue to consider requests to host non-teaching events in the normal manner through the online booking form. As with the protocol above, should there be any cause for concern this should be communicated to the University Secretary who will consult the Referral Group as appropriate.

### **Other Advice and Guidance**

Organisers of conferences and events may wish to refer to the following advice on Embedding Equality and Diversity in University Funded Conferences and Events.

<https://www.gla.ac.uk/myglasgow/ris/researchpolicies/ourpolicies/equalityevents/>

### **Membership of the Referral Group**

- Chief Operating Officer & University Secretary (chair)
- Clerk of Senate
- Head of Communications
- Executive Director of Student and Academic Services
- Head of Security
- Deputy Director of People & OD
- Head of Legal

9 June 2021



**ANNUAL SCHEDULE OF COURT BUSINESS**

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

## University of Glasgow

### STATEMENT OF PRIMARY RESPONSIBILITIES

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

#### **General**

To be satisfied that appropriate mechanisms are in place:

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

#### **Strategic Planning**

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

### **Exercise of Controls**

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

### **Effectiveness and Transparency**

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

September 2021

**Convener of Court**  
**Summary of Business – 23 June 2021 – 30 September 2021**

<b>Date</b>	<b>Meeting</b>	<b>Location</b>
9 July 2021	CUC Event – Cyber Security and IT Governance	Virtual Meeting
22 July 2021	Phone call with Anton Muscatelli	Phone call
5 August 2021	Nominations Committee	Virtual Meeting
9 August 2021	Commercial Development of the Estate with the Strategic Property Investment and Development Board	Virtual Meeting
17 August 2021	Phone call with Anton Muscatelli	Phone call
24 August 2021	Pre-Court Officer's Meeting	Virtual Meeting
8 September 2021	Pre-Court Officer's Meeting	Virtual Meeting
9 September 2021	CUC Event: Key Trends and Innovation in Higher Education	Virtual Meeting
13 September 2021	Introduction meeting Elizabeth Passey, EAUC and Env't Agency. COP26 focus	Virtual Meeting
14 September 2021	Finance Committee	Virtual Meeting
16 September 2021	Phone call with Anton Muscatelli	Phone call
	Interview with Sarah Davie re Governance of HEIs in Scotland	Phone call
	CUC Committee Meeting	Virtual Meeting
17 September 2021	Court Strategy Day	James McCune Smith Building
28 September 2021	Meeting with Kate Still, Princes Trust	Principal's Lodgings
29 September 2021	Court Pre-Meeting	Virtual Meeting
	Court Briefing	Virtual Meeting
	Court	Virtual Meeting
30 September 2021	Meeting with Gregor Caldwell, Executive Director of Finance	Virtual Meeting

**Court Context Card 29 September 2021 - Report from Estates Committee**

Speaker	Mr Ronnie Mercer
Speaker role	Estates Committee Convener
Paper Description	Report from Estates Committee (31 August 2021)
Topic last discussed at Court	Last report to Court was 22 June 2021
Topic discussed at Committee	Various
Court members present	Mr R Mercer (Convener), Mr D Milloy, Dr B Wood, Mr L Brady, Professor K McCue, Mr C Kennedy
Cost of proposed plan	Various
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	Various
Timing	Short, Medium and Long Term
Red-Amber-Green Rating	Not Applicable
Paper Type	Information
Paper Summary	Minutes
Topics to be discussed	
Action from Court	EC/2021/07 Approval of demolition of NHS Admin Building
Recommendation to Court	
Relevant Strategic Plan workstream	People, Place and Purpose
Most relevant Primary KPI it will help the university to achieve	All
Most relevant Secondary KPI it will help the university to achieve	Effective use of the Estate
Risk register - university level	Risk 9 Estates: Failure to define and implement a coherent, holistic campus development programme which is transformational and offers value for money
Demographics	
% of University	100% staff and students
Campus	Entire University Estate (all campuses)
External bodies	Glasgow City Council; external contractors
Conflict areas	Not Applicable
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	Building and Planning legislation
Equality Impact Assessment	On a building by building basis/by CapEx, where applicable
Suggested next steps	
Any other observations	

**UNIVERSITY of GLASGOW**  
**Estates Committee**  
**Minute of meeting held via Zoom, Tuesday 31 August 2021**

**Present:** Mr R Mercer (Convenor), Dr D Duncan, Mr I Campbell, Prof K McCue, Mr A Seabourne, Dr B Wood, Mr D Smith, Mr G Caldow, Mr C Kennedy, Mr D Milloy, Miss E McCabe

**In Attendance:** Mr P Haggarty, Mr D Hall, Ms N Cameron, Mr B Morton, Mrs K Y Biggins (Clerk)

**EC/2021/01 Apologies**

The Convenor noted apologies were received from Professor Juster and welcomed all. As Professor Neal Juster prepares to leave the University for his new position as Vice Chancellor of the University of Lincoln, the Committee wish to place on record their appreciation of his outstanding contribution to the development and delivery of the capital plan which is now well underway. He leaves a very fine legacy and the Committee wish him well in his new venture.

**EC/2021/02 Minute of the meeting held on 4 May 2021**

The Committee approved the minute.

Following a question from the Committee relating to fire alarm testing in JMS, the Director of Facilities Services confirmed that the fire drill had been undertaken and issues raised around sounders are being considered by Multiplex.

**EC/2021/02(a) Action Tracker**

Action 6 is now closed

Action 7 is now closed

Action 8 Implementation of recommendations identified in major projects contracts review: Recommendations have been considered with CMS advice taken where appropriate. An action tracker has been developed with key decision dates identified which will be further reviewed pending a decision on any significant new build.

**EC/2021/03 Executive Director of Estates Report**

The Executive Director of Estates presented the period report and noted Covid Management remains a major focus. Guidance continues to change from Scottish Government. Ventilation is a predominant focus and we have assessed 11,700 spaces with mitigation required in c100 of those.

The Facilities Services review has been completed – over 100 voluntary severance packages have been approved. The team are currently working with an external agency to recruit facilities cleaning assistants and expect to be fully staffed at start of term. The Security recruitment process will close at the end of the month. The high market demand for building services personnel is hampering recruitment in that area.

Work is ongoing on University Avenue in preparation for Freshers Week and the ARC target date of 4 October is being reported by Multiplex as on track.

Following the Contract management audit the recently appointed Head of Frameworks and Contracts is addressing issues raised. Recovery plans are being put in place for reactive maintenance projects which underspent last year; projects are being bundled into larger packages and programmes.

A significant rainfall event had resulted in 150 logged water ingress calls, thirty of which were serious. Works to address guttering maintenance and roof issues is underway.

Project delivery was disappointing last year with a 20% underspend; resourcing is being reviewed.

There are 62 currently live vacancies; some of which are new roles as part of Facilities restructure.

Thanks were extended to the Director of Facilities Services and the Safety and Compliance Team for the award of the third RoSPA Gold.

### **EC/2021/04 Safety & Compliance Report**

The Director of Facilities Services presented the report and especially noted the awarding of the third RoSPA gold award. A recent external safety audit was largely positive.

A Multiplex incident occurred relating to a lifting operation and is subject to Riddor.

FAQs relating to ventilation (Covid) are being drafted, we are updating operation procedures and working with service partners to prioritise ventilation calls/issues. Carbon dioxide sensors will be used for sampling

Safety leadership audits are ongoing.

An action plan is in place for laboratory facilities following fire in Wolfson Link.

Following a query from the Committee in relation to Legionella checks, it was confirmed we have been continuously flushing and monitoring systems since the March 2020 lockdown. The Secretary of Court extended thanks to the team for their preparation works for September student return.

### **EC/2021/05 Investment Projects Update**

The Director of Construction and Capital Programme presented the report and noted that portfolio rag summary indicates 3 projects currently red with 11 ambers & 3 projects currently on hold.

The Pathology suite project is just being re-established. On ARC, quality inspections are ongoing and finishes are to a high standard. Although Multiplex are reporting a 4<sup>th</sup> October completion we consider a two-week delay is likely. ARC café fitout price is being reviewed and tested. Clarice Pears is forecasting a 4-week delay but we consider this to be 6 weeks and is being actively reviewed.

Currently there are seventy live core and maintenance projects, and we are recruiting project managers to support.

The new Lead adviser framework procurement is complete and now Live.

Scottish Power intend to attend site early to pull 11kv supply onto Campus due to Cop26 traffic restrictions.

Following a query from the Committee as to whether pre ordering materials in advance is proving to be beneficial it was confirmed it was and we will continue to review this to protect programmes.

