

WEB COPY

Court

Minute of Meeting held on Wednesday 11 December 2019 in the Senate Room Main Building

Present:

Mr Aamer Anwar Rector, Mr Graeme Bissett Co-opted Member, 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, Professor Nick Hill Elected Academic Staff Member, Mr Christopher Kennedy Elected Professional Services Representative, Dr Simon Kennedy Elected Academic Staff Member, Mr Scott Kirby SRC President, Professor Kirsteen McCue Elected Academic Staff Member, Dr Morag Macdonald Simpson General Council Assessor, Ms Margaret Anne McParland Trade Union Nominee, Mr Ronnie Mercer Co-opted Member, Dr June Milligan Co-opted Member, Mr David Milloy Co-opted Member, Professor Sir Anton Muscatelli Principal, Ms Elspeth Orcharton Co-opted Member, Ms Elizabeth Passey Co-opted Member (Convener of Court), Mr Gavin Stewart Co-opted Member, Ms Lesley Sutherland General Council Assessor,

Attending:

Dr David Duncan (Chief Operating Officer [COO] & University Secretary), Mr Robert Fraser (Director of Finance), Professor Neal Juster (Senior Vice-Principal and Deputy Vice-Chancellor), Ms Deborah Maddern (Administrative Officer), Professor Jill Morrison (Vice-Principal & Clerk of Senate), Mrs Christine Barr (Director of HR) (for items 16 and 19.1), Dr Stewart Miller (Sustainable Environment Officer) (for item 16.1), Ms Ann Allen (Director of Estates & Commercial Services) (for item 14), Ms Nicola Cameron (Director of Property Development and Investment) (for item 14), Professor John Finch (Head of the Adam Smith Business School) (for item 14).

Apologies:

Members: Cllr Susan Aitken Glasgow City Council Assessor, Dr Ken Sutherland Co-opted Member, Dr Bethan Wood Elected Academic Staff Member

CRT/2019/11 Announcements

Ms Teresa Baños, SRC Assessor on Court, was welcomed to her first meeting of Court.

There were the following declarations 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; members of SMG in relation to the Remuneration Committee report; and David Finlayson, who was in receipt of a pension from BP, in reference to discussions about climate change/sustainability and disinvestment.

It was recorded that Deputy Vice-Chancellor and Senior Vice-Principal Professor Neal Juster had briefed Court at the pre-lunch session, covering the capital plan review; and that there had also been a briefing on the Adam Smith Business School, with Ms Ann Allen (Director of Estates & Commercial Services), Ms Nicola Cameron (Director of Property Development and Investment), Professor John Finch (Head of the Adam Smith Business School) and Dr David Duncan (COO and University Secretary) present to brief Court and respond to any questions.

Court was reminded that papers and business were confidential.

CRT/2019/12. Minutes of the meetings held on Wednesday 9 October 2019

The minutes were approved subject to addition of clarification under section *CRT 2019.5.11 Court Business 2019/20*, in relation to staff memberships of other committees being reviewed, in addition to staff membership of OCGG.

CRT/2019/13. Matters Arising

There were no matters arising.

CRT/2019/14. Capital Plan; and Adam Smith Business School ASBS/PGT Hub Full Business Case

In relation to the Capital Plan, Professor Juster referred to the 3 December webinar and to the pre-Court briefing. A paper outlining progress in the review of the plan had also been included for the present meeting, together with the slides from the 3 December event. The details in the paper included an analysis of risks, and details of next steps. It was expected that a final plan would be presented to Court in February 2020. The paper was noted.

In relation to the Adam Smith Business School (ASBS)/PGT Hub Full Business Case, a pre-Court briefing had been held. The Principal confirmed to Court that the case was the highest investment priority for SMG and was considered a vital project, from a number of key angles, including competitiveness, where the building would provide a unique and distinctive offering both in the UK and further afield. The building had been designed to provide a space for the wider University community as well as providing a focus for the ASBS. The aim of bringing together the PGT community was very important and the University would be a UK leader in this area. The building would also provide flexibility for potential different patterns of student demand in the future, although the University considered that business and management students would continue to come to Glasgow in numbers for the foreseeable future. The building also contributed significantly to Scotland and the UK in terms of the skills and reskilling agendas of the governments and the SFC. It would also improve the student experience, in particular through the 'single hub' configuration which would allow cross-cutting activity. The robust and flexible plan within the business case was commended to Court.

The chair of the Estates Committee, Ronnie Mercer, was invited to comment. He drew Court's attention to the Committee's consideration of the full business case at its October meeting. Approval had been given based on a maximum cost envelope of £86m, with the CapEx application to be revised ahead of the Finance Committee and Court meetings, to include additional information on some areas, including details of and reasons for changes that had occurred to the specification for the building since the earlier iteration, to provide more contextual information about the increases in size and cost; and enhanced references to sustainability.

The chair of the Finance Committee, Graeme Bissett, was invited to comment. He noted that the focus to date within the capital plan, including its ongoing revision, had been on the content and costings, but that side by side with this, there had been a thorough appraisal of the forward cashflow projections, there being a link between new expenditure, revenue projection and operating costs. Underpinning this was the bequest to future Courts, therefore the best possible estimate was needed of how all the various elements fitted together, including debt repayment. These elements were being examined and the viability

of the revised capital plan would need to be assessed; to date there had been positive progress on this financial framework review.

With regard specifically to the ASBS/PGT Hub, the business case had provided background and a very clear rationale; however, the Finance Committee had sought further detail on the links between the proposition, the additional capacity requirements and the financial projections. These details had been provided and had addressed the Committee's concerns, and it was now recommending the full business case to Court.

In discussion, the SRC President emphasised the importance of the proposed building being for everyone, and that the board should be encouraged to stress the inclusive PGT aspect, with the possibility of an update to Court in the future to advise on how the space was being used.

A comment was made that consideration might be given to reversing the name of the building to emphasise the PGT element. A further comment was made about the articulation of the risks relating to the project and indeed to the general articulation of risk across the University. The risk relating to the possibility of markets and course choices changing in the future might be better articulated.

The Principal acknowledged the importance of maximising inclusiveness for the entire PGT community, as well as the impossibility of predicting very long term trends in demand and growth, noting however that the building mitigated the risk, given its significant flexibility.

The Rector noted that in the context of attracting students and widening access, he had discussed a concern from a potential student who was a wheelchair user, and concerns from her family, that the University did not seem to have embedded disability access into new buildings. The Rector added that the advertised Changing Places toilets on campus appeared to be at Kelvin Hall; and that Library access was an issue for disabled students. Court noted from the Director of Estates & Commercial Services that the age of the estate and the existing buildings presented challenges for disability access, and that this problem was acknowledged, but that estates policy was to address these as and when building works were undertaken; an example was the work on access to the Gilchrist PG Club. It was requested that Estates Committee review all buildings for disability access. Designs for new buildings had a dedicated section on Accessibility; and the development of the Western Infirmary site in general – as well as that of specific buildings – was being undertaken so that it could be used by everyone. With regard to Changing Places toilets, a number of areas across the campus had been identified. If additional measures were required, Estates were very happy to discuss this.

The Rector noted that in light of advice given by University staff to the family to whom he had referred, he believed communications needed to be improved. It was agreed that the Estates Committee would be requested to take the matter forward.

Court approved the full business case for the ASBS/PGT Hub based on a maximum cost envelope of £86m including VAT.

Court was reminded about the confidentiality of proceedings, in the context of commercial aspects of the project.

CRT/2019/15. Finance Committee

CRT/2019/15.1 Financial Statements 2018/19

The Director of Finance, Robert Fraser, gave a presentation on the University's financial statements for the year to 31 July 2019, Court having received the statements.

There had been an underlying operating surplus (after tax, and before other gains and excluding exceptional items) of £40.8m. However, the outturn reported a deficit of £68.2m due to a charge of £109m for the impact of the USS pension provision movement within the year: this was required to be reported since there was a contractual statement to fund the deficit. The arrangements were based on a schedule of contributions over 17 years and would be discounted back. There would be a significant credit coming back in the following year, arising from the timing of the 2018 pension revaluation being such that it had not impacted on the 2018/19 financial statements. This issue affected all relevant Universities; it did not impact on the operation of the University nor affect its long-term sustainability.

Court noted details of operating surplus movements vs. budget, where there had been an £18.1m increase on budget with, in particular, tuition fees and staff costs being ahead of budget, but consumables costs being lower. Court also noted movements year-to-year in relation to: net assets; total reserves (where in both areas the pension liability had affected the position); endowments; and cash and deposits. The cashflow position was likely to decrease in the coming year as the capital plan progressed.

Graeme Bissett confirmed that the Finance Committee had reviewed the statements at its meeting in November and had requested that the pension matter be highlighted to Court in more detail, which had now taken place. Finance Committee has been content to recommend the financial statements to Court.

In discussion, the Rector mentioned a recent newspaper article that had referred to financial irregularities at the University, including money being put into unauthorised accounts, and a charge to a wrong account, with claims of poor financial management in some departments and a lack of disciplinary action. Court noted from management that of the two matters referred to, the first had been investigated thoroughly and a disciplinary process followed. The accounts in question had been closed off. The Audit & Risk Committee had received a report on the matter and while the financial regulations had not been followed, there had not been evidence of malfeasance. Where the University became aware of historical bank accounts in departments, the accounts were closed. The second matter had been an incorrect coding that had since been corrected, with the funders advised and now content; there had been no misappropriation or mis-governance. The Audit & Risk Committee would be provided with the details. The Rector recorded a concern that Court had not been aware of this matter and that they should have been. It was noted that the matter would return to Court via the Audit & Risk Committee in due course.

Court approved the University Financial Statements for the year to 31 July 2019. Robert Fraser and his team, and the Finance Committee, were thanked for their work.

CRT/2019/15.2 Universities Subsidiaries and Trust Financial Statements as at 31 July 2019

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

CRT/2019/15.3 Capital Plan and Capital Projects

The Finance Committee has received an update on anticipated revisions to the capital plan, which included: increases in expenditure allocated to 'out of the ground projects'; a change in strategy for Arts & Engineering, with buildings not proceeding as originally proposed; proposals for a modular teaching block with PC labs, which would cater for anticipated growth across the University; and steps to address the considerable pressure on the annual

maintenance budget.

Following a request by the Committee at its September meeting, a property and construction consultancy was currently reviewing the revised capital plan to provide an independent view of the basis on which costs had been established. As had been advised earlier in the Court meeting, the intention was to bring a revised plan to the Committees and Court in early 2020. This would be accompanied by an updated long-term cash flow analysis, including an assessment of affordability and funding requirements, together with the consultant's report.

The Committee had agreed that the business case for the ASBS/PGT Hub was provisionally approved but that further information regarding the users and assumptions was needed before this would be recommended to Court. In prospectively approving the ASBS/PGT Hub business case, it had been noted that the aggregate commitments of capital spend remained within the currently approved capital plan. Future significant commitments would be possible only once a revised plan had been approved. The further information requested by the Committee had since been received, with members concluding that the questions had been adequately addressed. Accordingly, the Committee had recommended approval of the full business case; this had been covered earlier in the meeting.

Court noted that the Finance Committee had approved three CapEx applications at its last meeting: Gilmorehill/James McCune Smith Learning Hub (catering) £1.71m; Labs/Neuroscience/Sir James Black Building 0.65m; 5G Testbed and Partner in Scotland (fully externally funded).

CRT/2019/15.4 Financial reports

Court noted an overview of performance as at 30 September 2019.

CRT/2019/16. Report from the Principal

CRT/2019/16.1 Higher Education Developments

Brexit

The HE sector's attention had moved to the post-Brexit immigration regime which would occur in the event of an EU exit, and to the success of negotiations on the future trade relationship which could influence the likelihood of a deal on research, innovation and student mobility.

While little detail was known about the future immigration system, the sector would continue to lobby (with UUK and the Russell Group) for a system which would allow the University to attract talent from around the world. The sector would also continue to press for the implementation of the promise on post-study work visas for students.

The revised Brexit deal had retained a pledge on future science cooperation. The ability of researchers in the UK to take part in EU funding schemes had become the main concern for the sector. If the UK left the EU with a deal at the end of January, there would be no changes for existing projects or new applications until at least December 2020. If the UK left without a deal, the UK would lose eligibility for EU funding, but applicants would still be able to apply to most parts of EU research programmes as a 'third country'. The UK government had committed to providing funding (via UK Research & Innovation) for all successful eligible UK bids to Horizon 2020 that were submitted before the end of 2020. This funding would apply for the lifetime of projects.

Smith-Reid Report on Research

On 5 November, the report *Changes and Choices: Advice on future frameworks for international collaboration on Research and Innovation* had been published. The authors had suggested the future focus should be on the Government's pledges to raise R&D spending, reducing regional disparities, and moving to a new global positioning for the UK. In the context of there being an imminent General Election, the future budgetary position in this area remained unclear.

Post-18 Funding Review in England

At the last Court meeting, the UK Government had not yet formally responded to the Augar review of English HE funding. Since then, but before the announcement of the General Election, the Minister had indicated that the UK Government would examine the potential impacts on overall university funding.

The Conservative manifesto had promised careful consideration of the recommendations on fees contained in the review; however, no specific proposals had been made on fee reductions. The Labour manifesto had proposed the abolition of fees in England. There would be an impact on Scotland in the event of fees reduction.

Muscatelli Report

The Report that the Principal had been asked to produce for the Cabinet Secretary for Finance, Economy and Fair Work had been launched on 27 November. The Scottish Government would consider the recommendations in detail and respond in due course. The central message of the report was that innovation in Scotland should be a shared national mission, not just of government but of agencies, universities and industry, in order to leverage the many existing strengths of the HE sector to help ensure Scotland could meet its full economic potential. The Report contains 22 detailed recommendations, with key themes around: more effective collaboration; clear focus in terms of developing a set of national innovation priorities for investment; and actively recognising and responding to the constraints faced in terms of the external political, funding and policy environment. The University would be responding to the report, with Court's input welcomed.

CRT/2019/16.2 USS

UCU's position of 'no detriment' remained, this being a member contribution rate of 8% of salary and an employer rate of 22.7% of salary until October 2021, when higher rates were scheduled, subject to the 2020 valuation. UUK continued to engage UCU on the matter of the 2020 valuation.

It was expected that the JEP2 report would be published before the end of December. Court would be kept updated at future meetings.

CRT/2019/16.3 Clyde Waterfront Innovation Campus (CWIC)

At the October meeting, Court had heard that two significant funding bids, in the areas of Precision Medicine and Nano and Quantum Technologies, had been submitted to the Strength in Places Fund (SPF) administered by UKRI, both centred on CWIC. If the funding were awarded, the projects would be subject to normal University governance processes and approvals. Work with Scottish and UK Government and with the City Council and City Region Cabinet was continuing to identify potential streams of funding.

In response to a question about timescales and the wider campus development, it was noted that the SPF outcomes might be available in April but that this might be affected by new ministerial appointments; and that designs were being worked on so that if funding were obtained, early progress could be made.

CRT 2019/16.4 Key Activities

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

In discussion, a question was raised by the SRC President about the University's actions in respect of fire safety, following the recent fire at student accommodation in Bolton. The SRC had written to providers. Court heard that the Accommodation Services would be seeking reassurances from providers in relation to fire safety matters. The Rector advised he had discussed the matter with Dr Duncan and SRC President and had spoken to the local fire service. He noted concerns about providers, which were now numerous over Glasgow, indicating to students overseas that they (the providers) had links to the University; about local students being priced out; and about safety matters. The Rector considered that if the providers did not reply to requests, then the University should indicate this in some way. Court heard that while the University could use best endeavours to request information, it was not possible to enforce this as the University had no regulatory authority in respect of providers. The University did not currently nominate any accommodation providers, but if it made the decision to do so in the future, then due care would of course be taken. Court would be kept updated on the matter.

An Elected Academic Staff Member asked about the process of reappointment of Heads of College/VPs in connection with the Principal's Report on SMG appointments/reappointments. With regard to previous discussions at Court about local consultation in relation to the reappointments of Heads of College/VPs at the end of their 5 year term of office, the Principal confirmed that detailed consultation was an integral part of the reappointment process, and reappointment would depend on there being strong support from College Management Groups and SMG. This process had been employed for recent HoC/VP reappointments. The Principal also noted in response to a question from the Elected Academic Staff Member that as part of the current consultation regarding the potential reappointment of the HoC/VP of MVLS, Directors of RIs and Heads of Schools had been requested to undertake to consult internally within their RIs/Schools before providing feedback to the Principal and Executive Director of HR. This was ahead of any formal processes including appointment panel, or a decision not to reappoint.