A query from the Committee was to whether Multiplex had performed better with technical document completion. it was confirmed this was the case but close monitoring is required by our Soft Landings Manager.

In response to a query raised by the Committee relating to incentives offered by Multiplex to subcontractors and what cost implications this could have it was noted that this is not of significant value and was in relation to one particular subcontractor and group of operatives on IHW project.

### **EC/2021/06 Estates Risk Register**

The Executive Director of Estates presented the report and noted that sustainability and lack of available space continues to be an issue and will be in the long term. As we have exceeded our student intake target this will add to our space risk. discussions are ongoing as to how Blended and active learning will affect our space requirements. The Executive Director highlighted that there are significant challenges on decarbonising our 'heat;' requirements as the available technology is not sufficiently mature. It was agreed that this issue should be revisited in future meetings

### **EC/2021/07 Demolition of the NHS Admin Building**

The Director of Property Development & Investment presented the report and noted that the proposal was recently presented to Programme Governance Board who supported the demolition. Following discussion around the cellular internal layout, deterioration following the switch off from the NHS District heating and subsequent improvement to plot B access; the Committee approved the demolition.

### **EC/2021/08 Construction Market Impact on Capital Plan**

The Director of Construction and Capital Programme presented the paper and noted that this is for awareness.

#### **EC/2021/09 Facilities Services Review**

The Director of Facilities Services presented the paper.

It was noted that following extensive discussions the joint unions had no further issues with implementing the review. Three new Head of Services are in place - Support Services, Frameworks & Contracts and Operations. A recruitment agency has been appointed to support recruitment of the Building Surveying team. A Business Improvement Manager has been recruited to support roll out of the operating model. Briefings have been held with Colleges and Schools. A commitment has also been made to the unions that monitoring of the roll out of the programme and tracking of benefits will be undertaken.

In response to a question for the committee it was confirmed that the review was being rolled out to all three campuses. The Director of Facilities Services will issue a pack that shows key roles and a zonal map for information.

#### **EC/2021/10 Skills Matrix**

The Convenor advised that the Nominations Committee have created a brochure for new court members, and we are to consider our requirements for new members. It was confirmed that the Skills matrix applies only to Lay members of the Committee. It was noted that staff representation and framework are not included; an update to the document will be created by the Chair following feedback.

#### **EC/2021/11 Strategic Commercial Development Partner**

The Director of Property Development and Investment presented the paper following briefing sessions for lay members having been held. The proposal was to start marketing at the end of September with procurement process taking place in October.

#### **EC/2021/12 Capital Committee Reports for Approval**

The Executive Director of Estates referenced the summary of investment approved under delegation and noted that this are the most recent applications to Investment Committee.

#### **EC/2021/13 Any other Business**

The Convenor noted that it is planned for the meeting in October to take place on Campus and this was agreed. The Executive Director of Estates noted that this is the week before Cop26 takes place and we will monitor any restrictions that may adversely impact this.

#### **EC2021/14 Schedule of Meetings for 2021/22**

The schedule of dates was noted:

Tuesday 26 October  
Tuesday 11 January 2022  
Tuesday 15 March  
Wednesday 18 May



<b>Court Context Card - P&amp;OD Committee - 29 September 2021</b>	
Speaker	Ms June Milligan
Speaker role	P&OD Committee Chair
<b>Paper Description</b>	Draft minute of P&OD Committee meeting held on 13 June 2021 (incl. JCCN Minute of the 2 February 2021 & EDSC Minute from the 17 March 2021)
<b>Topic last discussed at Court</b>	May-21
<b>Topic discussed at Committee</b>	See paper summary section.
<b>Committee members present</b>	See Attached.
<b>Cost of proposed plan</b>	N/A
<b>Major benefit of proposed plan</b>	N/A
<b>Revenue from proposed plan</b>	N/A
<b>Urgency</b>	
<b>Timing</b>	
<b>Red-Amber-Green Rating</b>	
<b>Paper Type</b>	Information
<b>Paper Summary</b>	The draft minute of P&OD Committee includes an update from the Executive Director of P&OD on the following items; USS pension developments, pay negotiations for 2021-22, Performance and Development Review plans for the forthcoming year, the latest developments from a diversity and inclusion perspective, and the University's participation in the 'Developing the Young Workforce' initiative. Speakers in attendance at the meetings included; Prof. Neal Juster & Mr Chris Green, who spoke to the new World Changers Together Strategy; Mr James Hamilton, who provided an overview on the implementation of the P&OD Strategy with regards to 'Embedding Values and Enabling Culture'; Mrs Elise Gallagher, who updated on the new Enquiry Management Service; Ms Martina Cooper, who provided a case study on the successful establishment and delivery of the Lighthouse Lab; & Ms Tracey Aydogan, who provided an update on Global Mobility. The papers also include the draft minutes of the JCCN from the 7th October 2020 where topics were inclusive of those listed above, along with the draft minute of EDSC from the 16th November 2020 where topics included the report into Understanding Racism, Transforming University Cultures and the decision to adopt the IHRA definition of anti-semitism.
<b>Topics to be discussed</b>	None
<b>Action from Court</b>	Primarily to note
<b>Recommendation to Court</b>	
<b>Relevant Strategic Plan workstream</b>	Agility, Focus, Empowering People
<b>Most relevant Primary KPI it will help the university to achieve</b>	Staff Engagement
<b>Most relevant Secondary KPI it will help the university to achieve</b>	Gender Equality/Service Delivery
<b>Risk register - university level</b>	2a,2b,3a,3b,11,12a
<b>Risk register - college level</b>	
<b>Demographics</b>	
<b>% of University</b>	100% staff
<b>Operating stats</b>	
<b>% of</b>	
<b>Campus</b>	All
<b>External bodies</b>	None Highlighted
<b>Conflict areas</b>	None Highlighted
<b>Other universities that have done something similar</b>	N/A
<b>Other universities that will do something similar</b>	N/A
<b>Relevant Legislation</b>	UK Immigration, Legislation regarding consultation with trade unions.
<b>Equality Impact Assessment</b>	The topics discussed will impact on all staff within the University. The Athena Swan initiatives support positive equalities outcomes.
<b>Suggested next steps</b>	N/A
<b>Any other observations</b>	

**University of Glasgow**  
**People & Organisational Development Committee**  
**Minute of meeting held via Zoom on Thursday 17<sup>th</sup> June 2021**

- Present:** Dr June Milligan (JM), Mrs Christine Barr (CB), Dr David Duncan (DD), Professor Kirsteen McCue (KM), Professor Carl Goodyear (CG), Professor Sara Carter (SC), Dr Morag Macdonald Simpson (MMS), Mr Rob Goward (RG), Ms Susan Ashworth (SA), Mrs Elise Gallagher (EG), Mr Martin Glover (MG), Mr Chris Branney (CBr) (Minute), Mrs Laura McCrimmon (LM)
- By Invitation:** Mrs Mhairi Taylor (Head of Equality, Diversity & Inclusion) – Item 4, Ms Lesley Cummings (Director of Performance, Pay and Reward) – Item 5, Miss Rachel Sandison (Vice Principal, External Relations) – Item 6, Mr James Hamilton (Director of Organisational Development)
- Apologies:** Professor Sir Anton Muscatelli (AM), Mr Shan Saba (SS), Professor Frank Coton(FC), Mr Christopher Cassells (CC)

**Executive Summary:**

- The Committee received an update from the Head of Equality, Diversity and Inclusion on the University's review of its Equality Outcomes under the Public Sector Equality Duty, progress under Athena SWAN and an update on progress following the publication of the 'Understanding Racism, Transforming University Culture' (URTUC) report earlier in the year.
- The Committee received an overview from the Director of Pay, Performance and Reward on the activity of the Performance, Pay and Reward Team including updates on Academic Promotion, Early Career Development Programme (ECDP), Performance and Development Review (PDR) and other areas of strategic impact.
- The Vice Principal External Relations provided an update on the development of the University's new International Strategy, outlining the four strategic pillars of Relationships, Research, Recruitment and Reputation and the role the strategy will play in enhancing the University's global standing in line with its strategic ambition.
- The Director of Organisational Development gave an update on strategic organisational development activity over the previous 15 months covering course delivery, leadership development, the building of change capability, plans for a 'pulse and dialogue' survey approach and plans to focus on the impacts of new ways of working.
- The Committee heard an update from the Executive Director of People and Organisational Development covering updates on the COVID-19 response, new ways of working, USS Developments, the 2020/21 pay review, UKVI, global mobility, strategic policy developments and the launch of an HR Helpdesk Service as part of the P&OD Transformation journey.