CRT/2019/17. Report from the University Secretary

CRT 2019.17.1 Sustainability/Climate Change

Dr Stewart Miller, the University's Sustainable Environment Officer, attended the meeting for this item.

At the last meeting, Court had been advised that Senate would be receiving a presentation setting out a proposed strategy on climate change and sustainability, and that this would form the basis of a more detailed strategy being provided to Court. The paper, "*A Dear, Green Place*": *Towards a Climate Change Strategy and Action Plan for the University of Glasgow*, was now received. Dr Duncan highlighted key aspects, which were for the University to be carbon neutral by 2035, that there would be engagement of staff, students and other stakeholders in the process, and an emphasis on how the University was contributing to the global challenges in this area. Dr Duncan noted that the document was not the final strategy and that Court's support for the direction of travel – including the focus and priorities – was being sought, as well as members' general input, ahead of significant consultation with the University community.

Dr Miller added that the document presented a good starting point, with sensible areas for focus improvement, including efficiency and decarbonisation of heating and a proposal for more heat pumps and solar energy facilitation.

In discussion, it was noted that the document was the first major paper following the University's declaration of a climate emergency, although there had already been several related policies around energy and sustainability. It was confirmed that there had been some discussion about the potential costs of the actions proposed in the report, as part of the University budget round.

The following points were made for consideration or noting as the strategy developed:

- Given the University's international activity, including overseas recruitment and its likely increase in the context of the ASBS PGT Hub, and the World Changing Glasgow profile which involved ambassadors going both into and out of the University, it was inevitable that there would be a carbon footprint and that, as such, offsetting should be considered up front; Court noted that this had been considered in the various scopings;
- While 2035 was a good starting point, consideration should be given to the University being a world leader, with an earlier target date, even if this was ambitious; in this context the City Council had set a target of 2030 and the University should consider aligning with this;
- While leaving the current target date as 2035, over the next few years the University should look to bring the date forward if it could see a viable way to do so;
- Targets were dependent on the technology to decarbonise being available, but that the University should attempt to bring forward its target date;
- Other measures aside from carbon impact could be looked at;
- The importance of consultation with students and staff and of a joined-up approach to suggestions that came in;
- Sustainability and climate change were the top concern of the student body in terms of their values and students would be making their wishes known with regard to future action by the University;
- There were reputational risks associated with the University not taking a sufficient stand, and indeed a huge opportunity for the institution to take a lead, including involvement in COP26 and arising from the Green Gown awards having been held in Scotland;
- Transnational education offered ways of reducing carbon emissions, for example if small numbers of staff could travel to larger groups of students abroad;
- If some sustainability actions would not be possible because of the cost, then this should be made clear;
- Engineering and other academic expertise at the University should be drawn on in a well co-ordinated effort to address the challenges;
- As proactive language as possible should be adopted in the strategy;
- The curriculum and teaching experience in general should have sustainability incorporated as a fundamental, as indeed should all University activity, including research;
- Extinction Rebellion had demanded a more ambitious target date (2025) and asked for transparency in all communications to students and staff as the University moved forward with the climate change actions;
- Every Court agenda should include a sustainability item/discussion;
- The timing of the strategy coincided with the new institutional strategic plan and revised capital plan, therefore there was an opportunity for excellent integration;
- Every individual also had a personal responsibility to alter behaviours, for example with regard to vehicle use;

- Disclosures in the University's annual report should be reviewed in light of its sustainability activity;
- Conversations around proposed demolition of any buildings should always include consideration of the sustainability agenda;
- Kitemarking and Chapter Zero (a Directors' climate forum) should be considered.

Court would be kept updated and involved as development of the strategy progressed.

CRT 2019.17.2 Socially Responsible Investment Policy - Fossil Fuels

In 2015 Court had agreed to implement a first stage of divestment in fossil fuel holdings over the following 4 years. At the end of 2017 Court had received a progress report which had indicated that the University was on target to achieve the interim target of under 6.4% of funds invested directly in fossil fuel companies. The update in 2017 had advised that there had been a negative impact on investment returns, within a best-estimate range. Based on more recent analysis, the impact up to mid 2019 had continued to be negative and had increased in quantum. The Investment Advisory Committee (IAC) had considered it reasonable to assume there would continue to be a negative impact on investment returns and that if the divestment were increased towards zero then the impact would be greater.

As part of the decision in 2015, Court now needed to undertake a further financial evaluation of the impact of the divestment policy, before deciding whether to proceed with a further stage of divestment.

An update from the IAC was received, with Gavin Stewart summarising the main points and conclusions. The fund managers' views on impact had been sought: this was that the impact had exceeded the IAC estimate and, while some judgment was inevitably involved, the actual negative effect on investment outturns to date was significant. The future impact would be lower if the level of the interim target were maintained, but Mr Stewart noted that there was also the ethical angle to consider. Since 2014/15, the markets had become more diverse with regard to how they addressed climate change considerations. Court members' attention was drawn to the IAC's proposal that the current investment restriction be maintained, to allow options to be investigated ahead of a further report in mid-2020. Court was also invited to suggest any other stakeholders it might wish the IAC to consult as part of the exercise.

In discussion, it was suggested that the student group GPS should be consulted. A comment was noted that Court's fiduciary duties needed to be considered as part of the review, in the context of divestment potentially affecting University funds detrimentally, although it was noted also that the duty to maximise investments was not an absolute one and that the institution's aims, values and reputation could be included in the consideration of the latter – but a balance was required. A suggestion was made that some income from investments might be used to help carbon offsets. A comment was made that the University was seen as a leader in the field following its decision to divest and that care was required so as not to 'move backwards', particularly in the context of the commitments around sustainability; and that as a proportion of University funds overall, the amounts associated with further divestment would be relatively small. A further comment was noted that many of these factors had been considered at the time of the original decision to divest, but that in the context of the world having moved on in its understanding of, and approach to, climate change, the University should look at companies in which it invested, to see if they had made improvements in this area. It was suggested that a 'step back' be taken, so that the question of whether there was a better way for the University to promote its values could be addressed.

Court agreed to the IAC proposal that the current investment restriction be maintained, to

allow options to be investigated, ahead of a further report in mid-2020. The IAC should also involve the Sustainability Working Group and the student voice. If Court members had other suggestions for stakeholders for the IAC to consult, they should contact Dr Duncan.

CRT 2019.17.3 Disinvestment petition

The University had been approached by a coalition of student groups who were calling on the University to disinvest in companies that the coalition stated were involved in the arms trade; details of the companies in question had been included in the paper for Court. The coalition had also made a number of other demands, with the details provided to Court. Dr Duncan had met with the representatives in November and the matter had been discussed briefly at Finance Committee. Court was now invited to support a proposal to establish a short-life working group to consider the issue in the round and report back to Court via the Finance Committee. Court agreed to this course of action.

CRT 2019.17.4 Occupational Change Governance Group (OCGG) – Small Animal Hospital

At the October meeting, Court had heard that the OCGG had met to discuss proposals relating to the Small Animal Hospital, arising from changes in the market for veterinary referrals. The group had asked College management to provide a further paper about the proposals. Court now received the details, which included a preferred option of setting up a wholly-owned subsidiary company, noting that there would be discussions held with the staff and unions.

Replying to a question about whether the proposed arrangement might become a model for other parts of the University in the future, Dr Duncan guaranteed that this would not occur.

Court approved the OCGG's recommendation that further work be undertaken to develop the preferred option of setting up a wholly-owned subsidiary company to manage the Small Animal Hospital.

CRT 2019.17.5 Brexit and University Preparation

The situation continued to be reviewed, with support provided to the community of EU staff and students, and a dedicated University website.

CRT 2019.17.6 Industrial Action

The University & College Union (UCU) had called industrial action in relation to: the 2019 pay settlement for staff and concerns over casualisation, equality and workloads; and a recent increase in the contribution employees make towards pensions.

Strike action had taken place from Monday 25 November to Friday 29 November and from Monday 2 December to Wednesday 4 December. This was being followed by a period of 'Action Short of a Strike' from 25 November 2019 to 29 April 2020.

The campus had remained open throughout the strike. Students and staff had not been prevented from freely entering and leaving, where picket lines had been in place. Students had been encouraged to attend classes as normal unless specifically instructed not to do so by their School. Guidance for staff and students had been issued. On 22 November the University and UCU Glasgow had agreed a joint statement. This had included a reference to the University and UCU Glasgow regretting the disruption that might be caused to students and being committed to doing whatever they could to minimise it.

CRT 2019.17.7 Recent cases of Sexual Assault

Court members had been advised about the recent arrest of a man for a series of sexual assaults in Glasgow and provided with a copy of a letter sent from the Rector and SRC President to Police Scotland. Dr Duncan recorded thanks to the Rector for his interventions. The case had raised wider concerns within the University community about personal safety, especially of women. The University had worked with the student bodies, Police Scotland and others to address these concerns in a balanced way. The University had issued information to the student and staff community, including details and contact points for campus safety matters and sources of support and advice.

CRT 2019.17.8 Student Experience Committee awayday

The SEC awayday would be held on 17 December, with a focus on the SEC Action Plan. Outcomes would be reported to the February 2020 meeting of Court.

CRT 2019.17.9 Students in Hong Kong

Recent events in Hong Kong had included universities becoming the targets of violent protests. The University had been in close contact with its students in Hong Kong, providing guidance on how they could stay safe.

CRT 2019.17.10 Media Report

Court noted a digest of recent media coverage and summary details of social media interaction with the University. It was agreed that a summary of themes of particular interest to Court would be helpful, as part of the report.

CRT 2019.17.11 New Court member

Teresa Baños, Mental Health Equality Officer, Students Representative Council, had been elected as SRC Assessor on Court, for one year.

CRT/2019/12. Summary of Convener's Business

Court noted a summary of activities undertaken by the Convener since the last meeting.

CRT 2019.17.13 Director of Research Institute/Head of School Appointments

College of MVLS

Institute of Molecular, Cell and Systems Biology

Professor Neil Bulleid had been re-appointed as Director of the Institute of Molecular, Cell and Systems Biology for five years from 1 January 2020.

College of Science & Engineering

School of Engineering

Professor David Cumming had been re-appointed as Head of the School of Engineering for two years from 1 August 2020.

School of Chemistry

Professor Graeme Cooke had been re-appointed as Head of the School of Chemistry from 1 August 2020 until 31 December 2020.

CRT/2019/18. Report from the Rector

The Rector tabled a report, advising Court that the sections covered: 1. Sexual assaults; 2. Disinvestment in the arms trade; 3. Fair and equal pay; 4. Extinction Rebellion; 5. Disability access.

With regard to 1. Sexual assaults, the Rector and SRC President had written to Police Scotland (PS) about the University not having been made aware of a series of assaults in the West End. The Rector had concerns about the PS communications and did not accept their view about 'balance' being required in this case. The Rector noted that many students had become aware of the situation through social media and that there had been a sense of rising panic; the Rector quoted from a number of students who had written about their strong fear and concerns, including not feeling safe on campus. The Rector felt that Court should agree that students and staff should not be left feeling this way. He would be meeting with PS representatives. He had welcomed the fact that PS were considering setting up a dedicated liaison officer for the University. He considered that there should be an information sharing protocol between PS and the University and that there should be a direct line of contact between PS and the student bodies. The Rector and SRC President had raised the matter of lighting on campus, and safety around this; an environmental audit was being undertaken. The Rector asked for this to be shared with students and staff. The Rector noted that PS had met with University Security staff, noting also that the staff needed training in how to report such issues.

Dr Duncan welcomed the Rector's work in this area. Dr Duncan also welcomed the fact that a full-time PS liaison officer for the University and student bodies was being proposed, noting that PS did currently liaise with the University via Security.

The SRC President referred to the significant impact that the assaults had had on the student community, noting that many had known about them before the University or the SRC. There was a lack of confidence in the University and PS, especially around GBV, with many students feeling unsafe despite an arrest having been made.

The Clerk of Senate welcomed the PS suggestions, and gave her support to information sharing, noting that there were four universities in the city that might benefit from this. The Principal supported awareness raising across the campus, in particular around GBV; and suggested more monitoring of social media by the University, via links between the SRC and Communications team.

With regard to 2. Disinvestment in the arms trade, the Rector noted that the University did not invest in the tobacco industry because of the harmful nature of tobacco. A body of students – 300 in protest and 500 in a petition – was now behind a campaign to disinvest in the arms trade, which the University of Strathclyde was considering; the Rector considered that University of Glasgow should also take action. The Rector had heard counterarguments presented around Engineering activity at Glasgow, but he did not consider this was logical since what the companies were doing was morally wrong. The student group was asking for transparency on the matter.

A comment was noted that some of the companies might fund research at the University.

The petition for disinvestment had been provided to Court as part of the COO/University Secretary's report and, as has been agreed, a short-life working group would be set up to consider this issue.

With regard to 3. Fair and equal pay, the Rector referred to having spoken to UCU and to Cleaning staff. The latter had advised him they were unhappy with casualisation, and, as he had previously mentioned at Court, were also unhappy with the staff survey process where they considered that management had been 'looking over shoulders' during completion of the survey.

The Rector referred to having met janitors with regard to a grading dispute that was ongoing,

noting that the University was spending large sums of money elsewhere when relatively small amounts would address these staff concerns.

In relation to the pay matter, Margaret Anne McParland noted that with regard to the ongoing UCU industrial action, a significant proportion of local UNISON members who had voted – 81.1% – had also been in favour of strike, but the 50% threshold had not been achieved.

The Rector confirmed that items 4. Extinction Rebellion and 5. Disability access has been covered earlier in the meeting, adding that it was sad that the individual with whom he had spoken wished to come to the University but indicated she had been given incorrect information with regard to disability access.

Dr Duncan confirmed that he and the Rector had been in communication about the Cleaning staff concerns. The University had met with UNITE about this matter and was also in discussion in relation to the janitorial concerns about grading, with positive local discussions ongoing. With regard to the disability access matter, the Director of Student & Academic Services would be happy to meet with the individual concerned.

CRT/2019/19. Reports of Court Committees

CRT/2019/19.1 Student Experience Committee

The Committee's recent discussions had included several items for Court to note, in particular relating to: recommendations from the International Student Experience Working Group; sector reports relating to Black, Asian and Minority Ethnic (BAME) students; student wellbeing; room booking costs for student clubs and societies; the draft Climate Change Strategy and Action Plan; and student numbers.

The SRC President referred in particular to the discussion that the SEC had had around climate change/sustainability and the related strategy, and around the University needing better to address the student experience of BAME students, including looking at the attainment gap. With regard to student numbers, the increase in recruitment had led to a SEC request for more information on where fees were applied, in terms of enhancing the student experience, for example through support services.

CRT/2019/19.2 Audit & Risk Committee

CRT/2019/19.2.1 Audit & Risk Committee Annual Report

Heather Cousins, chair of the Committee, presented the annual report, which included the Committee's assessment of the adequacy of the University's systems of internal control. Particular points of note were: refinements to KPIs provided in relation to both internal and external audit work; a series of briefings having been provided to the Committee on particular areas of interest, including IT; the annual report from the internal auditors, which had concluded that for 2018/19, governance, risk management and control and value for money arrangements in relation to business-critical areas were generally satisfactory; and the Committee's review of the 2018/19 financial statements.

On the basis of the internal audit work undertaken in the course of the year, and of the comments of the external auditors on the University's financial statements, the Audit & Risk Committee believed that the University generally had an adequate framework of internal control. As indicated in the report, the Committee had noted that there was some evidence of larger scale projects at the University, with associated higher levels of materiality, resulting in less positive audit reviews than those for more established or 'business as usual' areas of activity. The Committee was reassured by management's addressing of the issues identified

in these former types of reviews, and indeed in all reviews, but would keep a close watch on this area and would continue to be guided also by the auditors' overall assessment of direction of travel.

It was noted that the capital plan review should look at relevant audits as part of its process.

Court noted the Committee's annual report.

CRT/2019/19.2.2 Other Audit Committee business

At its recent meeting, the Committee had received the University's financial statements for the year ending 31 July 2019. The Committee had heard that on the basis of the work performed, the external auditors anticipated issuing unqualified audit opinions on the Group and University's financial statements, and on the University's subsidiary financial statements. The Committee had noted the accounts for subsidiary companies and the University Trust, noting also that the auditors were content with these. The Committee had received the USGAAP Restated Financial Statements.

The Committee had received internal audit reports on reviews of: Capital Spend follow-up review; Transformation Programme; and Procurement Data Analytics: Value for Money.

The Committee had received the updated Risk Register. Final refinements to the format would be implemented for the Committee's March meeting, with Court to receive the register in April 2020.

The report was noted.

RT/2019/19.3 Remuneration Committee

This item was taken immediately after item 16. SMG members (with the exception of Mrs Barr) left the meeting for this item.

Dr June Milligan, chair of the Committee, summarised the report. The Committee had met in May to review policy and benchmarking ahead of the November meeting, at which senior staff remuneration had been discussed. Business at the latter meeting had covered the Committee's annual report, which had included: a summary of the current strategic context and institutional performance; the Principal's report on SMG performance and reward; the Principal's performance, which had been undertaken by the Convener of Court, who had consulted with Court members; Grade 10 Professorial and Professional Staff performance and reward; and Voluntary Severance and salary augmentation approvals since the last meeting. Dr Milligan reminded Court that the Committee's membership now included a staff representative and a student representative; they had not been able to attend the November meeting but Dr Milligan had been in touch with both.

The Principal's salary uplift had been in line with the contractual arrangements agreed by Court and had been subject to satisfactory performance, which had been confirmed.

Court noted the report.

CRT/2019/19.4 Estates Committee

CRT/2019/19.4.1 Capital Plan review and ASBS PGT Hub

An in-depth presentation and discussion had taken place regarding the Capital Plan review and the full business case for ASBS/PGT Hub.

The Committee had approved the CapEx application associated with the full business case for the ASBS/PGT Hub, based on a maximum cost envelope of £86m, agreeing also that the CapEx application should be revised ahead of the Finance Committee and Court meetings, to include some additional information. This had been referred to earlier in the Court meeting.

CRT/2019/19.4.2 CapEx applications

The Committee had approved other CapEx applications relating to: Sprinkler Tank and 11kv Switchroom £6.996m; Gilmorehill / Sir James Black Building / Spinal Cord Group lab refurbishment £645k; James McCune Smith Learning Hub – Catering £1.71m; 5G Testbed and Partner in Scotland £1.210million (to be fully funded from external sources).

CRT/2019/20. Communications from Meeting of Senate 10 October 2019

At the October meeting, members of Senate had been reminded that the ‘new’ Senate had been officially established on 1 August 2019, following the approval of an Ordinance by the Privy Council. Members had also been reminded that the Council of Senate had been established by Senate in 2014 and empowered to carry out the normal day-to-day business of Senate. Given that the Council was a committee of Senate, it had been proposed that the Council should be dissolved, and that the ‘new’ Senate should assume its full responsibilities going forward. Senate had agreed to formally dissolve the Council of Senate. Senate had also agreed formally to reappoint all Council of Senate committees as Committees of Senate.

Senate had received an update on recent work being carried out by the University’s Sustainability Working Group, with members of Senate raising a number of questions regarding the University’s targets to reduce carbon dioxide emissions and suggesting that the targets could be more ambitious, particularly in relation to recycling, improving the range of meat-free catering options, improving infrastructure for cycling, and reducing the number of flights to partnership institutions overseas. It had also been suggested that the University could increase its investment in teleconference and IT facilities to reduce staff travel to international conferences, and that the University should consider generating its own renewable energy on under-utilised parts of the estate.

Senate had also received a briefing on progress against the capital plan and a report on acceptances received to date from nominees for receipt of Honorary Degrees in 2020.

The communications from Senate were noted.

CRT/2019/21. Annual Report on the University’s Complaints Procedure 2018/19

Court noted the annual report on complaints activity during the academic session 2018/19, noting also from Dr Duncan that the procedure’s emphasis was on resolution and a ‘lessons learned’ approach. The report included some details of the latter; it was agreed that these might be brought out further in future reports.

CRT/2019/22. Any Other Business

No other business had been advised. The Convener recorded thanks to members of Court for their work in 2019 and wished everyone a happy festive season.

CRT/2019/23. Date of Next Meeting

The next meeting of Court will be held on Wednesday 12 February 2020 at 2pm in the Senate Room.

Court Context Card 12 February 2020 - Principal's Report

Speaker	Professor Sir Anton Muscatelli	
Speaker role	Principal	
Paper Description	For information	
Topic last discussed at Court	Last report to Court was December 2019	
Topic discussed at Committee	NA	
Committee members present	NA	
Cost of proposed plan		
Major benefit of proposed plan		
Revenue from proposed plan		
Urgency	NA	
Timing	Various	
Red-Amber-Green Rating	Various	
Paper Type	For information / discussion	
Paper Summary	<p>Updates on areas listed in the paper as follows:</p> <ol style="list-style-type: none"> Higher Education Developments <ul style="list-style-type: none"> Brexit Smith-Reid Report on research Post-18 Funding review in England Muscatelli Report on innovation Scottish Budget 2020-21 USS Senior Management Group appointments New Year's Honours 2020 Key activities Senior Management Group business 	
Topics to be discussed	In line with paper's headings	
Action from Court	To note/discuss if wished	
Recommendation to Court		
Relevant Strategic Plan workstream	Empowering People, Agility, Focus	
Most relevant Primary KPI it will help the university to achieve	NA	
Most relevant Secondary KPI it will help the university to achieve	NA	
Risk register - university level	Item 1: Risk 2A Government Policy (UK) - Developments in UK Government policy adversely impact on University's ability to recruit and retain staff and students or secure sufficient research funds	
Risk register - college level		
Demographics		
% of University	Items mainly relate to the University as a whole	
Operating stats		
% of		
Campus	All locations	
External bodies	UK Government; Scottish Government; SFC; UKRI; USS	
Conflict areas		
Other universities that have done something similar		
Other universities that will do something similar		
Relevant Legislation		
Equality Impact Assessment		
Suggested next steps		
Any other observations		

Court - Wednesday 12 February 2020

Principal's Report

Items A: For Discussion

1. Higher Education Developments

Brexit

Given the UK's departure from the EU, the sector is focusing on the post-Brexit immigration regime and the negotiations on research and student mobility.

On 26 January the government announced there would be an unlimited number of "Global Talent" visas aimed at attracting top researchers. The new route will open on 20 February, replacing the existing Tier 1 "exceptional talent" visa route currently used by a small proportion of researchers. UK Research and Innovation (UKRI) will be able to endorse visa applicants joining the Royal Society, the British Academy and the Royal Academy of Engineering, among others, with no cap on the number of people who can come to the UK via the visa route, and no salary threshold. The revised route will also have "fast-track" scheme, managed by UKRI, to enable UK-based research projects that have received "recognised prestigious grants and awards" to recruit more quickly. In itself, the absence of a cap on numbers is not expected to have a significant impact as far as the University is concerned – however if the new scheme can be managed by UKRI in a way that reduces friction and genuinely removes barriers, the announcement could be very positive.

The Scottish Government launched its migration strategy on 27 January, calling for a tailored migration policy within a UK framework. Under these proposals, responsibility for immigration policy would be shared between the UK and Scottish governments and migrants seeking to live in Scotland could apply for a Scottish visa – which would require residence in Scotland and maintaining a Scottish tax code. Alternatively, migrants could still apply via existing immigration routes offered by the UK Government. These proposals are offered in the context of evidence which shows that all of Scotland's population growth over the next 25 years is projected to come from migration, unlike other parts of the UK. The HE sector in Scotland has been supportive of this proposal, which is on the lines endorsed by the Standing Council on Europe in late 2016.

The sector continues to lobby for the implementation of the UK Government's promise on post-study work visas for students. The Vice-Chancellors' group (UUK) recently responded to the Migration Advisory Committee (MAC) consultation on the future immigration system, saying that the government's proposed Australian points-based system could be achieved through reforms to the UK's existing skilled worker visa route. If an Australian-style system is to be introduced, UUK recommends that having a job offer should be prioritised, to allow employers to recruit individuals

and skills regardless of background. UUK also recommends that the overall salary threshold for the Tier 2 visa should be lowered from £30k to £21k, or the appropriate rate for the relevant profession, since the £30k salary threshold is not a good indicator of an employee's skill level or contribution to an institution. UUK also pointed out that the higher level would have a negative impact on universities' ability to recruit sufficient support staff such as technicians and language assistants. The Global Talent Visa referenced above could potentially be used to meet some of these concerns, depending on how it is implemented. The MAC published its recommendations on 28 January on the Australian-style system and suggested a lowering of the salary threshold to £25,600, and the possibility of an immigration route without a job offer.

On future science cooperation, the ability of researchers in the UK to take part in EU funding schemes has been HE's main concern. As the UK is leaving the EU with a deal, there will be no changes for existing projects or new applications until December 2020. The UK Government has committed to providing funding (via UK Research & Innovation) for all successful eligible UK bids to Horizon 2020 that are submitted before the end of 2020. This funding will apply for the lifetime of projects. The European University Association and UKRI sought to reassure researchers in guidance issued to institutions after the EU withdrawal bill cleared the final parliamentary stage. UKRI said the passing of the bill would mean that UK scientists, researchers and businesses could continue to participate in, bid for and lead projects in Horizon 2020 programme as if the UK remained a member state. It has emerged recently however that a limited number of security-related research projects carried out in the UK and funded through the programme are likely to be stopped.

The UK's links to Horizon Europe, Horizon 2020's successor, is less certain while the UK and EU negotiate the overall principles for association with EU programmes. It is currently difficult to know if an agreement in this area will be ready for the beginning of new programmes in 2021, or if there will be a gap in UK participation.

Smith-Reid Report on Research

At the last meeting, I referred to the Minister having seemed to indicate that the review's outcome might be linked to the budget, which was originally scheduled for 6 November. The Queen's Speech had earlier outlined plans to boost R&D funding.

The Conservative manifesto promised investing "millions more every week in science". Its spending plans projected capital spending of £800m on R&D in 2020-21, with further detail to be set out by the Chancellor in the budget (set for 11 March).

Court will be updated further at the February and April meetings.

Post-18 Funding Review in England

The Conservative manifesto promised careful consideration of recommendations on fees contained in the Augar Review, but no specific proposals were made on fee reductions. The report recommended a reduction in the amount that universities can charge from £9,250 to £7,500 a year. While the headline fee reduction seems unlikely to be adopted in its entirety, we expect some attempt by UK ministers to adopt elements of Augar, including increases in funding for FE, and

potentially the introduction of some number controls for 'low quality/low value added' courses in English Universities.

The President of UUK, Professor Julia Buckingham, has recently warned of knock-on effects on R&D from the Augar Review recommendations, saying that cuts to the funding that English universities receive for teaching could discourage students from pursuing academic careers and lead to a shortage of researchers: universities might be forced to reduce practical elements of courses, and given the important relationship between education and research from a funding perspective, if there were a reduction in university income through teaching, it is inevitable that this will impact on research. Professor Buckingham pointed out the tension between the potential for reduced research, and the Government's stated intention to invest in R&D, which will require an increase in the number of scientists.

As I have mentioned before, the UK Government's response will have implications for Scotland's universities: a change to a maximum fee in England would lead to reduced fee income to higher education institutions in Scotland. At present that still seems unlikely.

Muscatelli Report

At the last meeting, I outlined the key message of the report, which is that innovation in Scotland should be a shared national mission to leverage the strengths of the HE sector to help ensure Scotland can meet its full economic potential. Feedback on the report is current being obtained from stakeholders, around the recommendations, which include more effective collaboration and developing national innovation priorities for investment. To date, Scottish Funding Council, Scottish Enterprise and Universities Scotland have engaged on the report, and are looking for ways in which they can implement the recommendations of the report. It seems to have been welcomed by all stakeholders to date. We still await a detailed response from Scottish Government.

2. Scottish Budget 2020-21

At this time of year, I normally update Court on the headlines around the overall draft budget for Higher Education. Members may recall that last year there was in effect a flat-cash settlement for HE in revenue terms. The capital budget saw a 9% cash terms cut. That 2019-20 draft budget was much as expected in our budget and financial forecasts.

The Scottish Budget 2020-21 was scheduled to take place on 12 December 2019. Because of the UK General Election and the cancellation of the UK Government budget at the end of 2019, the Scottish Budget 2020-21 was delayed. Finance secretary Derek Mackay has announced that the Scottish Government's 2020-21 Budget will be published on 6 February. This date is before the UK budget on 11 March, which is unusual, but was selected to allow the Scottish Government time to prepare for the new tax year and provide clarity to those receiving funding. I will update Court further at the meeting.

Items B: For Information

3. USS

At the time of the last meeting, the outcome of the JEP2 report was awaited. JEP was set up by UCU and UUK after the 2018 industrial dispute over USS. The JEP's second report was published on 13 December, its main purpose having been to establish key principles to underpin the future joint approach of UUK and UCU to the valuation of the USS fund. The report makes linked recommendations about the governance of the scheme, the valuation methodology and a possible way forward. Steps include: establishing a new, jointly-agreed purpose statement and shared valuation principles; creating joint bodies within USS, including a valuation forum and a high-level joint union/employer steering committee to agree future direction of the scheme; agreeing a valuation methodology around the agreed purpose of the scheme and a re-articulation of the Trustee's, employers' and employees' risk appetites; and investigating different approaches to contributions to address the high level of scheme opt outs among younger and lower paid staff. The panel published a 'road map' for the parties to work jointly towards implementing the recommendations.

The tripartite group met in mid-January, with the members (UCU, UUK and USS) committing to a collective dialogue. The meeting agreed to reach a better collective understanding and discuss the recommendations. A meeting in late January will consider a Scheme Purpose Statement and the Shared Valuation Principles. I will update Court further at the meeting on 12 February if there are any developments from the tripartite discussions.

4. Senior Management Group appointments

At the last meeting I reported that I had begun the consultations regarding the position of VP/Head of College of Medical, Veterinary and Life Sciences, with Professor Dame Anna Dominiczak's current period of appointment coming to an end on 31 July 2020. I will update Court at the meeting on the process.

5. New Year's Honours 2020

The University was delighted to see the following awards made in the New Year's honours list:

Sheila McLean, Professor Emerita of Law and Ethics in Medicine, was appointed an OBE in recognition of her services to Health and to Education.

Graduate Teaching Assistant Kathryn (Kay) Singh received a British Empire Medal in recognition of her services to the Arts and the Asian community in Scotland.

6. Key activities

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

Academic Development and Strategy

6 January: Chaired interview panel for Professorial post in Molecular Pathology.

7 January: Met with the Director of the John Smith Centre for Public Service to discuss the Centre's activity and priorities.

23 January: Met with the VP Research and the VP Corporate Engagement and Innovation to discuss their priorities in developing the University's research and innovation strategy.

24 January: Met with representatives of the Medical Research Council as part of a strategic visit.

6 February: Chaired meeting of Senate.

Internationalisation Activities

17 January: Filmed a brief video clip for Chinese New Year.

21 January: Met with representatives from the Association of Commonwealth Universities.

30 January: Attended Chinese Burns Supper combined with the Chinese/Scotland Business Awards.

Lobbying/Policy Influencing and Promoting the University

USS

16 January: Attended USS Investment Committee meeting

22 January: Attended USS Trustee Board meeting

In addition I also participated in several sessions of the 2020 Valuation Methodology Working Group (see section 3 above).

Russell Group

16 January: Chaired a meeting of the Russell Group Chairs of Working Groups.

22 January: Attended a roundtable meeting of Russell Group VCs around issue of casualisation in HE

12 December: Met with Chief Executive of Skills Development Scotland to discuss Graduate Level Apprenticeships and other matters of mutual interest.

7 January: Met with senior colleagues from Cisco to discuss ways in which the University and Cisco can build on their existing relationship.

8 January: Regular update meeting with Scottish Enterprise.

10 January: Gave a speech at the Annual State of the City Economy Conference, focusing on innovation and collaboration as drivers of the economy. Shared a platform with the Leader of Glasgow City Council, the Cabinet Secretary for Finance, Economy and Fair Work, and the Principal of the University of Strathclyde.