**POD/21/11 - Welcome & Apologies – Opening Remarks**

JM welcomed the Committee and noted apologies from AM, FC, SS and CC.

### **POD/21/12 – Minute of Meeting & Matters Arising (11/02/21)**

The minute of the previous meeting was approved.

### **POD/21/13 – Update from Court**

JM noted she has been asked to become a member of the Equality and Diversity Strategy Committee and is looking forward to taking on this role.

JM summarised the recent meetings of Court, acknowledging that most significant matters were covered on the agenda. Particularly, Court has been apprised of the response to the ongoing pandemic. Discussion followed as referenced in the People and OD Director's Strategic Update.

#### Campus Activity Plans

The Committee heard that work is ongoing aligned to the campus recovery plan, route-map and wider Government plans and advice increasing research productivity as a priority as government restrictions have eased enabling the return of most research activity on campus. Working from home, however, remains the default position for many colleagues unless essential work requires attendance on campus. Planning underway for the new academic session suggests it is likely that there will continue to be a degree of blended learning and large-scale lectures will continue to be delivered remotely.

#### Job Retention Scheme

The University continues to make limited use of the Job Retention Scheme with the scheme currently due to phase out towards the end of September.

#### Remote Working

The Home Working Group has carried out work to ensure colleagues have the technical and emotional support that they need whilst working remotely. It is anticipated that alternative ways of working that will include a hybrid approach will be adopted when restrictions allow and work is ongoing to ensure appropriate tools and technology will be in place to support this ongoing transition.

#### New Ways of Working

A 'New Ways of Working' group has been established and will run over the longer term, looking further ahead to matters of space and technology aligned to our campus development plans.

It was acknowledged that many colleagues are tired from the strain and ongoing challenges of the last year and it is hoped that proper periods of rest can be achieved over the summer.

The Committee noted that the challenges experienced by colleagues are similar to those experienced in other organisations. Concerns were also noted around longer-term mental health impacts, particularly in relation to a hybrid working model and the intricacies of how this will work in the longer term. Whilst there are significant benefits to alternative approaches to work, ensuring equitable distribution is important as part of a wider mix of technological, cultural, attitudinal and space utilisation challenges. One noted approach involves looking at colleagues and their lifestyles, rather than exclusively focussing on their role. This includes understanding where people are at their best, particularly when it has already been demonstrated that delivery/profit/customer satisfaction has been maintained or improved during the long period of remote working. Another important concept is that of team-working and how to facilitate that in a hybrid model.

## **POD/21/14 – Equality & Diversity**

MT attended to summarise the recently circulated paper, which gave an update on the Public Sector Equality Duty (PSED) Equality Outcomes, Athena SWAN accreditation and Understanding Racism, Transforming University Culture.

### Public Sector Equality Duty

The University is required to review its Equality Outcomes every four years. The full report was published in April 2021 and this aligned well with the new University 'World Changers' strategy and the People and Organisational Development Strategy. The equality outcomes are broadly aligned to the previous priorities, providing reassurance that the University is on track and making good progress in the right areas. These areas span gender, race, disability, bullying and harassment, health and wellbeing and the embedding of inclusive principles in learning and teaching.

### Athena SWAN

The University was unsuccessful in its Silver Athena SWAN application in April 2020. Following consideration of an appeal in November 2020 the decision remained unchanged and the Bronze award was renewed. This was a disappointing result amidst significant progress, however we will proceed with the action plan including the renewal of an ambitious gender KPI, work around menopause and hormonal changes and the delivery of specific training for staff leading sexual harassment investigations. The Athena Swan Charter is undergoing a significant review and the University will remain appraised of developments in this regard whilst considering plans to re-apply for Silver status in time.

### Understanding Racism, Transforming University Culture

The Committee have had earlier updates in relation to the 'Understanding Racism, Transforming University Culture' (URTUC) report, which launched in February 2021. This was a significant report and presented some deeply concerning data including examples of interpersonal racism and evidence of structural disadvantages facing ethnic minority staff and students. Since the report, steady progress has been made against the outlined action plan including the rollout of online training ('Let's Talk about Race in the Workplace'), senior leadership training, efforts to improve our diversity data capture, and the hosting of a 'Decolonising the Curriculum' event with a wide range of external engagements with external agencies.

The Committee heard that there was a real appetite across the University community to engage and support improvement in this area and the Committee emphasised the importance of ensuring positive progress not being hampered by process.

The lived experiences of students and colleagues are being taken extremely seriously and Committee members noted that further trust needs to be built around the anonymous reporting mechanisms as well as around setting out clear standards of behaviour on joining the University.

It was noted that there has been no increase in related complaints on the back of the report being published.

## **POD/21/15 – Pay, Performance & Reward Strategic Update**

LC updated the Committee on activity across Performance, Pay and Reward including Academic Promotion, Early Career Development Programme (ECDP) and the Performance & Development Review.

### Academic Promotion (2020-21)/Professorial Zone Movement

SMG previously approved the development of new technology for PDR, which in this cycle has been further developed for use in Academic Promotion and has received overwhelmingly positive feedback. It was noted in particular that the process was amended this year to give due consideration to pandemic-related impacts which had differentially impacted colleagues over the past year.

The respective Boards of Review have recently ratified decisions from College Promotion Committees. Academic promotion has continued to see both the number of applications and success rates continue to rise (17% and 15.5% respectively). There was also a relatively small increase in the number of successful female applications at Senior Lecturer level whilst the LTS track had the largest success rate (87%).

#### Early Career Development Programme (ECDP)

ECDP continues to grow with 546 participants in 2021 (compared to 41 in 2014). It was noted that ECDP participants are more likely to be successful in Academic Promotion than the non-ECDP cohort pointing to the success of the programme.

#### Performance & Development Review (PDR)

The Committee had previously heard that the normal PDR process was paused at the start of the pandemic and 'light-touch' processes developed alongside the new in-house system, trialled last year with the ECDP group, including enhanced end-to-end automation and streamlined senior manager review processes. 2020 Completion rates for ECDP were 82%, down from 89% in 2019 but not unexpected in the circumstances. Exceptional ratings were up from 16% to 29% which was again reflective of the extraordinary efforts of colleagues during the early stages of the pandemic. Committee members fed back that the 'PDR light' approach which had been adopted had been well received and there is general support for a continuation of this format. It was noted that ECDP colleagues had felt singled out in relation to the use of the new system and the full PDR process necessary to assess their progress against specific milestones. Their concerns have however been received empathetically and ongoing engagement continues.

#### Equality

Good progress continues in line with the gender equality action plan as there continues to be an increasingly higher proportion of females in professorial roles (31%, up from 27% in 2018) whilst the gender pay gap continues to fall (14.7%, down from 17.9% in 2018). The median hourly rate for BAME colleagues was £19.97 compared to £19.58 for white colleagues whilst the median rate for disabled colleagues was £17.93 compared to £20.17 for non-disabled colleagues. Generally, across other demographics, reporting challenges were noted with 19% still to declare demographic data.

#### Miscellaneous

The People First initiative has continued the drive towards a more flexible approach to Reward and Recognition having now re-launched an enhanced 'thank you' scheme with a new provider. So far this has seen c£106K in vouchers issued in 2020. Additional focus is also being placed on personal and professional development.

#### Future Focus

Future/upcoming priorities in 2021 will include a focus on supporting PDR 2021, the Glasgow Professional Behavioural Framework, a pay structure and allowance review and the introduction of total reward statements.

#### **POD/21/16 – International Strategy**

RS attended to discuss the circulated draft International Strategy paper. It was noted that the strategy continues to evolve and is entirely aligned to the international elements of the new University Strategy.

With significant strides having already been made by the University in internationalising our community, the strategy includes the ambitions of working towards 'internationalisation for all', growing and diversifying our international community, enhancing our international research collaboration, delivering impactful partnerships and securing our status as a top 100 global university. The aim is to be inclusive, not just global, with that aspect not being a contradiction to the University remaining a civic University in Scotland and Glasgow.

The strategy is built around four pillars: Relationships, Research, Recruitment and Reputation, all of which rely on our people. The Committee heard that the Recruitment pillar is focussed not just on student recruitment, but staff recruitment too and suggested that consideration should be given to appropriate metrics to monitor and measure our international staff community.

Regional working strategies are also tailored to local needs and will be monitored to ensure they remain effective in alignment with the new strategy.