14 January: Chaired a plenary meeting of the Scottish Government's Standing Council on Europe.

20 January: Chaired meeting of the Glasgow City Region Commission for Economic Growth.

20 January: Attended (via teleconference) a meeting of the UKRI Creative Industries Advisory Group. As part of the meeting there was a discussion with the Secretary of State for Culture, Media and Sport.

24 January: Hosted a dinner for members of the joint European Society of Hypertension and International Society of Hypertension Programme Committee. The two societies will hold a major joint meeting in Glasgow in May 2020.

26 January: Hosted dinner in honour of the Archbishop of Glasgow, as part of the Archbishop's annual visit to celebrate Mass in the University Chapel. There was also a dinner on 28 January in honour of the Moderator of the General Assembly of the Church of Scotland, hosted by the University Secretary.

27 January: Hosted a visit from UK immigration minister, who was given a presentation on the work of the Wellcome Centre for Integrative Parasitology. The Minister's visit was linked to the announcement of the Global Talent Visa (see section 1). I also had the opportunity to speak to the media, welcoming the announcement of the new visa scheme in principle.

29 January: Attended Universities Scotland Main Committee meeting and updated Principals on the Muscatelli Report on innovation and higher education.

29 January: Chaired a panel session on EU small states, co-organised by Edinburgh-based think tank the Scottish Centre on European Relations and the University of Edinburgh's ESRC Centre on Constitutional Change.

30 January: Attended Glasgow Life Scrutiny and Planning Group meeting, in my capacity as a Board member of Glasgow Life.

6 February: Met with the Chief Executive of the Royal Bank of Scotland.

6 February: Hosted a visit from the Scotland Office minister and provided a briefing on the Clyde Waterfront Innovation Campus and the research and innovation activity the University hopes to locate there.

11 February: Attended Glasgow City Region Cabinet Meeting to provide a report on behalf of the Commission for Economic Growth.

Internal activities and Communications and Alumni events

13 December: Attended Commemoration event for Breffni O'Connor, former SRC President, who sadly and very suddenly passed away in December.

19 December: Hosted dinner in honour of the winner of the 2019 World-Changing Alumni of the Year competition, Eunice Ntobedzi, a fintech entrepreneur working to improve access to energy markets for communities in sub-Saharan Africa.

20 December: Attended the annual James Bridie Memorial Dinner at the Glasgow University Union and gave a toast.

10 January: Hosted the University's annual London Burns Supper for alumni and friends.

21 January: Regular update meeting with the SRC Executive.

21 January: Addressed the General Council half-yearly meeting.

23 January: Filmed an interview on the impact of Brexit for internal University communications.

27 January: Presided over Nominations Court to ratify the nominations for the role of Rector.

28 January: Attended an event at the invitation of the SRC to witness the ceremonial planting of the 2,601st – and final – tree in the Big Climate Fightback, marking University of Glasgow volunteers' efforts in this campaign.

28 January: Gave a talk in the Hunterian Insight talks series on the topic of 'Adam Smith and slavery'

30 January: Attended and gave a speech at a College of Arts event celebrating the College's European links.

4 February: Met with a range of colleagues individually at 'Principal's Surgery' meetings.

7 February: Chaired interview panel for Head of Global Philanthropy role.

7. Senior Management Group business

In addition to standing and regular items (including REF2021), the following issues were discussed:

SMG Meeting of 18 December

- University Strategy 2020-25
- University values and culture as part of the University's Strategy 2020-25
- Performance and Development Review
- Research Culture
- International Student Experience Action Plan
- Student Wellbeing
- HR Data Analytics

SMG Meeting of 13 January 2020

- Student Accommodation: Lifecycle Maintenance
- Student Accommodation: Proposed nominations agreement

SMG Meeting of 21 January 2020

- COP26 Planning
- Workload Modelling – support for Schools/Institutes
- Capital Plan
- Commemoration Day Lecture Series
- Pension update: UGPS

SMG Meeting of 27 January 2020

- Coronavirus Emergency
- 2020-21 Planning Round update
- University Values and Culture Strategy Development Session

SMG Meeting of 3 February 2020

- Coronavirus Emergency
- University Technology Strategy
- University Strategy 2020-25 Development
- Civic University

Court Context Card 12 February 2020 - University Secretary's Report

Speaker	Dr David Duncan	
Speaker role	COO and University Secretary	
Paper Description	For information / items for approval; items for discussion if Court wishes	
Topic last discussed at Court	Last report was to December 2019 Court	
Topic discussed at Committee	NA	
Committee members present	NA	
Cost of proposed plan		
Major benefit of proposed plan		
Revenue from proposed plan		
Urgency	Medium & Low	
Timing	Immediate where relevant	
Red-Amber-Green Rating	Green	
Paper Type	Decision/Discussion/Information	
Paper Summary	<p>Report from Secretary on a number of items for Court's discussion/decision and/or information. A Items are:</p> <ul style="list-style-type: none"> A1 An update relating to Brexit and University preparations A2 Information on University action relating to the Coronavirus outbreak A3 An update on sustainability / climate change activity at the University A4 An update on personal safety matters A5 An update relating to Gender Based Violence A6 An update relating to Disability access matters that were referred to at the December meeting 	
Topics to be discussed	As above plus any B items Court members may wish to discuss	
Action from Court	<p>Specific decisions requested under:</p> <ul style="list-style-type: none"> B4 Court is invited to agree that the Chancellor's Assessor, Ronnie Mercer, undertake the appraisal of the Convener's performance. B5 Court is invited to approve two recommendations from Nominations Committee, relating to an appointment to the Finance Committee and a reappointment to the Remuneration Committee 	
Recommendation to Court	As per individual items	
Relevant Strategic Plan workstream	Empowering People, Agility, Focus	
Most relevant Primary KPI it will help the university to achieve	NA	
Most relevant Secondary KPI it will help the university to achieve	NA	
Risk register - university level		
Risk register - college level		
Demographics		
% of University	100% Cross University application on several items	
Operating stats		
% of		
Campus	All locations	
External bodies	UK and Scottish Governments; EU; Public health authorities; COP26 organisers; Police Scotland	
Conflict areas		
Other universities that have done something similar		
Other universities that will do something similar		
Relevant Legislation	Climate Change (Scotland) Act 2009 ; Disability legislation; HE governance legislation/Code of Good HE Governance	
Equality Impact Assessment		
Suggested next steps		
Any other observations		

Court – Wednesday 12 February 2020

Report from the University Secretary

SECTION A - ITEMS FOR DISCUSSION / DECISION

A.1 Brexit and University Preparation

Court has received regular updates over the past 3 years, with the situation being under regular review at the University in the lead-up to the end of January 2020 and beyond. We have provided support to our EU staff and students via a dedicated University website <https://www.gla.ac.uk/explore/euinformation/> and meetings to assist with the associated bureaucracy of Brexit.

The Principal's report also refers to Brexit in the wider context of UK Higher Education.

On 31 January we issued a statement, the opening of which is reproduced below:

As an institution, the University of Glasgow is proudly global and distinctively European. Our outlook and attraction as a place of learning, study and research will not change as a consequence of Brexit. We will continue to work collaboratively with our friends and neighbours in EU countries - and elsewhere - on projects that advance knowledge, unlock potential and deliver scientific and medical breakthroughs for the benefit of all.

The statement went on to support a commitment made by Universities UK and 29 major domestic and international organisations, including the European University Association (EUA), the Guild of European Research-Intensive Universities, the Confederation of British Industry (CBI), Wellcome Trust and others, to maintain their current relationships. The groups called on governments and the European Commission to ensure full association to Erasmus+ and Horizon Europe before the end of 2020.

As Court has heard from the Principal's reports at recent meetings, during the transition period the UK will remain a full member of Erasmus+ and Horizon 2020. The University will do everything it can to encourage continued exchanges of staff and students through the programmes and collaborations that these two initiatives provide. We will lobby the UK Government to negotiate continued participation or failing that to explore creating national replacement schemes.

A.2 Coronavirus outbreak

The University community is being updated regularly and there is a dedicated email address for queries. As this update (below) to Court may be out of date by the time of the meeting, I will provide more information on the day.

We are in close contact with the public health authorities in Scotland and are monitoring the situation in China and elsewhere. A working group is meeting first thing every morning. Our communications to staff and students have emphasised the importance of regular hand

washing; and we have recommended that anyone with fever or flu-like symptoms should contact their GP, NHS24 or the University medical centre by phone.

We are following Foreign Office advice with regard to any travel and will not approve any travel to or from Hubei Province. Travel to the rest of mainland China will only be authorised if deemed essential and if a thorough risk assessment is done and approved by the Head of School/Service and the Director of Health, Safety and Wellbeing.

We have provided a contact email for anyone at the University who is concerned about the situation – for example in relation to friends or family - so that they can arrange to talk to someone or ask questions. In addition, a Facebook live broadcast was held on Tuesday 28 January with colleagues and students, including those from our Chinese community. There is a website with Q&As at:

https://www.gla.ac.uk/myglasgow/news/headline_708032_en.html; and a dedicated student site at <https://www.gla.ac.uk/myglasgow/students/coronavirus/>

We are also considering the possible implications for student recruitment for 2020/21; this is a cross-sector concern and we are in close touch with our colleagues across the UK.

A.3 Sustainability/Climate Change

At the last meeting, Court received a paper, “*A Dear, Green Place*”: *Towards a Climate Change Strategy and Action Plan for the University*, with its key aspects highlighted, namely for the University to be carbon neutral by 2035, that there will be wide engagement across all stakeholders, and an emphasis on how we are contributing to the global challenges around sustainability and climate change. I advised Court that the document was not the final strategy and sought Court’s support for the direction of travel. The points arising from Court’s contributions to the discussion appear in the December 2019 minute.

The consultation is about to begin; we are also considering appropriate interim targets for 2025 and 2030, and reflecting on the role of offsetting in our strategy prior to 2035.

Regular meetings and actions (both internally at the University and more widely) are now occurring ahead of the COP26 event in Glasgow in November 2020. Vice Principal Rachel Sandison is leading on this for the University. We hope to use the event as a platform from which to contribute to the global debate and influence policy, as well as augment global partnerships.

The University website at <https://www.gla.ac.uk/myglasgow/sustainability/> is commended to Court members; it brings together a raft of information on our work in this area.

The Sustainability Working Group is meeting in the week before Court, therefore I will update members further at the meeting on 12 February.

A.4 Personal Safety

At the last meeting Court members were advised about the arrest of a man for a series of sexual assaults in Glasgow. The case raised concerns about personal safety, especially of women. Since then, the Rector and the SRC President have met with representatives of Police Scotland, and we have agreed to sign an information sharing protocol with the Police.

A.5 Gender Based Violence

In late 2019, universities and colleges in the west of Scotland moved to tackle gender-based violence under the banner of Fearless Glasgow. The partnership has the backing of Police Scotland and the Scottish Government, as well as other specialist support agencies including

Clyde Rape Crisis. It will help raise awareness of sexual violence. It will also offer enhanced support to students. Fearless Glasgow will develop campaigns, share ideas, and to improve access to help and information across all campuses, with the help of specialist groups.

Prompted by the SRC, we are now planning a further campaign to raise awareness about appropriate behaviour and encourage reporting of sexual violence and sexual harassment.

A.6 Disability Access

At the last meeting, the Rector referred to concerns from a potential student who was a wheelchair user, and from her family, about disability access into new buildings.

Estates Committee was asked to follow this matter up. Members of Court will see from the Estates Committee report that it has been taken forward; the minute is repeated below:

Equality, Diversity and Accessibility Update

The Committee noted the update on Equality, Diversity and Accessibility which arose from a query raised at Court. The University's focus on 'People, Place, Purpose' should include an estate which is accessible. This is in addition to legal requirements to ensure that where possible all buildings are accessible. As a result of this, it is important that accessibility and inclusion are key considerations on both the existing estate and the design of the new buildings. This requirement for an accessible estate is captured within the Estates Design Guide, in which it states the University 'is committed to promoting and implementing equality of opportunity in the learning, teaching, research and working environments.' Through this the University seeks design solutions which reflect a progressive approach addressing not only the practical physical requirements of an inclusive campus. In addition, the mental health and wellbeing of campus users is addressed.

The Committee acknowledged the current arrangement of the Design Guide as a document all design teams must work to. IT was also noted the University has an Accessibility Design Champion who ensures that all building design addresses accessibility. Work will be done with the Champion to find appropriate solutions. The Committee agreed that further work should be done with Disability Services to ensure Accessibility information is readily available.

The Director of Student and Academic Services has since communicated with the mother of the prospective student and is currently expecting further input on the latter's needs.

SECTION B – ITEMS FOR INFORMATION / ROUTINE ITEMS FOR APPROVAL

B.1 Industrial Action

Following the days of strike action in November and December last year, there is currently a period of 'working to contract' (e.g. declining voluntary tasks) to 29 April 2020.

By way of reminder to Court members, UCU called the industrial action about the 2019 pay settlement for staff and concerns over casualisation, equality and workloads; the union is also concerned about increases in the contribution employees make towards their pensions. The 2019 pay settlement in August 2019 was an uplift of 1.8% but UCU had called for at least 6%; and the union has argued that staff should not have to pay a 0.8% increase in pension contributions.

Progress was made in national negotiations on the non-pay issues and also on the future of the pension scheme. However, we have been notified that the UCU's HE Committee will not put the revised proposals on on-pay issues to its members and has called for a further 14 days of strike action. We will inform staff and students of these developments in advance of the Court meeting and update orally on the latest news.

B.2 *Disinvestment petition*

At the last meeting, Court heard that we had been approached by a coalition of student groups calling on the University to disinvest in companies involved in the arms trade/defence sector. Court supported the establishment of a working group to consider this issue and to report back to Court via Finance Committee. The group has met once, will do so again shortly and will continue to liaise with relevant groups ahead of reporting back later in the spring.

B.3 *Organisational Change Governance Group – Small Animal Hospital*

At the October meeting, Court heard that the OCGG had met to discuss proposals relating to the Small Animal Hospital, arising from changes in the market for veterinary referrals. In December, Court approved development of the preferred option of setting up a wholly-owned subsidiary company to manage the Small Animal Hospital. That work is ongoing, with the unions involved in consultation.

B.4 *Annual Court Self-Assessment and Convener appraisal*

As has been usual in previous years, a questionnaire for Court self-assessment/feedback on performance will be circulated. The Court Governance Working Group will consider the outcomes of this to ensure Court is addressing its responsibilities in terms of good governance. There will be a report to Court at a future meeting.

With Court's agreement it is also proposed that the Chancellor's Assessor, Ronnie Mercer, undertake the appraisal of the Convener's performance.

B.5 *Committee appointments*

Finance Committee

Nominations Committee is recommending the appointment of Mr Benny Higgins to the Finance Committee, as an additional co-opted/external member, aimed at further strengthening the skills and experience set on the Committee. Mr Higgins' current appointments include being executive chairman of the Buccleuch Group and strategic adviser to the First Minister on the building of the Scottish National Investment Bank; he is also chairman of AAB Wealth (Anderson Anderson & Brown Wealth) and chairman of Forster Chase Advisory Limited. Previous roles include CEO at Tesco Bank/Group Strategy Director, Tesco; and Executive Director at HBOS.

Court's approval of this recommendation is sought.

Remuneration Committee

Nominations Committee is recommending the reappointment of Mr Rob Goward, a co-opted (non-Court) member of the Remuneration Committee, for a further four years to March 2024. Mr Goward is a global partner in the Mercer Consulting business, which specialises in all aspects of the HR agenda including management remuneration and pensions. He

previously held a number of senior HRD roles, including in international settings. He is also on the University's HR Committee.

Court's approval of this recommendation is sought.

B.6 *Senior Appointment – Director of Estates and Commercial Services*

I will update Court at the meeting, in relation to the appointment to replace Ann Allen as Director of Estates. Ann leaves the University at the end of April 2020; an announcement about her successor will be made before the Court meeting.

B.7 *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**.

B.8 *Heads of School Appointments*

College of Science & Engineering

Professor Simon Gay has been appointed as Head of the School of Computing Science for 4 years from 1 August 2020.

Professor David Ireland has been appointed as Head of the School of Physics & Astronomy for 4 years from 1 August 2020.

Convener of Court**Summary of Business – 12 December 2019 to 12 February 2020**

Date	Meeting	Location
20 December 2019	Conference call with Heather Cousins/Graeme Bissett	Phone call
	Conference call with David Duncan/Graeme Bissett	Phone call
8 January 2020	Conference call with Principal, Christine Barr, David Duncan and Graeme Bissett	Phone call
10 January 2020	Conference call re Advance HE Support	Phone call
27 January 2020	Meeting with Sara Carter re Convention of the South of Scotland meeting	University of Glasgow
28 January 2020	Court Chairs/Officers Pre-Court Meeting	University of Glasgow
	Meeting: Principal	
	Finance and Estates Workshop	
	Finance Committee	
30 January 2020	CUC Committee: Meeting and Dinner	London
3 February 2020	Convention of the South of Scotland	Dumfries
12 February 2020	Meeting: Simon Kennedy, Court Member	University of Glasgow
	Meeting: Chris Kennedy, Court Member	
	Meeting: Craig Daly, Court Member	
	Meeting: Kirsteen McCue, Court Member	
	Court Pre-Meeting	
	Meeting: Nicola Cameron	
	Court	
	Court Dinner	

Court Context Card - SRC Annual Report 12 February 2020

Speaker	Mr Scott Kirby
Speaker role	President SRC
Paper Description	For information
Topic last discussed at Court	February 2019
Topic discussed at Committee	NA
Committee members present	NA
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	For information only
Timing	Immediate
Red-Amber-Green Rating	Green
Paper Type	For information only
Paper Summary	The Students' Representative Council's Annual Report 2018/19. Court will receive a presentation from Scott Kirby, SRC President providing a brief overview of the SRC's work over the previous year. Scott Kirby will give an update on initiatives, activities and priorities in the current academic year including; academic engagement and representation, student support, volunteering and clubs & societies, SRC/University joint initiatives and current and future challenges.
Topics to be discussed	None highlighted
Action from Court	For information/discussion if desired
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	
Risk register - college level	
Demographics	
% of University	100%
% of college	
Operating stats	
% of	
Campus	All locations
External bodies	Students Representative Council
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	Equality implications are considered for all our activity.
Suggested next steps	
Any other observations	

University of Glasgow

Students' Representative Council



Annual Report 2018/19

"A strong and productive relationship with the Students' Representative Council is evident..." (UofG ELIR 2019)

Higher Education Awards - Higher Education Achievement Record - UofG Tours - Student Media Volunteering & Community Engagement
Jobshop - Freshers' Week - Student Guide Support & Well-being Welcome Point - Advice Centre - Additional Support - Bookshop - ELIR - Elections - Mental Health Representation & Engagement
Classes Reps - Mental Health Representation & Engagement
Civic Engagement - Volunteering - Clubs & Societies

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Welcome & Introduction

1

2018/19 Highlights



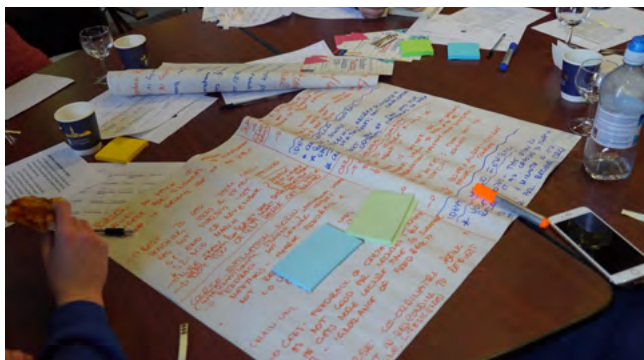
Influencing University Decision Making

The ELIR report was extremely positive about the “*strong and productive*” relationship between GUSRC and the University:

Student engagement and partnership – “A strong and productive relationship with the Students’ Representative Council is evident, and the University has made positive moves to engage the wider student body both on formal committees and in the range of strategic projects underway. Students are clear that their contributions are valued and acted upon”.

*Enhancement-led Institutional Review of University of Glasgow
Outcome Report March 2019*

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Shaping the Student Experience

The establishment of the Student Experience Committee, jointly chaired by the SRC President and University Chief Operating Officer and reporting to Court, has provided an opportunity to build on our successful and influential partnership with the University.

“There is a strong and constructive relationship between the SRC and the University which works successfully to ensure that the student view is reflected in strategy and policy relating to enhancement of the student experience”.

*Enhancement-led Institutional Review of University of Glasgow
Technical Report March 2019*

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World-class Volunteering

GU Volunteering is the key component in our volunteer offer, with a particular focus on civic engagement, assisting UofG students in bridging the gap between the University and some of the communities it serves. Increased financial support from the University has enabled us to provide many more students with the opportunity to find and pursue new interests whilst developing themselves as individuals and learning about life beyond the more structured learning environment.

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Mental Health: Peer Support Training

A further £22,000 award from the National Lottery enabled us to roll out the third iteration of our successful Mind Your Mate programme during 2018/2019. The funding enabled us to recruit and train a cohort of 12 volunteer trainers in suicide prevention. This has enabled us to sustain the programme, despite previous departures.

“The University has also worked in partnership with the SRC on mental health campaigns including the particularly successful ‘Mind your Mate’ initiative, a peer-led suicide awareness programme, which has received praise from staff and students”.

*Enhancement-led Institutional Review of University of Glasgow
Technical Report March 2019*

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Effective Representation

An independent survey completed by 959 Class Reps (70%) reported a 5% increase, to 77%, who found it easy or very easy to raise issues at Staff Student Liaison Committees. 81% reported that action had been agreed or taken as a result of their input whilst 75% said they had developed their communication skills as a result of the role. The researcher concluded:

“the data strongly indicates the beneficial and rewarding experience that most Class Reps have had, and the majority are pleased to have taken the role”.

*GUSRC Class Representative Survey 2019; Key Findings
– S. Solomon 20th May 2019*

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Rent Guarantor Scheme

Following an approach from GUSRC the University agreed to establish a Rent Guarantor scheme for International Students and members of vulnerable groups. This initiative will reduce barriers to private rented accommodation and reduce the potential for financial exploitation, particularly in cases where students without a UK based guarantor are required to pay six or more months’ rent in advance.

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It Stops Now!

With Rape Crisis Scotland we conducted a high profile launch of the “It Stops Now Campaign” at UofG; the first launch at any UK HE institution. As the first partner in the UK roll-out of the campaign we were invited to speak at the National Women’s Council of Ireland’s conference to launch the Irish “It Stops Now” campaign to discuss our work in this field. The campaign is funded by the European Commission and aims to build a culture of zero tolerance in third level institutions throughout Europe.

“Approach to promoting equality and diversity - in collaboration with the Students’ Representative Council, the University has a pro-active approach to supporting the diverse needs of its student body. Equality Champions, recruited from the University’s Senior Management Group, work effectively in conjunction with the Students’ Representative Council and the Equality and Diversity Unit”.

*Enhancement-led Institutional Review of University of Glasgow
Outcome Report March 2019*

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Promoting the University

Our historical tours of the University continue to grow in popularity. The tour guides are all students who undergo intensive training. A re-branding exercise has resulted in a 28% increase in tour participants over the last two years to 3177. As well as giving students the opportunity to develop their communication skills and share their pride in the University, the small surplus generated supports our work with volunteering and student societies.

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Foreword

Welcome to the 2018-19 Annual Report from the University of Glasgow Students' Representative Council (GUSRC).

2018-19 was another successful and productive year for GUSRC and this report sets out our activities and achievements in enhancing the experience for students at the University of Glasgow. Our work throughout the year reflects the values, aims and priorities outlined in our Strategic Plan 2015-20: representation and engagement, support and well-being, volunteering and community engagement, and these core tenets continue to be the focus of our activities and drive our successes year-on-year.

Representation is at the heart of what we do, and last year saw the Student Experience Committee (SEC), which was established in early 2018, operate through its first full academic year. The SEC is co-chaired by the SRC President and the University's Chief Operating Officer, and reports to University Court, giving it significant influence and providing us with a high-level platform to discuss the most important issues affecting our students. We played an integral role throughout the ELIR (Enhancement-led Institutional Review) process, ensuring students were involved at every stage, and we also initiated a review of representation of post-graduate research students across the University.

Support and well-being, as well as a commitment to equality and inclusion, are central to the GUSRC's work. In 2018-19 we not only built upon the successes of previous years but also sought opportunities to innovate, with several new support initiatives developed in partnership with the University. Two key projects were the creation of a rent guarantor scheme and a submission to the Carers Trust Going Higher Award, which gave us the opportunity to evaluate and improve support for student carers at UofG.

We continue to prioritise mental health and well-being, and more students than ever have taken part in our Mind Your Mate Suicide Prevention initiative. We also secured an additional £47K investment for early-intervention mental health support, which has funded a pilot of Peer Support in the College of Arts, the only College not to have any trained Peer Supporters prior to this year.

Last year also saw an increased investment in the GUSRC Volunteering Service (now re-branded as GU Volunteering), allowing us to work towards more sustainable partnerships with community organisations and increase the opportunities available to our students.

An early success for GU Volunteering was the establishment of the GU Environmental Task Force, harnessing the enthusiasm for sustainability and environmentalism amongst our student population. We also continue to support an eclectic range of student-led Clubs and Societies, enhancing the extra-curricular student experience and providing opportunities for our students to develop their skills and graduate attributes.

2018-19 was another successful year for the SRC, but it wasn't without its trials! Tensions around Brexit continue to loom, and uncertainty around Higher Education funding and the general socio-political landscape in the UK will continue to present challenges over the years to come. Alongside external factors, student numbers are also growing year on year and with that comes pressures on student-facing services at the University, including us. However, we are an agile and resilient organisation, which continues to punch well above its weight, and we are confident that we will continue to be central to decision making at the University, ensuring that our students are represented and supported to get the most out of their time here.

GUSRC's work and success would be impossible without our student representatives and staff team, who work tirelessly as champions for our students and to whom we are incredibly grateful. We'd also like to thank our colleagues within the University and external partner organisations, for all your support in helping us to achieve our aims. We hope you enjoy reading about our work over the last year, and that you'll keep up with our achievements over the year to come.

Lauren McDougall
GUSRC President 2018/19

Bob Hay
Permanent Secretary



Governance & Management

Glasgow University Students' Representative Council (GUSRC) is a non-incorporated organisation and is a registered charity (Scottish Charity No SC006970).

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

MISSION

GUSRC's mission, as stated in the 2015-2020 strategic plan is:

"To provide effective representation, support, opportunities and services for and on behalf of the students of the University of Glasgow."

AIMS

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

Representation & Engagement

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

Support & Well-being

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

Volunteering & Community Engagement

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

OBJECTIVES & ACTIVITIES

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

- *To represent and promote the general interests of students of the University.*
- *To advance civic responsibility by providing a recognised means of communication between students and the Court and the Senate of the University.*
- *To prevent and relieve poverty and to advance health by providing welfare services for students and potential students.*
- *To advance the arts, culture, heritage, science and sport by providing amenities and supporting activities for students.*
- *To promote equality of opportunity amongst students and challenge all forms of discrimination whether based on sex, age, race, ethnicity, sexuality, disability, religion, cultural background or other such status.*



COUNCIL

Council is the governing body of GUSRC. Members of Council are elected through secret ballot of all students. The Trustees are the members of Council, including the Sabbatical Officers.

The constitution makes provision for a Council of not more than 49 members, an Executive of not more than 4 Council members, Offices of President, Depute and Vice-Presidents, and Permanent Secretary.

There are 47 elected positions on Council, including 4 in the Sabbatical constituency. All members have one vote. A candidate can stand for one position at one election. Members can only vote and nominate candidates in academic constituencies (i.e. the School or College) to which they belong. Votes are cast online. There is also provision for 5 ex officio members of Council. The Executive Committee comprises the Sabbatical Officers.

ROLES & RESPONSIBILITIES

The Permanent Secretary (Bob Hay) fulfils a Chief Executive role and undertakes an advisory role and day-to-day management of the organisation; the Executive implements policy on a day-to-day basis. To do so, the Executive (on behalf of the Council and through the Permanent Secretary) has operational financial power and responsibility. Various checks and balances, as required by the University, are provided for.

INDUCTION & TRAINING OF TRUSTEES

There is a comprehensive training and induction programme provided for the trustees with a particular focus on the Sabbatical Officers. A rolling training programme is delivered for Sabbatical Officers throughout the summer period and beyond.

Council members are required to attend a full introductory training event plus additional sessions throughout the year. The training programme incorporates a range of areas relating to effective governance and an inclusive, informed approach to organisational development, including the following:

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

In addition to Sabbatical Officers, GUSRC works to ensure that all members of its governing body (GUSRC Council) receive adequate support to fulfil their roles.



UNIVERSITY PARTNERSHIP

GUSRC and the University continue to work closely together in delivering meaningful informed student engagement. The University's Reflective Analysis for the latest Enhancement-led Institutional Review (ELIR 4) highlights the strength of this relationship:

"Student engagement has been a pillar of our approach to enhancement for a long time. Our partnership with our student bodies - particularly the Student Representative Council - is something of which we are extremely proud. The student voice is taken account of at all levels of University decision-making. There are high levels of trust and cooperation between SRC and University colleagues, which means that we can work together in a transparent way to improve the experience of our students".

Enhancement-led Institutional Review 2019 Reflective Analysis

The aforementioned document further elaborates on the University/GUSRC working relationship and outlines the central role of GUSRC in contributing to a positive student experience:

"The working relationship between the University and the SRC is positive and deep-going. The University values the constructive challenge provided by the SRC, its Sabbatical Officers and Student Representatives. The student voice and indeed direct input through and from the SRC have been central in shaping the way that the University supports and works with students. An example of this is the SRC training it provides directly to students on sexual violence, which explores the impacts of sexual violence, ways of building supportive communities, consent, intervention and where to find support. The SRC also makes indispensable contributions to University-led initiatives".

Enhancement-led Institutional Review 2019 Reflective Analysis

STRATEGIC PLAN

The Strategic Plan sets out our key values, vision, mission as well as key strategic aims and objectives which underpins our work. Where possible we aligned our aims with those of the University strategy "*Glasgow 2020 - a global vision*". We also gave consideration as to how our work would complement the University's Learning and Teaching Strategy. We are now entering the 5 year planning cycle and intend to develop our next strategic plan over the coming year. Where appropriate we will seek to align our aims with the themes emerging through the University planning process whilst retaining the right to challenge.

The Strategy can be downloaded from our website at glasgowstudent.net/about/publications/strategic-plan/



2

Representation & Engagement

“We will be the student voice across the University decision making structures and beyond, influencing the design and decision and delivery of learning and teaching, student services, and estates development to collaboratively ensure a positive student experience”.

Strategic Aim 1 - GUSRC Strategic Plan 2015-2020



Council & Representation

GUSRC COUNCIL

The structure of our Council includes elected College Convenors and School Representatives (school reps) reflecting the College and School Structure of the University. Ideally these academic representatives link with and support our 1,200 class representatives (class reps). A priority during the period of our current strategy is to develop the links between class reps and GUSRC and seek to identify and promote the impact and successes of the class rep system.

GUSRC ELECTIONS

GUSRC runs two sets of elections annually. The Spring elections generally enjoy three to four times the participation of the autumn elections. The Spring elections include the most senior positions of SRC President, VP Student Support, VP Education and VP Student Activities all of which are full time salaried (sabbatical) positions.

The Spring Elections in 2019 saw 36 candidates contesting 41 available positions (41 candidates in 2018). 6 candidates contested the 4 Sabbatical positions (President and 3 Vice Presidents), a slight decrease from 9 in 2018. Unfortunately, we are unable to report unique voter turnout for this year. An error meant that this detail was not requested from the University (who manages the election) before the relevant data was wiped from the IT system.

SUPPORT TO ELECTED OFFICERS

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

GUSRC officers sit on an extensive range of committees and working groups within the University, currently over 70 with a campus-wide remit, plus a significant number of college and school level committees. Our staff team are allocated specific committees and will liaise with the nominated student officers prior to these meetings to prepare briefing materials as and when required. This ensures a degree of continuity as well as assisting informed, empowered student involvement.

GUSRC's structure helps to ensure that its campaigning priorities and policy development process are evidence based and informed by the current issues affecting students. The Advice Centre, through its casework, is often able to identify issues and trends at an early stage and brief officers accordingly. Matters emerging as a result of senior officers' participation in University committees are communicated back to SRC Council in the required council report format for discussion and, where appropriate, agreement on future action.