The strategy has been developed with Brexit and Coronavirus implications in mind and is continuing to be informed across numerous forums before progressing to SMG for approval. Wider dialogue is already underway to explore risks and appropriate mitigation as well as around areas like China, however these risks are currently seen as being minimal.

The Committee suggested some further depth could be added to the 'Global Research' section, particularly given the impacts of this area on performance and reputation in order to adopt a 'best in class' position.

All Deans of Global Engagement roles have now been filled and significant collaboration is underway. Strategic investment proposals will also be made to build more regional capacity in key markets, which links in with regional strategies. It was noted that this should be a strategy that works for our full community, and colleagues should be able to both engage and play a role in achieving it.

### **POD/21/17 – OD Strategic Update**

JH presented an overview of Organisational Development activity over the previous 15 months.

Significant projects have included delivering 80 open courses (to over 730 participants), engaging 180 leaders on leadership programmes, re-designing all courses for online delivery, supporting 20 modern apprentices and supporting teams with tailored coaching and mentoring.

Feedback on leadership programmes has been positive, with the main challenges being around the additional workload (including pre-programme). A new development programme for the Executive Team is commencing imminently and the Management Fundamentals programme continues to run, focussing on early career management level capabilities.

Work is underway to consider the deeper evaluation of the development programmes beyond that captured at the time. This will see 3 to 6 month follow ups and longer term metrics to better understand what impact development programmes are having on ongoing learning, development and outcomes/future destinations.

Work is also underway to explore how the University builds its change capabilities, including introducing the concept of localised 'Change Practitioners' and considering the change journey not just through its implementation but how the change then 'sticks'.

A new cross-University ‘pulse and dialogue’ survey tool is also under development and will hopefully be in a position to launch in the coming months, whilst an Engagement Strategy is also in development.

Future priorities will see a focus on the impact of new ways of working and the increasing role of blended learning, the scaling of capability building programmes, improved data reporting/monitoring and further leadership and management development.

It was noted that work was underway around risk/measurement and mitigation around talent/succession planning, including in relation to the international staff mix and potential risks of movement. Further work will follow in more detail at local levels.

## **POD/21/18 - People & OD Director Strategic Update**

### Current State of Play

Our financial performance continues to be maintained at previous levels with no adverse impact yet been seen in relation to Brexit and associated UKVI changes. Student recruitment intake targets continue to look very encouraging and renewed focus will continue in relation to delivering on our research strategy.

### USS Latest Developments

The report on the 2020 valuation of the USS scheme was presented to the Joint Negotiating Committee (JNC) by the USS Trustee in early March. Three pricing scenarios were presented by the Trustee ranging from total contribution amounts of 42.1% up to 56.2% (compared to the current contribution rate of 30.7%).

Universities UK (UUK) began the consultation process with employers in early April. Furthermore, UUK proposed an alternative approach that would retain contribution rates at their current level but alter future benefit provision. In addition, UUK sought views on covenant support measures, contribution levels and affordable benefits structures together with additional flexibility options. There was broad support from employers for the alternative proposal as an affordable way forward.

After a meaningful consultation with colleagues, including webinars, questionnaires and open meetings, the University’s formal response is supportive of UUK’s alternative proposal which would retain a defined benefit element of the hybrid scheme based on the planned contribution levels from 1 October 2021. The University continues to enjoy productive relationships with our local campus Trade Unions and with UCU in particular on these developments however further industrial action is anticipated later in the year given the proposed benefit reforms.

### National Pay Award Negotiation (2021-22)

The annual pay negotiations between UCEA and the recognised Trade Unions have taken place over the last few months. Negotiations concluded on 11 May 2021 with UCEA making a full and final offer of a guaranteed base pay increase of 1.5%, with higher percentage increases at lower grades (up to a maximum of 3.6%) to be applied to pay scales below point 22. The increases will apply from 1 August 2021. The recognised Trade Unions will now consider and consult with their members on the terms of the offer.

### UKVI Developments

The new UK Immigration System is now fully embedded in our recruitment process and systems. There has been a significant increase in the use of the new Global Talent Visa route (fast track immigration category for talented and promising individuals in academia or research), the route having been expanded to include early career academics.

Having introduced a concession during the pandemic to permit virtual right to work checks, the Government plan to rescind this practice on 21 June 2021. Ongoing lobbying is aiming to extend this facility beyond this date.

#### Global Mobility

Work is ongoing to return colleagues currently working overseas prior to the triggering of any tax liability thresholds with 38 cases outstanding from the original 136. The Committee heard that Court is sighted on the University's risk management strategy in this space.

#### Strategic Recruitment and Talent Acquisition

The Committee heard that recruitment assignment levels remain high, showing an increase of 115% over the last quarter (693 vacancies in total). This increase is attributable to vacancies paused during the earlier stages of the pandemic plus growth aligned to the substantial increase in our student community of circa 20% over the last four years. The committee were appraised of all key strategic appointments made in the intervening period.

#### Strategic Policy Developments & Service Transformation

The new People & Organisational Development Helpdesk launched on 1<sup>st</sup> June, offering a searchable knowledgebase and improved self-service functionality. Over 600 enquiries have been processed through the system already and the focus will now shift to allowing the system to bed in whilst making further improvements informed by relevant metrics.

Colleague wellbeing has been identified as a key enabler in our World Changers Together and People and Organisational Development strategies and a Wellbeing Working Group has been established to create a new Colleague Wellbeing policy approach and action plan in support of this strategic aim.

#### **POD/21/19 – People Analytics**

The Committee noted the circulated data pack and observed that general trends in the data are continuing. The Committee welcomed the dashboard format. One of the main points of note was the increasing FTE numbers, aligned to growing student numbers and the previously noted growth in recruitment activity. Absence rates have reduced to 1.8% over the period, compared to 2.3%. This trend is likely attributed to a combination of factors, such as colleagues working remotely (and observing social distancing) perhaps less likely to report sickness absence.

#### **POD/21/20 – Draft Minutes of the Equality & Diversity Strategy Committee (EDSC) (March) and Joint Committee of Consultation & Negotiation (JCCN) (February)**

The minutes of the March EDSC and the February JCCN were noted by the Committee.

#### **POD/21/21 – Closing Remarks**

There were no further matters identified and the meeting was closed.



**Equality and Diversity Strategy Committee**

Minutes of Meeting held on 17 March 2021

Zoom Meeting

- Present:** Principal Anton Muscatelli (Convener), Mrs Christine Barr, Mr Liam Brady, Ms Bonnie Dean, Dr David Duncan, Prof Moira Fischbacher-Smith, Prof Neal Juster, Miss Elle McCabe, Prof Jill Morrison, Miss Rachel Sandison, Ms Lesley Sutherland, Ms Mhairi Taylor, Dr Dania Thomas
- Apologies:** Prof Muffy Calder, Prof Frank Coton, Mrs Emma Gilmartin, Prof Roibeard O Maolalaigh, Dr Robert Partridge
- Attending:** Mrs Clare Craig, Mrs Janell Kelly (clerk), Ms Paola Tisi, Ms Jane Weir

**1. Welcome, Introductions and apologies**

The Convener welcomed existing members and noted the apologies received. Members noted Mrs Clare Craig and Ms Jane Weir would be joining the meeting later to discuss Paper 5 only. Members also noted Ms Paola Tisi, Ambitious Futures Graduate, would observe the meeting as part of her placement within EDU.

**2. Minutes of the previous meeting – EDSC/20201116/Minutes1.1**

The minutes were approved.

**3. Matters arising**

Members noted several actions were not complete. M Taylor noted the first three actions from the previous meeting are for completion by future meetings, so updates are not yet available.

Action 4 – UCU Report ‘The Realities of Casualisation at the University of Glasgow’

M Taylor reminded members the completed EIA was circulated for information, along with the draft EDSC minutes, on 10 December 2020. She confirmed a further meeting had also been held with UCU.

Action 6 – REF2021 – EIA on selection of outputs for submissions

M Taylor confirmed the final EIA will be discussed at the next EDSC meeting in June 2021.

Action 6 – Discussion on Adoption of IHRA definition of anti-Semitism

M Taylor advised the University’s decision on the adoption of the IHRA was discussed at the recent People and Organisational Development Committee (previously known as HR Committee).

The Convener advised, based on the responses received, there was a balance of positive and negative views on the approach the University has taken. D Duncan advised the President of Queen Margaret Union (QMU) had raised the adoption at the recent Student Experience Committee (SEC) however, on hearing the approach the University has taken on this issue, he was now satisfied with it. Members welcomed this.

#### 4. Public Sector Equality Duty (PSED) Reporting

M Taylor advised 2021 is the end of the current 4-year PSED reporting cycle. As such, Papers 2, 3 and 4 require to be approved and published by 30 April 2021.