INFLUENCING UNIVERSITY DECISION MAKING

GUSRC reps, from class representatives to the full-time sabbatical officers, have the opportunity to influence decision making at every level in the University. The following pages outline examples of our work over the year and demonstrate our role as influencers of University policy, as well as highlighting the services we deliver to complement the aims of the University in enhancing the experience for our students.

GUSRC input in University decision making at the highest level, and across the diverse range of strategic projects, is supported, encouraged and highly valued by both parties. Throughout the last year, GUSRC Executive officers have been involved in a range of strategic and large-scale projects, working with

the University to place consideration of the student experience at the front and centre of strategic deliberations. The strength of this working partnership was recognised and commended in the ELIR Outcome report (March 2019):

“Commendation 2 - Student Engagement and Partnership - a strong and productive relationship with the Students’ Representative Council is evident, and the University has taken positive steps to engage the wider student body, both on formal committees and in the range of strategic projects underway. Students are clear that their contributions are valued and acted upon”.

Enhancement-led Institutional Review of University of Glasgow Outcome Report March 2019

Whilst there is considerable work done by GUSRC representatives through the committee structures, we also participate in areas of work outwith these structures which will have a long-term impact on the student experience at Glasgow. This year saw the beginning of a major reorganisation of how the University delivers its services to students, including the launch of a new service model and technical support solution for day-to-day student enquiries. In addition, there is a restructure (reshaping) of specialist support services such as the Counselling and Disability Services. GUSRC have been involved from the beginning in determining the vision for the new services, in the content creation for the new Ivanti help-desk system, and in the appointment processes for the senior members of staff who will lead these newly designed services. The SRC President also took part in the reappointment and performance review for several members of the Senior Management Group.

In early 2019, the University also began the early planning stages of the new 2020-25 Strategy, and GUSRC took part in two residential planning events along with senior staff from across the University. These intensive two-day sessions began to explore the potential high-level vision for the new strategy and afforded us the opportunity to highlight what we believed should be at its heart. Following the residential sessions, the Senior Vice-Principal, Neal Juster, ran a consultation workshop with Council to

provide an early opportunity to shape the strategy. Feedback on the contribution of Council members was extremely positive. As the strategy planning moves forward, the SRC will continue to play a key role in steering the direction of the strategy.

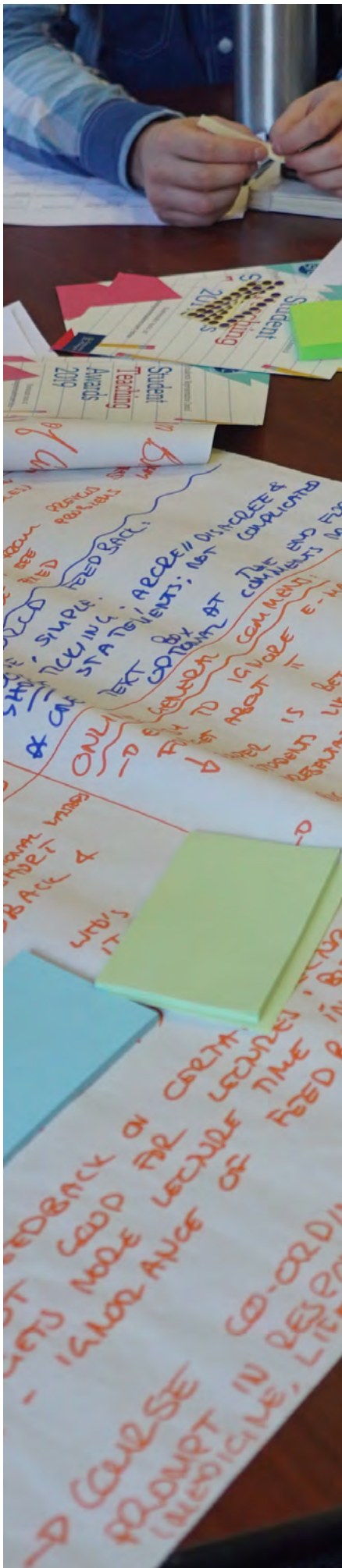
STUDENT EXPERIENCE COMMITTEE

The Student Experience Committee (SEC), established in spring 2018, provides us with an additional opportunity to bring the most pressing non-academic student issues to the highest level in the University. With the GUSRC President as co-chair, and a large percentage of the membership comprised of GUSRC representatives, the student voice is a significant element in the SEC’s decision-making. Partnership working between students and senior University leaders is central to the SEC’s success as well as its influencing and decision making powers within the University’s power hierarchy.

The 2018-19 academic year was the SEC’s first full operational year and the work of the committee was steered by the Student Experience Strategy and Action Plan, which had been developed by members over the summer. The key priorities for the year were shaped by a few overarching themes: mental health and well-being, extra-curricular activities and graduate attributes, supporting equality, diversity and inclusion - with a focus on supporting non-traditional students to succeed.

The SEC also set priorities for allocations from the strike fund (salary monies saved by the University as a consequence of staff members being on strike) and in addition created a working group focused on improving the experience of international students.

The GUSRC President and University’s Vice Principal for Learning and Teaching coordinated and led a productive joint away day with members from the SEC and University’s Learning and Teaching Committee (LTC). Although the SEC’s remit is to oversee the non-academic aspects of student life, which provides important focus for specific policy development, there is also a clear need for opportunities for decision makers to come together, as part of a holistic approach to addressing the student experience.





The joint away day allowed us to work together in considering areas of overlap and co-create solutions. Topics included: induction and orientation, content advice in academia, student retention and success, and student well-being. Feedback on the event was extremely positive, with attendees stating how beneficial it was to meet together and discuss a whole University approach to these intersecting issues.

ENHANCEMENT-LED INSTITUTIONAL REVIEW (ELIR)

We were heavily involved in the ELIR process from the start, particularly around engaging with the panel and assisting with the organisation of and attendance at focus groups, as well as contributing to the drafting of the Reflective Analysis and engaging with the ELIR panel.

“SRC Sabbatical Officers have been involved from the earliest stages of planning and preparation for ELIR 4. As this period spanned the election of Sabbatical Officers, a range of meetings were held with both outgoing and current Officers, including the President and Vice President (Education). The current President of the SRC had previously held the position of Vice President (Student Support) which helped to ensure a longer-term view of discussions between the University and SRC, and this in turn informed the meetings that took place. By looking for correlation across the topics that arose in individual meetings, we were able to determine that our themes were well aligned”. *ELIR Reflective Analysis 2018*

WORLD-CHANGING GLASGOW TRANSFORMATION PROGRAMME

In 2018 the University embarked on a major transformation agenda, the World-Changing Glasgow Transformation (WCGT) Programme. The programme consists of six projects, three of which are directly related to the student experience:

Assessment and Feedback, Student Forecasting and Enrolment, Student and Staff Service Delivery and a fourth project, Smart Campus, which aims to vastly improve the use of technology at the University to create campuses that work better for students and staff.

The SRC have been deeply involved in WCGT from the outset; the President sits on the programme board which governs and oversees the entire suite of projects, and the membership of each of the four project boards which impact on the student experience also includes at least one sabbatical officer. SRC input to the projects so far has challenged the scope and ambition of each project, ensuring that the significant investment in WCGT results in a truly enhanced and transformed experience for our students. The WCGT team and board members have been very positive about the SRC contribution to the projects, and throughout the last year have regularly sought additional input through meetings with staff leads on the projects, as well as with the external corporate stakeholders who are supporting those projects which require specialist expertise.

The Assessment and Feedback Project, in particular, is a major priority, given student feedback in this area and the University’s NSS results. Due to the scale and potential impact of this project, each of the sabbatical officers has been involved in contributing to the shape of the project. We have also facilitated consultation sessions with over 300 students over the last year, including Council members, Class Representatives and on the spot feedback across 2 days in the library. This student involvement has given stronger direction to the project and has resulted in changes to the objectives and measures of success, to better reflect student expectations of assessment and feedback at UofG.



Class Representatives

IMPACTS & BENEFITS

GUSRC is considerably larger than its elected representatives on Council - with over 1,200 class representatives on campus, we consider there is potential to develop engagement and gain wider influence and understanding of learning and teaching. We ran our annual Class Rep Survey for the fourth time in 2019 and received 959 responses.

As in previous years, the survey findings were positive, including:

- 81% of respondents felt well prepared for their role by the SRC training (rising to 86% for international students).
- 77% found it easy or very easy to raise issues at Staff Student Liaison Committees (an increase of 5 percentage points on the 2018 figure).
- 81% reported that some action had been agreed or taken as a result of their input.
- 75% said they had developed their communication skills as a result of the role, and 70% reported a better understanding of University structures.
- Changes the reps reported to their courses as a result of their work included:
 - 38% improved access to materials/resources
 - 34% changes to lecture/tutorial arrangements
 - 30% changes to assessments
 - 28% changes to course materials
 - 27% changes to course structure

The researcher commented:

"As previous surveys have shown, the evidence from the data strongly indicates the beneficial and rewarding experience that most Class Reps have had, and the majority are pleased to have taken the role".

CLASS & POSTGRADUATE REPRESENTATIVE TRAINING

We recruit and train around six to eight UofG students per year to deliver the class and PGR representative training. As all trainers are UofG students, they are familiar with the structures and systems of the University. As well as training on the main campus, we also offer to provide class representative training for students on site at the Dumfries Campus, and for students on partnership programmes at Singapore Institute of Technology, the Joint Graduate School in Nankai, and UESTC in Chengdu, China (via video link). We also offer an online version of the training via Moodle, for online/distance learners.

EVALUATION OF TRAINING

GUSRC runs two main blocks of training, one per semester. During the academic session 2018-19, we trained a total of 812 Class Representatives (last two years 732 and 771 respectively). A total of 797 evaluation forms were completed. From the forms, we were able to elicit the following:

- For the statement *"The training developed my understanding of the rep role"*, 99% (97%) of respondents gave a positive score (4, 5 or 6).
- For the statement *"The training defined the student learning and development experience"*, 98% (97%) gave a positive score.
- For the statement *"The training explored how I can gather student opinion about learning/research issues"*, 98% (97%) gave a positive score.
- For the statement *"The training introduced skills and methods needed to present information to staff and fellow students"*, 97% (97%) gave a positive score.
- For the statement *"The training gave me a good overview of the feedback processes here at the University of Glasgow"*, 97% (96%) gave a positive score.
- For the trainer's *"knowledge of subject"* and skill at *"involving the group"*, 99% (98%) gave a positive score on each measure.
- 97% (97%) would recommend the training to other class reps.

This year's evaluation figures are equal to or exceed last year's, shown in brackets.

DEMOGRAPHIC

There was almost no change in the demographic of participants. As would be expected the majority were undergraduates at 68% (66%), with 28% (31%) being PG Taught and 3% (4%) PG Research. Only 3% (3%) of trainees were part time. There was more than double the number of females participating to males (68% to 31% compared with 66% to 34% in 2017-18) and 7% of those participating consider themselves to have a disability (6% last year). 53% (56%) of students were from the UK, 23% (21%) from the EU and 24% (23%) from the rest of the world. Last year's figures are in brackets.

SUCCESS INDICATOR: *Our Strategy states "We will train an average of 800 class representatives per year over the 5 years of this plan and maintain a satisfaction rating of 95% with the training". The number trained has risen against last year's figure, and once again the satisfaction targets were exceeded. We will continue to review and develop the training on an annual basis to ensure these standards are maintained.*



CLASS REPRESENTATIVE MIXER

As we continue our work to strengthen our links with class representatives and encourage effective two way communication, we organised our class rep mixer in semester one. The first such event was held last year and was evaluated positively, with class reps enjoying the opportunity to meet other class reps as well as GUSRC Council members, receive information on the work of GUSRC so far and give feedback on their own experience in the role.

The event was led by the VP Education who presented and facilitated discussion on the following:

- VP Education's priorities for the year
- A summary of findings from the 2018 Class Rep Survey
- An overview of what has been done in response to class rep feedback
- Proposed GUSRC Campaigns for the year and opportunities for class reps to become involved

Following the initial presentation, the event moved forward into group facilitated discussion focused around the following areas:

- *How is your role going so far?*
- *What skills have you used since attending training?*
- *What ways have you collected feedback from your class?*
- *How can the SRC support you further?*
- *What questions should be asked to evaluate a course?*

Whilst the key focus of this event is essentially on building links and engagement, the feedback gathered is helpful in informing how we work together in the future.

CLASS REPRESENTATIVE CONFERENCE

The third SRC Class Representative Conference was held early in Semester 2 with 145 participants from all colleges representing UG, PGT, and PGR students. In addition to network building and sharing of experiences the key aim was to give class representatives a chance to learn about broader university initiatives beyond their localised remits.

Campus Development – Transformation Project:

This session aimed to evaluate the student journey, considering key points where students felt they were given adequate or inadequate support. It was presented by part of the World-Changing Glasgow Transformation team and tied into their project focused on Staff and Student Services Delivery.

Improving Course Feedback at UofG:

The aim of this session was to gain an understanding of how students provide course feedback within the university, as well as how their feedback is acted on.

Modes of Assessment and Feedback:

This session aimed to understand exemplary ways of assessing students within the university. This was led by the SRC Sabbatical team at the request of the World-Changing Glasgow Transformation team working on the assessment and feedback project.

Conference Feedback:

Class Reps were very positive about the opportunities to gain an understanding of, and input to, the wider University picture. Those attending from the University were appreciative of the opportunity to gain informed input. The feedback indicated a clear desire from the class reps to gain further opportunities for involvement and input on a wider University level.

STAFF BRIEFING- STUDENT REPRESENTATION

In August 2018, the SRC VP (Education) and Senior Advice, Policy & Training Officer hosted a briefing session for University staff with the aim of improving staff engagement with the class rep system, making staff aware of what we are asking of the reps in their role, raising staff awareness of SRC structures and afford staff the opportunity to ask questions and share experiences of administering the class rep system.

There was a Senate Office presence at the session in order that questions about the University side of the policies and processes could be answered effectively. There were 19 attendees and the session was very positively evaluated. It is recommended that at least one similar session is run again in 2019. For the next iteration, we hope to involve Senate Office to a greater degree in the content of the session.

STUDENT REPRESENTATION TOOLKIT

Following on from the staff briefing highlighted above, the VP (Education) and SRC staff members have worked on creating a Student Representation Toolkit, aiming to launch this in time for the 2019-20 academic year.

This is a significant contribution towards the University's work on the current Enhancement Theme, 'Evidence for Enhancement'. There will be a version of the toolkit for class representatives, and a parallel one for staff, and it aims to bring together into one place helpful information such as:

- Key dates and contacts
- Links to the Code of Practice on Student Representation and other relevant policies
- Guidance for class representatives on gathering and using information
- Guidance for staff on holding class rep elections
- A regularly updated selection of good practice from around the University, initially gathered from meetings between the SRC and Schools, and subsequently submitted by Schools themselves once the toolkit is live

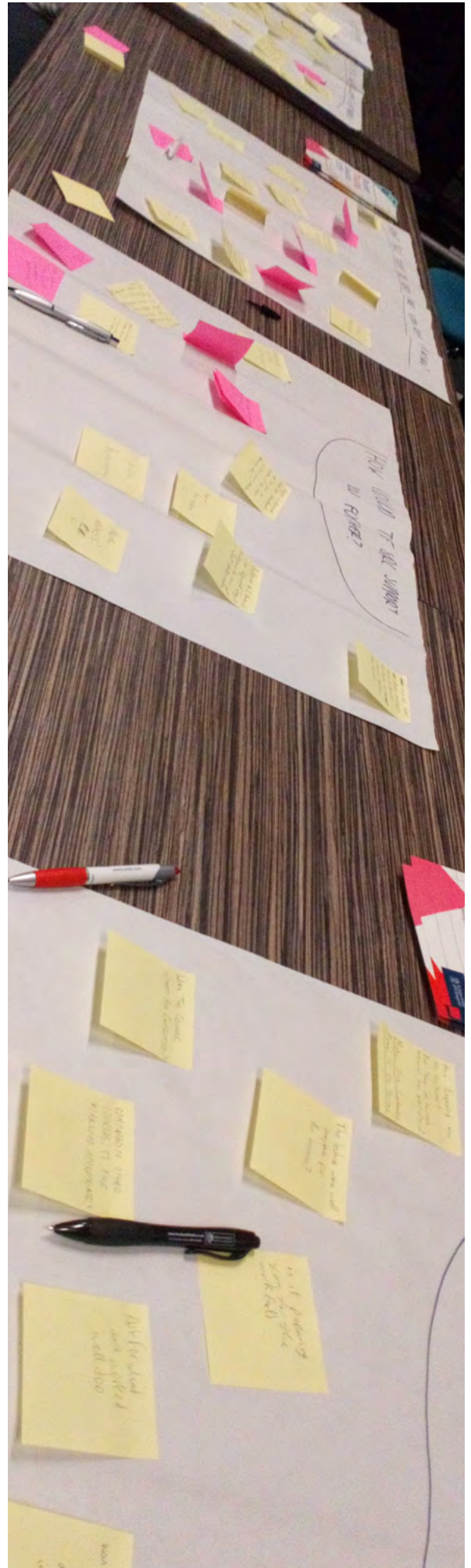
CLASS REP TRAINING FOR ONLINE/DISTANCE LEARNERS

Class Representative Training for Online/Distance Learners was delivered via Moodle by two members of SRC staff from 1st - 9th November 2018 and 8 representatives took part. There was insufficient demand to run the training in semester 2. All 8 students completed an evaluation.