##### 4.1 Equality Outcomes – Paper 2

M Taylor referred members to Paper 2 which, as in previous versions, sets out the progress made with our previous 2017-2021 Outcomes, challenges faced both past and present, and then the internal and external influences which shaped the strategic approach taken in drafting the 2021-2025 Equality Outcomes.

M Taylor noted as this reporting period ties in with the University's own strategic review cycle, it presented the opportunity to align the University's Equality Outcomes with the various new strategies. She highlighted Section 3 outlines the range of consultation activities undertaken which helped bring together the proposed Equality Outcomes for the next PSED period.

The six proposed Equality Outcomes cover the following areas:

- Sex/Gender and campus culture
- Race – taking an anti-racist approach
- Disability – taking a whole university approach to disability support for students and staff
- Working towards zero-tolerance to bullying and harassment
- Fully inclusive approach to learning and teaching
- Engendering a wellbeing centred approach

M Taylor noted two significant areas are not specifically mentioned:

- An 'Intersectional' approach – this has proved difficult to incorporate due to the specific nature of the Outcomes approach, as well as the current Equality structure at the University.
- 'Class and widening participation' – it is expected the SFC will look at this separately from the Equality Outcomes.

She noted specifics around KPIs figures would be updated once these had been agreed. **ACTION: EDU**

Members discussed the proposed wording for Outcome 4. L Brady and E McCabe noted the University must be able to live up to a claim of 'zero tolerance', citing students' lack of faith in the University's current commitment with bullying and harassment complaints not being seen to be dealt with effectively. D Duncan agreed the term may be misleading or could be misinterpreted but agreed the University must make it clear it will follow through with all processes to the best of our abilities. L Sutherland suggested, rather than focussing on negative behaviours, moving beyond zero-tolerance to promoting a culture free from violence or threat of violence. **ACTION: EDU**

The Convener expressed concern that there was a lack of trust and confidence in the University in dealing with these matters and asked for the processes to be reviewed, particularly around Gender Based Violence, to ensure they are fair to all parties. **ACTION: GBV Group reporting to GESG**

J Morrison noted where incidents are reported in the press, the University is unable to fully respond to their queries to ensure confidentiality for all involved. She advised the Code of Student Conduct

had recently reviewed and should be approved for implementation for the new academic year. She advised the proposed changes should help to ensure students are fully supported.

M Taylor echoed the concerns over the lack of confidence, though noted all universities struggle with being able to reassure complainants that, when appropriate, sanctions do take place. She stated ways must be found to build trust in the processes without breaching GDPR restrictions.

E McCabe highlighted part of the issue, from students' perspective, is the perceived lack of action on Gender Based Violence as there is little visibility of all the work being done. She noted social media feeds have focussed on individual 'performative' events and stated more must be done to make students aware of the breadth of work already done, in progress and planned in this area.

L Brady noted the wording of Outcome 3 around 'campus opportunities' seems too limited in its scope and asked for this be expanded upon. M Taylor agreed to look at rewording this. **ACTION: EDU**

D Thomas referred to Outcome 1 and asked what was planned around creating a positive culture around menopause, as this affects a large proportion of the University community; not just those going through it but also colleagues supporting or line managing them. M Taylor advised members EDU has started work on this, in collaboration with Institute of Health and Wellbeing and Adam Smith Business School. An event held as part of International Women's Day and a framework and guidance is already being developed. In addition, an open Menopause Café will be held on 26 March.

D Thomas noted the report mentions the impact of COVID-19 and asked if any data will be collected to measure the effects of Long COVID. M Taylor and C Barr confirmed the University has been recording COVID-19 related sickness absence but not specifically Long COVID. C Barr advised the University's People First initiative had been looking at the various impacts of COVID-19 and reviewing related sickness absences would be one of the ongoing strands.

M Taylor thanked members for the input and would discuss updated versions with relevant parties, prior to finalising for publication. **ACTION: EDU**

The Convener noted C Craig and J Weir had joined the meeting and suggested their item be discussed next, prior to continuing with the remaining PSED papers. Members agreed.

##### **5. Review of Provision for Students with Disabilities – Paper 5**

J Weir reported the full review process, which R Partridge had previously informed members of, had been completed ahead of planned deadline. She confirmed both the Student Experience Committee and Disability Equality Group had already had the opportunity to review the report. The Convener noted Court had also had sight of the PwC audit.

C Craig referred members to Paper 5, and outlined the various processes and methods used to undertake the review; which included amongst others a targeted survey questionnaire, an audit of the Disability Service, undertaken by PwC, and focus groups with disabled students, which were facilitated by the SRC.

C Craig highlighted the recommendations, shown at Section 9 (page 11) of report, are currently high level, as each area will require a more detailed and involved action plan. Members welcomed the thorough review process and the resulting report, noting the extensive and wide-ranging recommendations.

R Sandison acknowledged External Relations' recruitment and admissions teams and systems play an important role in the student journey and was therefore keen to ensure the flow of disability related information was shared effectively and securely, to assist with onboarding of new and returning disabled students.

J Morrison, as Chair of the Working Group, stated the Review and Report provided the University with the opportunity to make wholesale changes to the support infrastructure and systems which will benefit students and staff but also protect the University, but the changes must be properly funded in order to reap the full benefits. She noted a significant and immediate upfront investment in a fit for purpose case management system is required to replace the current paper based, time consuming and high-risk processes which were highlighted in the PwC audit.

C Craig echoed this, noting the required changes must be implemented to give the specialist Disability Staff time to fully utilise their expertise, which will in turn allow them to collaborate, engage and support learning and teaching staff, benefiting both them and their disabled students.

M Fischbacher-Smith supported the Report's recommendations and called for Advising Staff to be involved in the develop of the proposed case management system, to ensure benefits can be seen across all supporting structures. M Taylor reported DEG had overwhelmingly welcomed the recommendations and had endorsed the proposed review of the Disability Co-ordinators role and their training.

She also advised the Estates representative on DEG had noted accessibility issues had not featured significantly in the Focus Group or Survey outputs. This did not reflect the normal experiences and suggested this was due to the current COVID situation; as students are not on campus and are not having to deal with the significant challenges and limitations of the campus-built environment and the related timetabling issues. Whilst significant accessibility investment has been made in the new facilities, Estates proposed a long-term investment programme to improve the accessibility of the existing estate would reap further inclusion focussed benefits.

D Duncan confirmed the full funding requirements were significant but essential, with initial investment already committed to strengthen the Disability Service team. He noted it will take some time to fully implement all the recommendations.

The Convener thanked J Weir and C Craig for their time and members for their feedback. He asked for the funding requirements to be fully taken into account in any upcoming budget discussions. He stated EDSC will monitor progress and asked to receive regular updates on progress.

**ACTION: D Duncan/R Partridge**

## **6. Public Sector Equality Duty (PSED) Reporting – continued**

### **6.1 Staff Monitoring Report – Paper 3**

M Taylor referred members to the Executive Summary. She highlighted the milestone of 33% of Grade 10 positions being held by Females, meeting the KPI set back in 2017, along with the increase in Females on SMG and the increase in the number of staff returning to work following maternity leave. She also noted several challenges highlighted by the data, including the increasing percentages of ‘unknowns’ – particularly for ethnicity and disability.

She advised HESA have highlighted the significant amount of non-declarations and confirmed EDU and HR Systems colleagues have already been discussing ways to address this. She noted by providing staff with information on the benefits of declaring, for both staff and University, and highlighting the secure nature of the data it was hoped this will build trust, allowing staff to feel comfortable declaring their diversity information.

Members requested amendments to the following points within the report:

**Chart 3** – Data label to be amended and Core system to be updated to correct wording.

**Chart 33** – Wording and spelling of narrative to be corrected.

**ACTION: EDU**

In response to L Sutherland’s comment about disparity between the ‘Unknown’ figures in the Recruitment charts, M Taylor advised this year’s Recruitment statistics were an amalgamation of data from two recruitment systems; the previous I-Grasp and the new e-recruitment systems. M Taylor reported the new e-recruitment system is part of Core HR and so, from now on, information provided as part of the recruitment process will be carried over into successful staff’s profiles. In time, this will help reduce the amount of ‘unknowns’ overall. In addition, the move to use the new e-recruitment system when recruiting Graduate Trainees and Demonstrators will also help to address the lack of data for this large cohort of staff.

M Taylor again highlighted one way to build trust in the University’s systems is transparency. She noted the Case Management section of the report has not previously been published and asked members to consider if this was now appropriate. Members agreed, with the provision that is also agreed by the Data Protection Office.

**ACTION: EDU**

## 6.2 Mainstreaming Report – Paper 4

M Taylor advised members the Mainstreaming Report forms the third legally required PSED report and reflects the 2019-2021 period. It follows the same framework as previous versions; structured under the three components of the Equality Act General Duty.

Members noted the Report showcases significant key developments in mainstreaming activity and projects but acknowledged these represent only a small portion of the extensive work done across the institution throughout the period.

The Convener welcomed the Report, noting it showed good progress across the various strands. Members approved the Report for publication.

**ACTION: EDU**

## 7. **Student Items**

### 7.1 Disabled Students – Exam arrangements and Attainment Gap

E McCabe highlighted the anxiety experienced by those disabled students who would normally have received additional time in timed exams, as this was removed in favour of 100% extra time for all. She noted this anxiety would have been mitigated by more consultation and clearer explanations for the reasons behind the decision and asked that lessons be learnt for any future changes to exam arrangements.

She then noted recent data analysis, via the QlikSense tool, showed a reduction in the attainment gap for disabled students in the 2020 exam results. This had initially been attributed to the 'No Detriment' policy but she suggested this may have resulted from disabled students being able to perform better during the 24hr exam periods and hoped this might be explored further.

### 7.2 SRC Courses for Students

E McCabe advised members the SRC was in process of finalising 'Mind Your Mate' workshops, a GBV online module for Moodle and Resilience Training for students. She noted the GBV Module will include University information with the hope this can form part of a student induction programme.

M Fischbacher-Smith reported there is a commitment to provide new students with more pre-arrival information and will discuss the potential inclusion of these course with colleagues.

**ACTION: M Fischbacher-Smith**

R Sandison advised External Relations was keen to look at how these could be incorporated in applicants' information and to work more with the SRC in general. E McCabe welcomed this but again stated more must be done to make students aware of the full breadth of proactive work being done to address issues. R Sandison agreed to take this forward with the various teams.

**ACTION: R Sandison**

### 7.3 On-campus activities

E McCabe stated the SRC hope to prioritise safe on-campus activities as soon as conditions allow, allowing students to have their 'University experience'. D Duncan advised the University would do everything possible to facilitate this. He confirmed the marquee will remain in place in the quadrangles and Sports hope to open their facilities from 26 April.

## 8. **Equality Champions Updates**

### 8.1 Refugee & Asylum Seekers – University of Sanctuary - Paper 6

Members reviewed the draft submission for University of Sanctuary status, noting the Working Group which developed it will likely continue to meet to ensure actions are followed through on. R Sandison advised the Working Group included representatives with lived experience which helped to inform the submission and action plan.

She highlighted progress has already been made in areas such as Admissions and Fee Status, as well as support for students and training for staff. Online delivery will be piloted and dedicated digital resources for potential and current refugee and asylum-seeking students will be developed. She also advised a review of the current Scholarship offering will be undertaken and the resulting paper will be discussed at SMG in May.

She also noted there is an ongoing resource implication in the relation to the University of Sanctuary status but confirmed External Relations will absorb this. Members expressed their support for the

submission and looked forward to hearing further.

**ACTION: R Sandison**

## 8.2 Age

M Taylor reported the main age-related work being undertaken is the Menopause Policy and Guidance already discussed, together with the Institute of Health and Wellbeing's Older Workers Project which is being funded via MVLS's ISSF funding.

## 8.3 Race - URTUC Report Update and Change the Race Ratio – Paper 7

B Dean advised members she had a useful meeting the SFC and Scottish Government officials along with the Convener, M Taylor to discuss the URTUC Report. The Convener noted the SFC sees the University as leading in the HE sector in Scotland in this area of work. B Dean confirmed meetings are also ongoing with College Management Groups to see how they can support related actions at local levels.

B Dean advised further internal conversations events about the URTUC Report are to be arranged; members will be advised when these will take place.

**ACTION: EDU**

B Dean referred members to Paper 7 showing details of the CBI's 'Change the Race Ratio' pledge around increasing greater racial and ethnic diversity at Board level. She noted the pledge was modelled on the successful 30% Club, which seeks to increase female representation at Board level. P Tisi advised, as the requirements of the pledge/commitment are already contained within the URTUC Action Plan, little extra work will be required if the University chooses to become a signatory.

The Convener and D Duncan agreed the University wants to make good progress in diversify the membership of Court. The Convener suggested membership of this pledge could, in turn, help to attract a more diverse applicant pool for our Court positions.

## 8.4 Disability

M Taylor reported the Disability Equality Group (DEG) meeting received a demonstration of the new QlikSense tool. Examinations arrangements for disabled students were discussed extensively. DEG also learnt of the Universities Scotland review into the challenges in the HE admissions processes faced by disabled students. As noted earlier, an Extra-Ordinary DEG meeting was held to discuss the Review of Provision for Students with Disabilities report in advance of this meeting. DEG welcomed and endorsed all the recommendations.

## 8.5 Gender

J Morrison reported a successful programme of events in recognition of International Women's Day were held across the University. Despite the online nature of the events, there appeared to be good engagement. She highlighted the [poem and related video](#) by Hannah Lavery and the panel discussion which followed the streaming of the award winning 'Picture a Scientist' documentary. She advised a year's streaming license had been purchased, so all Schools and Research Institutions, both staff and students can now access it via [Moodle](#).

Other items of note were:

- A Menopause Café scheduled for 26 March.

- The Student Maternity and Adoption Policy is to be reviewed.
- The GBV group provided a report to GESG. From this workstream, training will be delivered to the First Line Responders and Rape Crisis have been providing a series of training sessions for staff involved in investigating complaint cases relating to GBV.
- The student version of the Report and Support tool will be moving to the Ivanti helpdesk solution. There is no date as yet for this, as testing is still ongoing.

J Morrison then reported, the appeal on the outcome of University's Athena Swan Silver award submission was unsuccessful and the University has had its current Bronze Award renewed. She expressed the huge disappointment felt by all colleagues involved and confirmed a meeting with Advance HE will be held to discuss the feedback received in more detail. Members echoed the disappointment felt, noting this outcome did not reflect the breadth of work, clear and positive outcomes which have resulted from the University's engagement with the Charter. J Morrison reminded members the Charter itself is going through a very in-depth review at present.

The Convener agreed a period of reflection would be needed, given the unease across the sector with the Charter but expressed his hope the review would provide a clearer way forward for ongoing and future engagement.

#### 8.6 LGBT+

M Taylor provided members with a brief overview of the University's extensive LGBT History Month programme, organised by both staff, student groups and the SRC. She reported this year a group of staff felt empowered to pull together their own events and these were all very successful.

Of note throughout the month were:

- Queerfest organised by the GULGBTQ+ students' society
- A 'Power Hour' interview with US Senator Sarah McBride, the first transgender senator.
- Alumni Discussion panel event with MP Mhairi Black, Colin McFarlane, CEO of Stonewall Scotland and Jordan Daly, co-founder of Time for Inclusive Education.

The Convener welcomed all the activities and advised members it was pleasing that half of the declared candidates for the upcoming Rector elections were from the LGBT+ community.

#### 8.7 Mental Health

D Duncan reported the ongoing COVID situation has seen unprecedented pressure on both the Critical Crisis Team and Counselling & Psychological Services; support for these areas has been expanded. He noted usage of the provision for staff, provided via our Employee Assistance providers PAM Assist, had dropped.

#### 8.8 Religion and Belief

N Juster reported discussions were held with the Muslim Student Association (GUMSA) about provision for prayer and ablutions facilities in the new buildings.

M Taylor advised GUMSA had been consulted on the possible adoption of the definition of Islamophobia and had agreed not to adopt the current definition. She reported that GUMSA had



requested the University mark Islamophobia awareness month, and we will consider doing this at the correct point in the year.

**ACTION: Chaplaincy/EDU**

**9. Items for Information**

**9.1 Advance HE’s Persistent Inequalities – Draft Report – Paper 8**

M Taylor advised the Advance HE draft report had been referenced in the committee’s version of the University’s PSED Reports but was for information only. She speculated it had been issued most likely because the SFC’s recommendations on the persistent inequalities had not been published yet.

**10. Any other business**

**10.1 Gypsy, Traveller, Roma, Showman and Boater (GTRSB) community in HE Pledge**

R Sandison reported the EDU had been approached by Dr Iain Rowe about the possibility of the University signing a pledge to support GTRSB students into and within Higher Education. M Taylor noted the University of Strathclyde is one of 5 institutions to have already signed the Pledge. She noted the Pledge requirements are already in place at the University but confirmed a meeting with Widening Participation colleagues will be held. Members agreed to consider signing the Pledge and will respond to M Taylor.