All said they had been able to fully participate in the training. Responses to the quality of the training content were over 99% positive. Similarly, the scores for the trainers' pace, knowledge and ability to create interest and involve the group were 100% positive. 88% of respondents considered the training 'useful' or 'extremely useful'. 100% of respondents would recommend the training to others.

AREAS FOR DEVELOPMENT

As in previous years, the number of reps being elected to their role (as opposed to selected or being the only volunteer) has been identified as an area for improvement. In addition, MyClassReps (formerly Student Voice) continues to be under-utilised.





Academic Issues

PERIODIC SUBJECT REVIEWS

Over the year, student panel members participated in 6 Periodic Subject Reviews (PSRs):

- Celtic and Gaelic
- School of Veterinary Medicine
- MVLS Graduate School (Cluster 1)
- Medical Undergraduate School (this had been postponed from the year before)
- School of Engineering
- Politics

Student representatives are prepared through a full day 'mini review' training event plus considerable pre-course preparation. The session was led by the Senate Office in conjunction with GUSRC and the Academic Development Unit; it provided participants with an overview of PSR in relation to the Scottish Quality Enhancement Framework, as well as highlighting what is expected from student panel members, including how to analyse and interpret documentation, be an effective communicator and plan for the Review. The course evaluation again was extremely positive.

In an attempt to gauge the quality of student input from student reps, the PSR Panel clerks are asked "can you suggest any changes which might improve the experience for the Student Rep?" Responses included the following:

"I don't know but I would like to record the fact that the student rep made an excellent contribution".

"In advance they expressed some anxiety (not surprisingly) but in the event they appeared confident and clear in their views and displayed great maturity in the way that they participated".

"I had an experienced Student Panel Member as she had undertaken one before – excellent".

"No she was very well prepared".

SUCCESS INDICATOR: Our Strategy states: "We will participate in 100% of PSRs and 100% of feedback will agree that the student representative made a constructive contribution to the process". The Senate Office feedback form showed all six Clerks (100%) agreeing / strongly agreeing that Student Reps made a constructive contribution to the PSR."

CODE OF STUDENT CONDUCT – FAIRNESS IN APPROACH

Our Advice Team along with the SRC President and VP Student Support met with representatives of Senate Office, University Security and the Executive Director of Academic and Student Services in December 2018, to discuss some areas of student conduct procedures where we felt changes could be made to make the process fairer.

The rise in the number of complex cases – particularly those involving sexual misconduct – was highlighted, and the issue of sufficient resource to properly support students with such cases was also raised, as these numbers are expected to continue to increase once the new reporting system is fully established.

We proposed the introduction of information sheets for students who are suspended or expelled, to give them more information about their status and any next steps. Senate Office has produced a first draft which we have commented on, and work is ongoing.

CHALLENGING CHANGES TO CODE OF CONDUCT

In early 2019, Senate Office proposed some changes to the Code of Student Conduct. Whilst we were happy to support some of the proposals, we expressed strong concerns over others, such as lowering the standard of proof at Senate Assessor level, and removing the right of the accused student to ask questions in a hearing, which we considered were going too far in limiting the rights of students accused of wrongdoing.

We also raised concerns around penalties more generally, particularly for academic misconduct, specifically questioning The University's approach to penalties which appear to be purely focused on punishment, with little consideration of a more constructive approach that would contribute to students' understanding of academic integrity.

We also reiterated the point that penalties for misconduct do not work effectively as a deterrent, when the majority of students are unaware of the severity of penalties. Work on reviewing penalties is ongoing, and we continue to work closely with the Senate Office on progressing matters.



#LECREC

Our #LecRec campaign began in September 2016, following several years of lobbying for a formal lecture recording policy and further investment in technology to support lecture recording. Throughout 2018-19 we continued to work, with Council Members and Class Representatives, on a grassroots campaign to raise awareness within the Schools and Colleges of the benefits of lecture recording.

Since 2016, GUSRC and the University have been monitoring the impact of the #LecRec campaign by noting the number of "events" (lectures) which have been recorded. Last year a total of 5,398 events were recorded, a significant increase on the previous year's figure (2,538) which in itself was a huge uplift on the 2016-17 total (694).

The 5,398 recordings have been viewed over 303,300 times by students, evidencing the demand for lecture capture and demonstrating that academic staff are also embracing change as more opt-in to record each year. In addition to the grassroots #LecRec campaign, throughout the last year we worked in partnership with senior leaders within the University to move from the current opt-in arrangements to an opt-out policy; moving with the shift in culture towards more recording and allowing the process to become streamlined.

GUSRC led on this policy proposal in a collaborative process where we consulted with staff across the University through the College Learning and Teaching Committees. In June 2019 the new opt-out Lecture Recording Policy was given in-principle approval from the University Education, Policy and Strategy Committee, with final approval to be sought from Council of Senate in the new academic year.

DICTIONARIES IN EXAMS

The issues surrounding dictionaries in exams continue to arise. We met with Senate Office to discuss the high number of students who had brought a prohibited dictionary into an exam in the April diet 2019; it was agreed that the communication to students on this subject was not sufficiently clear. It was suggested that in future, photos of the prohibited types of dictionary could be circulated, and the need for all Schools to promote a consistent, clear message in advance of the next exam diet was highlighted.

Subsequently, however, we were extremely concerned to see that students who had fallen foul of the rules in the main diet were still being given penalties of grade H for the affected exam, albeit with a capped re-sit allowed. The capping of the re-sit can adversely affect the student's overall GPA and may prevent them from achieving a merit or distinction in their degree. Anecdotal evidence from students suggested that invigilators were also unclear on the rules and were applying them inconsistently. We have written to the Senate Office and Senior Senate Assessor for Student Conduct to urge that the University take responsibility for the situation and to request leniency for affected students.

POP-UP STUDY SPACES

At certain times of the year students find it difficult to access space to study, on or off campus. We worked with Space Management and Timetabling to identify appropriate rooms on campus and when they would be unoccupied. Once agreed, we ran a cycle of pop-up spaces in the December exam diet in two lecture theatres and some small seminar rooms. Following feedback, we refined and expanded the offer for the May diet during which we offered rooms specifically for 'quiet'

individual study as well as rooms, bookable through GUSRC, for group study. We also used many of the University's pilot technology enhanced active learning (TEAL) spaces in order for more students to benefit from these new spaces.

It has been difficult to gather numbers due to the drop-in nature of the individual bookings but feedback from students and the University's Social Media Team suggests the spaces are well used and appreciated.

24/7 LIBRARY ACCESS

During 2017 we initiated discussions with the University Library regarding the potential for 24/7 opening. With strong support from the University Librarian 24/7 pilots were launched during the exam periods for session 2017/2018.

Demand was far higher than anticipated and a short survey revealed a considerable majority of students favouring 24/7 opening all year round. Throughout 2018/2019 we have been involved in discussions with the University about how to make 24/7 - 365 happen.

Unfortunately, despite goodwill from most parties involved we have not yet managed to move forward. The complexities around alterations to staff contracts to accommodate 24/7 opening have proved difficult to address. In the meantime, 24/7 library access continues to operate for exam periods. We will continue to work on securing a more permanent solution that also covers teaching time.

STUDENT TEACHING AWARDS

This year was the 9th Student Teaching Awards (STAs) organised by GUSRC. The awards aim to celebrate the work of teaching staff, support staff, and student representatives at the University of Glasgow as well as identifying and promoting areas of good practice. The STAs are a strategic priority for GUSRC, as outlined in our 2015-20 Strategic Plan:

"We will promote good teaching through running annual Student Teaching Awards with a minimum of one thousand students participating in the nomination process and report and publicise our findings".

To maximise engagement, nominations were kept open across both semesters from 12th November 2018 to 25th February 2019. Considerable effort was invested in generating participation in the Awards.

Several rounds of a poster campaign and regular stalls in the library were the basis of our engagement strategy which was augmented by a social media campaign and discussion at the class representative conference.

This year we received 1,144 nominations the majority of which were well considered and of high quality. A report of the findings, including examples of good practice, was subsequently presented to the University's Learning and Teaching Committee.





Campus & External Activity

CARE-EXPERIENCED STUDENTS

We held our first lunch event for care-experienced and estranged students, at which 18 students turned up (from a cohort of less than 100). Attendees were very positive about the event and were keen that more lunches be organised. We also approached the Widening Participation team with the idea of holding a graduation drinks reception for those care-experienced and estranged students who are graduating but have no family attending; the idea being that this would be a small event with drinks and light snacks to which all care-experienced and estranged students would be invited (including those not graduating) and we'd establish something akin to a support community, to celebrate the achievements of those who are graduating.

STUDENT CARERS

This year we initiated the Going Higher Recognition Award application process (Carers Trust initiative for HEIs) resulting in the establishment a UofG/GUSRC working group to progress matters. The evidence gathering exercise has been completed and was submitted mid-June. We expect feedback on our submission by the end of July. This project reflects a key University priority as highlighted in the Outcome Agreement Extract below.

"Demonstrate current and future commitment to students (and staff) who are carers

Our recently updated Students' Representative Council Carers' Policy (the first of its kind in Scotland when created in 2011), will be further reviewed as part of the 'Going Higher' award".

UofG Outcome Agreement 2019-20 to 2021-22

RENT GUARANTOR SCHEME

Our Advice Centre receives regular enquiries from students who are having difficulty in finding privately rented accommodation because they do not have a UK-based guarantor, which almost all private landlords and letting agents now require. Some students are asked to pay six or more months' rent in advance in order to be able to rent a property. Apart from the obvious issue of affordability and resulting lack of access to better quality properties, this also creates problems if students need to leave early, with landlords refusing to refund overpaid rent. We approached University managers to discuss development of a Guarantor Scheme to provide assistance, not only to students from overseas, but also to care-experienced and estranged students from the UK who do not have a guarantor.

The University was supportive of the idea, and we have since worked with the University's Financial Aid Team to develop the rules and procedures for the scheme. The scheme went live in June 2019 and we have already referred students to Financial Aid for consideration.

CRIMINAL CONVICTIONS POLICY

The University proposed an updated criminal convictions declaration policy, which would require all students to declare relevant unspent convictions at registration. This was to be approved in principle at a meeting of the Student Experience Committee; having conducted our own research we questioned whether this was the most appropriate direction for the University to take, and declined to approve the policy in principle until more information and specialist input was sought.

The matter was discussed at a subsequent working group meeting, where it became apparent that the use of such a policy as a risk assessment tool was unrealistic, in part because it relies on self-disclosure. Instead, the University agreed to invite students with a relevant unspent conviction to come forward to take advantage of any additional support they might require to succeed in their studies.

BLACK HISTORY MONTH

During Black History Month we held a panel event about excellence in academia entitled "Celebrating Diversity in Academia" which involved BAME academics, along with UG and PG students, discussing their experiences as BAME people in Higher Education. The panel included Geoff Palmer who was the first ever black Professor in Scotland. With turnout over 100, a highly engaging Q&A session involving most members of the audience and considerable social media coverage; the event was extremely well received.

LGBT HISTORY MONTH

During LGBT history month we worked with GULGBTQ+ and had panellists from external organisations including LGBT Youth Scotland, Trans Pride Scotland and the Equality Network and the SRC President. Panellists answered questions on the theme "Past, Present and Future - Journey to LGBT Equality". With a turnout over 70 and a lively debate in the room as well as on Twitter, the event was well received.



STUDENT EMPLOYMENT RIGHTS

Given the number of students working in part time jobs that involve unsocial hours, we met with a representative from the STUC's Young Workers Project to discuss ways we could work together to promote their "Safe Home Campaign", as well as other initiatives aimed at raising awareness amongst students about their employment rights.

Since then we have used our social media channels to promote various events and campaigns run by STUC (and their affiliated organisations) including: the Safe Home Campaign, a series of workshops on various aspects of employment rights, specifically aimed at students and young people, and most recently an event as part of Women's History Month that looked at women in the workplace. We are discussing the possibility of holding some events specifically for UofG students to give practical advice and support around part-time employment.

PERIOD POVERTY: FREE SANITARY PRODUCTS

In response to the growing awareness of the impact of period poverty, we began lobbying the University in 2017 to provide free sanitary products to students. In early 2018, the Scottish Government announced a new policy commitment to fund all education providers in Scotland to roll out free sanitary protection to all school pupils and HE/FE students.

Over the course of the last year we worked closely with the University to oversee the roll-out of the campaign and influenced the decision to appoint a supply partner who match every purchase with a donation to school pupils across the UK who cannot afford to buy products. We were also instrumental in steering the group to invest in reusable & sustainable products, reflecting, we believe, the values of the student population.

INVISIBLE DISABILITIES CAMPAIGN

Working in partnership with students in the SRC Disabled Students' Network (DSN), we developed a campaign to raise awareness of invisible disabilities. Students within the DSN had raised concerns about feeling uncomfortable with using accessible bathrooms or taking the lift for only 1 or 2 floors. The campaign took the form of social media posts and posters across campus, next to toilets, lifts and entrances to buildings. The posters highlighted that not all disabilities are visible and reminded people to be mindful of those around them. The campaign received positive feedback from students and staff, and more work continues in this area.

INTERNATIONAL DAY OF PERSONS WITH DISABILITIES

To mark the International Day of Persons with Disabilities on 3rd December, the SRC hosted a discussion event, led by the SRC Disability Equality Officer. The event saw students, SRC council members and staff discuss issues facing disabled students and how to make the university an accessible place for all students. The points raised at this event were then taken to the Disability Equality Group in the university. The Disability Equality Officer also wrote a blog post for our website, giving resources and tips for any disabled UofG student to use.

SUPPORT FOR STUDENT PARENTS

Following last year's GUSRC commissioned research into the needs of Student Parents, a University/GUSRC joint working group was established to address the research findings. The working group developed a policy for the Support of Student Parents along the lines of the GUSRC devised Student Carers' policy. The policy includes guidance for staff on types of adjustments which may be appropriate to support student

parents in combining study and parental responsibilities. After consideration and endorsement by the University Student Experience Committee, the Policy was launched in April 2019. The Family Study Lounge in the University Library, which was introduced as a result of our research, continues to be extremely well used. The provision of a lounge with a study space as well as books, a soft play area, comfortable seating and a breastfeeding area has been a real hit with student parents. The Library continue to show real commitment to the success of the space and afford us the opportunity to work alongside them in organising events for student parents in the lounge.

CAMPUS ESTATES DEVELOPMENT

The University's exciting new campus development continues apace. Student representation on the associated Boards and Working Groups continues to be in high demand, placing considerable pressure on SRC Office Bearers and internal staff support framework.

INTERNATIONAL WEEKEND

This year we implemented a new initiative - 'International Weekend'. The idea was to organise a range of social events into one clustered weekend post-registration and pre-Freshers' Week so international students could get all the formal aspects of international orientation week out of the way and concentrate on enjoying themselves. Activities included: Student Life Talks, Current Student Meet and Greets, International Cafés and Speed Mating. To develop this we worked closely with the International Support Team.