**ACTION: ER/EDU**

**11. Date of Next Meeting**

14 June 2021 – 10:00 – 12:00

DRAFT



## Joint Committee of Consultation & Negotiation (JCCN)

**Date:** 2 February 2021

**Time:** 10.00 – 11.30

**Location:** Teams

### Attendees:

<b>David Duncan (DD)</b>	<b>Chief Operating Officer</b>	Jim Spence (JS)	GMB
Frank Coton (FC)	Vice Principal	John Neil (JN)	Unite
Christine Barr (CB)	Executive Director of HR	Craig Daly (CD)	UCUG
Elise Gallagher (EG)	Deputy Director of HR	Jeanette Findlay (JF)	UCUG
Laura McCrimmon (LM)	EA to HRD (Minute)	Jacqui Dowd (JD)	UNISON

### In Attendance:

Gregor Caldwell (GC)	Finance Director – Items JC199-200
Catriona Macisaac (CM)	Assistant Director (Student Engagement) – Item JC201

## Minute

Item	Topic
JC196	<p><b>Welcome &amp; Apologies</b></p> <p>DD welcomed members of JCCN to the meeting, noting that GC &amp; CM would join for their respective agenda items later in the meeting. No apologies were received.</p>
JC197	<p><b>Approval of Previous Minute/Matters Arising – 7 October 2020</b></p> <p>An omitted figure was inserted to the USS table under JC190 on the minute of the 07.10.20. The remainder of the minute was approved as a true record, with no outstanding matters arising.</p>
JC198	<p><b>Covid 19 - Campus Arrangements</b></p> <p>Since the last meeting of the JCCN, CB/EG have continued to meet with Trade Union representatives on a weekly/bi-weekly basis as appropriate. Working/studying from home has remained the default position throughout the pandemic (for those who can do so effectively). In response to the Government's increased Covid lockdown restrictions services across Campus have been significantly reduced, further buildings have been closed, the JMS L&amp;T Hub opening has been delayed (till further notice), the Library opening hours have been reduced to 0800-2000 and the level 3 annex closed. Continuous monitoring of attendance capacities (currently operating at a third of normal capacity) are in place and rota arrangements have been reinstated in response to reduced staffing (increased sickness absence). Messaging around social distancing, mask usage, hygiene practices and unit level risk assessment obligations have been reinforced, R&amp;T activity on Campus continues to be restricted to essential activities only, PPE and screen installation has been increased for those conducting critical practical work, and maintenance projects are now restricted to vital work only.</p> <p>Committee members are asked to continue to raise all H&amp;S concerns which come to their attention at the earliest opportunity in support of the continuous review of H&amp;S practices.</p> <p>JD raised concern over the lack of consultation in relation to the opening of the Reading Room, whilst JF questioned the message this sends to students, alongside existing messaging on social media platforms which suggest the Library is open for business. DD confirmed that the Reading Room was opened in response to student demand for study space, which could not be accommodated in the Library given current capacity limitations. CB &amp; JN will meet with Alison McLean (Unite Official) in connection with Unite's concerns</p>

	<p>regarding operations within the Library.</p> <p>DD further noted that whilst the student population have been informed that attendance on Campus is limited to those who cannot practically work from home, we will strengthen the messaging on both attendance and Covid H&amp;S requirements to be followed when on Campus. Risk assessments have been carried out and appropriate H&amp;S measures are already in place (including but not limited to PPE, social distancing, hygiene practices, screens &amp; adequate ventilation).</p> <p><b>Covid 19 - Support for Staff</b></p> <p>CB confirmed that a small number of colleagues have requested workspace on site on Mental Health grounds. Lone working protocols are being observed for these limited cases. The Committee recognised that many colleagues are struggling given the lockdown restrictions introduced in early January, particularly surrounding additional caring and home-schooling responsibilities. Mental health implications will need to be considered in both the short and longer term and colleagues should be encouraged to utilise the support provisions available. The recent Mental Health fitness sessions were extremely well attended and received; further sessions can be arranged if necessary.</p> <p>Reinforced messaging has been shared to encourage everyone to prioritise their work, review deadline dates, and cease non-essential activity as required. Colleagues are being actively encouraged to utilise appropriate support, guidance, and existing flexible working / carer policies. Of the circa. 450 staff currently on Furlough (mainly in operational posts), some have explicitly requested to be placed on Furlough due to personal circumstances, such as caring or shielding, and managers are being encouraged to utilise the JRS as appropriate.</p> <p>Prof. Neal Juster is leading a Working from Home Group (with Chris Cassels representing the collective Trade Unions). A survey will be shared in the coming weeks to assist the group in prioritising the ongoing challenges and consider what practical measures can be put in place to support colleagues further. CB noted that concerns around kit and software are being prioritised. JF requested that membership include someone representing the needs of academic staff in particular, which may differ from the general population.</p> <p>The additional leave days granted over the 2019/20 academic year were warmly received by staff. A communication will be issued next week providing guidance to staff and line managers on appropriate use of annual leave, which encourages all colleagues to spread their leave over the course of the year and take regular breaks. The communication also provides guidance in relation to carry over leave and allows for management discretion to be applied to the 31 March usage deadline where there are exceptional business needs.</p> <p>In recognition of the adverse circumstances experienced by staff as a consequence of Covid, a one-off payment was made at the end of January of £100 (pro-rated for part-time staff to a minimum payment of £50) to members of staff up to and including those at scale point 32 (£35,845).</p>
JC199	<p><b>Financial Overview &amp; Pensions Update</b></p> <p>GC provided an overview of the current financial position, and outlined ongoing risks, including potential dropouts in the January intake; a drop in commercial income where students are choosing not to return to residences and potential reductions in research margins. The financial outlook for next year appears positive, but we must remain cautious. Current projections show a 7-8% drop in PGT student numbers, however as high demand subjects remain capped, External Relations remain confident that student intake levels will reach target projections. The level of demand from overseas students remains high, however the impact of Covid and the extent to which nations are open for business will have considerable impact on students chosen study location.</p>

	<p><b>USS</b></p> <p>The USS 2020 valuation and next steps anticipated in January 2021 have been delayed; the Trustee will now formally present its report and anticipated contribution rates to the JNC around mid-February as discussions with the Pension Regulator continue. There is an expectation that contribution levels will rise again and that benefit reform will be required to maintain current contribution rates. The next UUK consultation phase with employers is likely to commence in late February, early March for a minimum of seven weeks for wider engagement and consultation with members and governing bodies. As of November 2020, USS reported an estimated deficit of 45.2%, with the resultant increase in contribution rates potentially unaffordable to both employers and employees. Following consultation, UUK has responded on behalf of HEIs on what may be considered reasonable, however even with further improvement in the markets, covenant strengthening measures will be required. The anticipated rise in contribution rates in October 2021 are highly likely to proceed, whilst we remain in this period of uncertainty. SMG and TU colleagues remain committed to lobbying appropriate channels to secure the best outcome for UoG employees.</p>
JC200	<p><b>National Discussions on Pay Update</b></p> <p>UCEA has commenced planning for the forthcoming 2021-22 pay negotiations scheduled to begin in early March (consistent with the annual cycle). UCEA will consult participating employers on the timing and mandated approach to this year's round against a backdrop of the ongoing dispute in which the collective trade unions formally rejected the 2019-20 pay freeze despite the conclusion of last year's negotiation process. Discussions surround national aspirations with regard to pay equality, workload and anti-casualisation continue at a national level.</p> <p>CD questioned how UoG compare to fellow HEIs. DD noted that the picture across the sector varies considerably, with 16 out of 19 HEIs in Scotland currently in a deficit and others seeing considerable drops in student numbers. Whilst UoG published accounts for last year show minimal impact, we must remain cautious in light of the ongoing pandemic and continued uncertainty around pension movement. It is likely we will see a more visible impact this year. Fragmentation through the negotiation period is also anticipated, the JCCN will be kept apprised of development as they progress.</p>
JC201	<p><b>Reach Out (Extension in to JMSLH)</b></p> <p>CM joined the meeting and provided a comprehensive overview of 'Reach Out', launched in September 2019 (in conjunction with WCG) as a means of providing a simplified one point of contact service for students. The Library, IT and Student Services enquiry teams work in close partnership to deliver the service, which has continued successfully and grown throughout the pandemic. The key aim is to help students on their journey to obtain the help they need rather than send them elsewhere, and also to guide them on existing self-service platforms. FC acknowledged the outstanding work that the team have undertaken in developing the methodology which continues to evolve.</p>
JC202	<p><b>Organisational Change &amp; Policy Review Group (PRG) Updates</b></p> <p>EG spoke to the Organisational Change and Policy Review Group papers, noting that since publication there has been further progress within Pathology (communications will follow in due course). The Crown Office has significantly changed the terms, which would imply running the service at a loss if we chose to tender. Should it not be deemed financially viable to tender for the service, we would continue to run it at current rates during the transition period, however there would be potential staff implications going forward. Discussions are ongoing at this time.</p> <p>Discussion followed on plans to commercialise the Small Animal Hospital (SAH), which are not being progressed at this time, but remain under review. The Trade Unions remain concerned with any commercialisation of services within the UofG (a public body). CD raised a query in relation to a clause in employment contracts within the SAH. FC noted that the SAH operates in an extremely competitive space where there is high staff turnover. JF expressed the view that conduct and culture also play a part in staff retention.</p>

	<p><b>Action: EG</b> will investigate the contract clause and feedback to CD directly.</p> <p>The policy landscape over the past 12-months has been heavily influenced by the ongoing pandemic, as we move forward PRG aim to prioritise new Career Development and Secondment policies, a review of the Discipline, Grievance and Dignity at Work policies, (with a particular focus on means of dealing with allegations of harassment) followed by a refresh of the Flexible Working Policy later in the year to ensure it aligns with agile working methods.</p>
JC303	<p><b>AOCB</b></p> <p><u>Academic Promotion</u>  Lesley Cummings (Director of Pay Performance &amp; Reward) attended the recent weekly P&amp;OD/TU meeting to provide an update on the changes to promotion criteria, highlighting the addition of the 'Statement of Impact (Covid19)'. LC further advised the trade unions that some early career staff had raised concern that their promotion prospects may be more adversely impacted in light of the pandemic and they worried that the impact statement would not significantly affect outcomes. The changes to the application were a direct result of the diversity &amp; inclusion output from the People First initiative, and were widely consulted upon to ensure that extenuating and differential circumstances resulting from the pandemic could be captured, considered and measured through a fair and transparent process. FC noted that promotion panels are required to consider both straightforward and complex special circumstances for individuals at all stages of career. Promotion panels will consider all circumstances and over a consistent time period, which will be monitored through the review stages (overseen by multiple VPs and the Principal's Board of Review) to ensure appropriate considerations and checks/balances are in place. The process is designed to appropriately reflect unique and individual circumstances without disadvantaging anyone.</p> <p>It was agreed that the impact of Covid-19 will be felt for some years and that all applicants should receive comprehensive feedback (including detailed feedback on the impact statement and special circumstances) following promotion outcomes. <b>Action CB:</b> To provide impact analysis (in relation to the changes) at a future meeting.</p> <p><u>Learning &amp; Teaching (L&amp;T)</u>  In light of the ongoing pandemic, it is unlikely that students will be back in class in the usual way this academic year. It is imperative that we plan for different possible scenarios, including the development of a blended approach, which delivers the full student experience. Moira Fischbacher Smith (VP Learning &amp; Teaching) is leading discussions through the L&amp;T Committee, and College Deans will encourage colleagues to develop their approach to teaching both online and in smaller face-to-face classes.</p> <p><u>Health &amp; Safety Inspections</u>  JF asked that the output from the three recent H&amp;S inspections be used to address some of the outstanding matters which form part of the pay dispute.</p> <p>DD thanked members for their contribution and brought the meeting to a close.</p>

**Future Meetings & Chair (on rotation):**

13 May 2021 (TU)

23 September 2021 (DD)

Court Context Card 29 September 2021 - REPORT FROM Nominations Committee	
Speaker	Lesley Sutherland
Speaker role	Nominations Committee Convenor
Paper Description	Nominations Committee Report to Court
Topic last discussed at Court	Jun-21
Topic discussed at Committee	Aug-21
Court members present	Court members present at last meeting: E Passey, H Cousins,C Cassells, E McCabe, A Muscatelli, L Sutherland,C Goodyear, R Mercer
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	Low
Timing	Immediate
Red-Amber-Green Rating	Green
Paper Type	For information and discussion
Paper Summary	The Committee received an update on the current recruitment process for the Co-opted members of Court. The Committee discussed the suggestions to improve diversity and the next steps. The Committee also discussed the current information available on the Court website and ways to improve the information.
Topics to be discussed	None
Action from Court	None
Recommendation to Court	None
Relevant Strategic Plan workstream	
Most relevant Primary KPI it will help the university to achieve	
Most relevant Secondary KPI it will help the university to achieve	
Risk register - university level	
Demographics	
% of University	100% students 100% staff
Operating stats	
% of	
Campus	All
External bodies	
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	
Suggested next steps	
Any other observations	

**University of Glasgow**  
**Nominations Committee**  
**Notes of Meeting held on Thursday 5 August 2021**  
**via Zoom**

**Present:** Dr Chris Cassells (CC), Heather Cousins (HC), Dr David Duncan (DD), Professor Carl Goodyear (CG), Lesley Sutherland (LS) (Chair), Ronnie Mercer (RM), Ella McCabe (EM), Prof Anton Muscatelli (AM), Elizabeth Passey (EP).

**In attendance:** Christine Barr (CB), Amber Higgins (Clerk)

**Apologies:** None

### **1. Notes of the last meeting**

The notes from the meeting on Friday 7 May 2021 were approved.

### **2. Matters arising**

#### *2.1 Recruitment of Co-Opted members*

It was noted that the Recruitment Brochure had been finalised and the co-opted positions on Court were due to be advertised at the end of August. It was confirmed that once the roles were live, the information would be shared with Court members, SMG and other key staff to share with their networks.

#### *2.2 Skills Matrix*

It was noted that the Skills matrix had been updated and would be shared with sub committees for completion by December 2021.

### **3. Diversity Suggestions**

Following discussion at the previous meeting in May 2021 Court members had been asked to submit ideas that could improve and embed diversity in Court and sub committees. The following suggestions were discussed :

- Mentoring programmes
- Bursary schemes
- Professional Institutions/ external agencies used to promote opportunities for Court membership.
- Ensure messaging around the advertising of the roles gives a clear statement that we wanted to become much more representative.

During the discussion the Committee also noted the possibility of setting quotas for appointments from outside of the Nominations Committee control i.e. SRC President, GC Assessors, Trade Union Reps. It was reported that a number of appointments were made via Ordinances and or by the constituents of those group and it was therefore agreed that this would not be taken forward at this point.

During the discussion the Committee supported the idea of a mentoring scheme and this would be looked into further potentially, also, for the sub committees.

The Committee also noted that a clearer definition of the term ‘diversity’ and what it means for Court would be beneficial. This could include areas such as background, culture, experience alongside skills. The Committee agreed that it would be beneficial to undertake a review of characteristics which would give a baseline to then take forward.

In terms of the skills and attributes that Court needed, the Committee noted that it was important to strike the right balance between being able to challenge the senior managers and having the expertise to do this and the diversity of thought and background. It was agreed that information would be gathered on: what diversity means for the university; characteristics on current members of Court; and good practice and insights from other organisations. This information, together with a clearer definition of diversity would help the Committee to develop a long term recruitment plan.

It was agreed that the Court website would be updated to include clearer information on the break down of the appointment structure to Court.

#### 4. Recruitment Cycle 2021/22

The Committee discussed the recruitment cycle for Lay members of Court and it was noted that 3 appointments were due to arise in the next 9 months with applications due to open soon and with interviews taking place in October 2021.

DD reported that a potential candidate had been identified who was an experienced sub committee member and the Committee agreed that this would be taken forward.

The Committee noted that the General Council Assessors were both due to stand down in July 2022 and that External Relations would be responsible for taking the filling of these vacancies forward alongside the General Council Business Committee.

#### 5. AOB

No substantive items were raised.

#### 6. Table of Actions

Action	Date Due	Notes
Recruitment material circulated to Court members	August 2021	Clerk
Court Website to be updated to include information about appointment to Court positions	December 2021	Clerk
Court Video to be updated	December 2021	Clerk
Review of Court member characteristics	December 2021	Clerk to take forward with Equality and Diversity Unit
Candidate identified as a possible Co-opted member to be taken forward.	September/October 2021	Clerk



**7. Date of Next Meeting**

It was agreed that a meeting would take place in November 2021 remotely.