"The weekend between International Orientation and Freshers' Week can be a time when the initial elation of arrival in a new country wears off and homesickness or doubts set in. As most offices are closed, having a selection of social events available as well as the opportunity to speak to student helpers can make all the difference to a new arrival. The International Student Support team were delighted to collaborate with the SRC in the creation of "International Weekend" for September 2018 and hope to continue to work together to develop and enhance the arrival experience for our international students".

Avril MacGregor - Senior International Student Adviser

GUSRC IN THE MEDIA

GUSRC once again enjoyed positive coverage in the national media, including coverage of The Sexual Violence Prevention Initiative. There was considerable coverage of this initiative across the BBC and print media, with the University and the SRC being praised. Other areas of coverage include student debt, student mental health and student accommodation issues.

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

- The Times
- The Scotsman
- The Herald
- The Irish Times
- BBC Scotland
- The Journal
- Evening Times
- Radio Scotland
- The Guardian
- Daily Record
- Common Space
- STV
- The Herald

CHILD POVERTY ACTION GROUP (CPAG)

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

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





Mental Health

MENTAL HEALTH ACTION PLAN

UofG, along with many Universities throughout the UK and beyond, has reported sharp rises in students experiencing mental health issues during their studies. We continue to work closely with UofG on the implementation and review of the University's Mental Health Action Plan, which has a clear focus on providing greater support for those impacted by mental health issues, minimising the associated stigma and improving the quality of interventions for staff and students who require support.

During the plan's development in 2017 we were key in ensuring that the action plan placed a strong emphasis on peer-led and early-intervention initiatives, and that it presents a holistic view of well-being as something which should be prioritised throughout the student experience, not just at crisis point - all points we continue to make and which have manifested through a range of joint initiatives.

MENTAL HEALTH: PEER SUPPORT TRAINING

We were awarded £22,000 by the National Lottery in March 2017 which enabled us to roll out the third iteration of our successful Mind Your Mate programme during 2018/2019. The funding allowed us to recruit and train a cohort of 12 volunteer trainers in suicide prevention. Funding for the initial phase of the project had enabled us to fund the training of only 6 volunteers, most of whom have now left the project. The development of a further 12 trainers has enabled us to sustain the programme, despite previous departures, which are generally a result of student trainers graduating and moving on.

The 12 Volunteers, who deliver the session in pairs, went on to deliver suicide prevention training to 315 students over 18 sessions during 2018/2019. From the 246 participant evaluation sheets completed we are able to ascertain the following:

- 96% of respondents agreed that they were considerably more likely to identify students experiencing mental health problems.
- 92% of participants agreed that they were considerably more likely to identify students at risk of suicide.
- 92% of participants agreed that they would be more confident in supporting someone they believed to be at risk of suicide.
- 97% of participants agreed that their knowledge of referral options open to those with mental health issues had developed substantially.

We had originally set a target of 500 trainees over the year. The logistics of organising sessions and delays in support staff recruitment meant that we didn't reach our target this year. However, as awareness of the training grows so does demand and we anticipate a minimum of 500 participants in the next academic session.

The Mind Your Mate sessions cover not only suicide prevention skills but raise awareness of the causes of depression and suicide, as well as ways to improve resilience. They bring students together and introduce them to the opportunities on campus to form informal peer support networks. Loneliness and isolation is often cited as a reason for early withdrawal from the university, and we seek to increase opportunities



DE-STRESS PROGRAMME

for students to talk about mental health, to form social and peer support and to feel more integrated within the university environment. This training provides students with the information and skills to recognise signs within themselves, and those around them, that they may need help, and provides practical help for tackling loneliness and isolation as key factors in depression. Research in the field of well-being, and the feedback from our students, highlights the need for multiple interventions and widespread awareness raising; it is this that this project seeks to address.

Postgraduate Research Students (PGRs) often work in isolation, and we were asked to run two sessions for PGRs in May 2019. The sessions were well received and we've been advised that the University would like to roll out the training to all PGRs in the coming year.

"PGR study is extremely challenging due to issues such as isolation, imposter syndrome and perfectionism and we hope to run more of these sessions next year to promote a more positive culture of wellbeing". "The feedback received informally from the colleges and PGRs has been very positive. We're keen to offer the course to the whole PGR cohort".

Dr. Elizabeth Adams - Researcher Development Manager

Once again GUSRC led on the coordination and delivery of the Exam De-stress programme. The programme was run over both semesters during the exam period. We developed a range of promotional materials including flyers and posters as well as electronic material for social media, campus screens etc. We filled 1,100 de-stress packs with a range of materials accessed through donations, including: HI Tea tea bags, Deliciously Ella Energy Balls, candles, condoms, discount vouchers for the Unions' kitchens, healthy recipes, GUSA health tips and stress balls. Packs were distributed outside the library whilst some were also taken to Garscube and Dumfries campus.

The Exam De-stress Doodle wall proved extremely popular and was well supported, with many students taking the opportunity to write their exam de-stress tips or messages of support for their fellow students on the wall allocated by the library. There were a range of events run by the different student bodies including: Tea Stress, Yoga, Pottery Painting, Super-sized Beats Exercise Sessions, Mindfulness and a host of other sessions designed to assist with stress relief.

Although no evaluation was carried out, there were high levels of participation in all events and the De-stress Doodle wall was full. In addition to the stress relieving aspects of participation in the events, the publicity around the de-stress programme also encourages discussion amongst students about their own stress levels and feelings.



Gender-based Violence

“COLLABORATING FOR CHANGE”

The SRC President and VP Student Support are currently collaborating with University Academic Staff and Rape Crisis on a chapter in a book entitled “Collaborating for change: Transforming cultures to end gender-based violence in higher education” which will explore the GBV work at Glasgow from the perspective of students and staff working collaboratively. It will describe the trajectory from grassroots student activism (Let’s Talk Campaign) to where we are now and highlight the SRCs leadership on this issue from the outset, the creation of the strategy group, the partnership with Rape Crisis and participation in UK work. The book is expected to be published in early 2020.

IT STOPS NOW

The It Stops Now campaign is funded by the European Commission and led by ESHE (Ending Sexual Violence and Harassment in Third Level Education), a partnership between HE institutions, specialist support agencies and NGOs from across Europe. The campaign aims to build a culture of zero tolerance in third level institutions throughout Europe, by developing a feminist understanding of the causes and effects of sexual harassment and violence.

We worked with Rape Crisis Scotland to launch the campaign at UofG; the first launch at any UK HE institution. The launch involved the creation of a visually engaging and provocative “mural” wall on level 3 of the library, aimed at tackling myths and stereotypes about gender-based violence, and encouraging active bystander intervention. The It Stops Now video was also released across SRC and UofG social media channels. We were also invited to speak at the It Stops Now conference in Dublin, to discuss our role as the first partner in the UK roll-out of the campaign.

LET’S TALK ABOUT SEXUAL VIOLENCE

We continue to work in partnership with Rape Crisis Scotland to develop and co deliver comprehensive Sexual Violence Prevention training tailored to University students. The first of its kind in Scotland, the model is a cascading ‘train the trainer’ model where students are trained to deliver the workshop to their peers.

This year we recruited 34 student trainers (14 from Glasgow Caledonian and 20 from UofG) and co-delivered a week-long train the trainer conference for the 34 volunteer recruits. A total of 318 UofG students participated in the training over the year.

GUSRC working with students and staff to assess policies to prevent and eradicate all forms of gender based violence:
 “With Rape Crisis Scotland, the University has rolled out three levels of training, two day training for first responders of GBV, 5 hour training for front line staff and the Student Representative Council are in their third year of rolling out ‘Let’s Talk’ training – it is estimated over 1000 students have now received this”.
UofG Outcome Agreement 2019–20 to 2021–22

REPORTING SEXUAL HARASSMENT

Let’s Talk about Sexual Violence is one part of wider GUSRC work around gender-based violence at UofG. We have been working with the University, who have been very supportive, on the introduction of an online tool for reporting sexual harassment. The tool incorporates the anonymous reporting function we lobbied for, with a soft launch in October 2018 and a full launch in January 2019. It is expected that development of the tool will be an iterative process with the first year’s use being reviewed and evaluated by the Gender-based Violence Strategy Group to enable improvements to be made where needed.



Postgraduate Engagement & Representation

An ongoing priority continues to be strengthening our engagement with postgraduate students. The Postgraduate student population is particularly diverse incorporating students from over 130 countries, mature students, part-time students and those undertaking their degrees at a distance either online or in professional settings such as the NHS and industry.

During the last year, with input from GUSRC, the oversight of postgraduate taught students (PGTs) has been moved under the auspices of the University's Learning and Teaching governance framework, which has robust and long-standing GUSRC involvement. However, with postgraduate research students (PGRs), the governance structures are not as clear and the federal nature of the graduate schools and research institutes makes PGR representation incredibly opaque, as highlighted through the recent ELIR.

"The SRC acknowledged that, while arrangements for the majority of undergraduate students were very good, representation and engagement among postgraduate research (PGR) and mature students would benefit from improvement. The SRC is undertaking work with the Deans of Graduate Schools and PhD groups, to gain a full overview of the PGR student experience in order to develop more effective representative structures which will work alongside existing activities being undertaken within Colleges and through the PhD society". *Enhancement-led Institutional Review of University of Glasgow, Technical Report, March 2019*

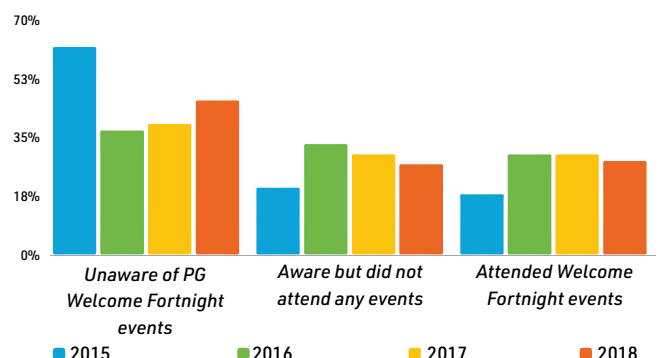
Over the course of the last year we began working in partnership with the newly-revived PhD Society, led by PGR students from across the institution. By working with PhD students to identify priorities and areas for improvement, we hope to develop a more structured and transparent approach to representing

the 2,700+ postgraduate research students. This work is at a very early stage however and much depends on the will of the graduate schools themselves to buy into this work.

POSTGRADUATE WELCOME FORTNIGHT

This is the fifth year we have organised Postgraduate Welcome Fortnight which runs during Freshers' Week and the week after. The programme of events is offers an attractive alternative to the Unions by reflecting the slightly more mature and international demographic of the Glasgow postgraduate community.

We incorporate questions on Welcome Fortnight in our Freshers' Week survey. The events themselves had a similar attendance as in previous years, and overall the feedback from this survey was positive. 28% of postgraduate respondents attended the events, a slight decrease on previous years, those aware of PG Welcome Fortnight but not attending decreased from 30% - 27% and the figure for those respondents with no awareness increased from 39% - 46% as highlighted in the chart below. We were disappointed with the drop in awareness and will be reviewing our communications for future years.





ONGOING ACTIVITIES AND EVENTS

The majority of our events were at full capacity. They were generally held in the evening to combat the isolation reported by many postgraduates, especially in the early stages. The purpose of the events ranged from orientation to entertainment with many combining both. These events included PG LGBTQ+ meet up, whisky tastings, a drag night, murder mystery, live music, a comedy night, a pub quiz, live jazz music, knitting, a gin tasting, Oktoberfest, a cheese and wine night and an SRC meet and greet.

At the beginning of 2019, the Gilchrist was refurbished in order to bring a newer and more characteristic feel to the space, with the aim to promote it as a social venue and bar in addition to a café. The seminar room (now called the Wee G) had the most drastic transformation, as what previously resembled a sterile teaching room was revamped as an extension to the main bar area. The refurbishment has created a more friendly, fresh and atmospheric feel to the entire space which will impact future events.

EVENTS FEEDBACK

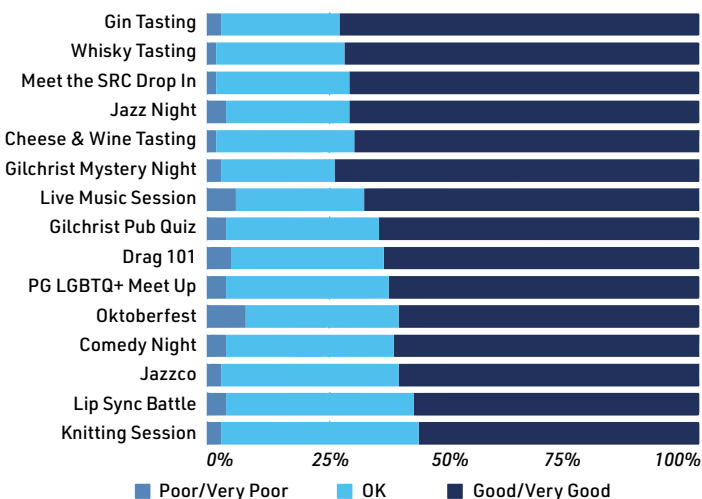
Amongst those that attended a specific SRC Postgraduate Welcome Fortnight event, the majority of events were viewed in a positive light. This year the Gin Tasting and the Whisky Tasting were rated the highest. As is illustrated in the chart below, very few students rated any event Poor / Very Poor:

This year we focused on fostering a relationship with clubs and societies on campus in order to encourage them to use and hold events in the space. We did this by extending free room hire in the evenings and weekends, and enhancing publicising of this provision through inclusion in mandatory society inductions.

This has created benefits for both ourselves and the clubs. We are able to offer clubs free room hire, general events planning advice, admin support, operate a ticket sales hosting site, communication with University staff, and provide free publicity which they might not otherwise be able to access. This has enabled us to offer an even wider range of events, cultural exchange opportunities and creative diversity.

One of these collaborations included working with the Chinese Students and Scholars Association to run an all-day Chinese New Year celebration which spanned the entirety of the café and Wee G, our biggest Chinese New Year celebration to date.

We have also reached out to the newly revived PhD Society who began holding regular coffee meet-ups in our space, and we have plans to foster this relationship further.



Support & Well-being



“We will promote the well-being of existing and potential students by offering unique support services which contribute to an inclusive and supportive campus environment”.



The Advice Centre

GUSRC's Advice Centre employs 4 FTE staff members and provides high quality, impartial advice and advocacy on a range of welfare and academic issues to students and prospective students of the University. The Advice Centre also plays a key role in informing and legitimising our policy development and campaigning work. This section focuses on the casework element of the Advice Centre. The rest of the work is incorporated into other sections of this report.

CLIENT CONTACT

During the year, the advice team dealt with 1,872 cases (compared with last year's figures of 312 anonymous enquiries and 1610 cases). The figures for last year are combined from old and new databases; the new database does not count anonymous enquiries separately from cases. This figure also shows that the second half of the year is just as busy as the first for the advice centre (by the end of December 2018 we had dealt with 936 cases, almost exactly half the annual total).

TIME SPENT

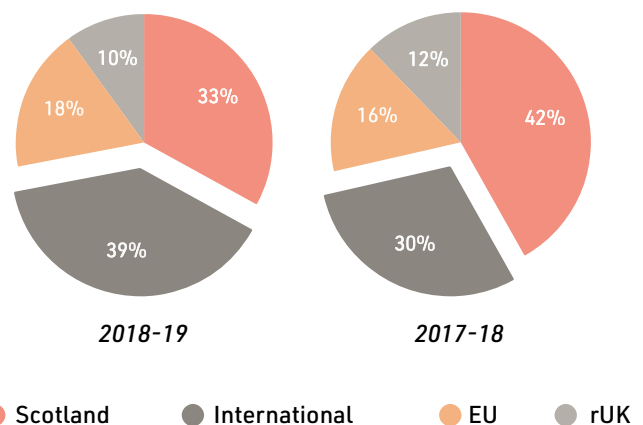
88,855 (76,376) minutes were spent in direct contact with clients during the year. A further 43,122 (33,042) minutes were spent on non-contact casework (e.g. researching information for clients, contact with third parties on clients' behalf and so on). Last year's figures are in brackets.

This equates to roughly 9 hours per day spent by the team on advice work, compared with just over 7 hours per day in 2017-

18. 35% of cases were classed as 'Quick Advice Given', which meant they were dealt with in a single interaction. Conversely, therefore, 65% of cases required more work to resolve.

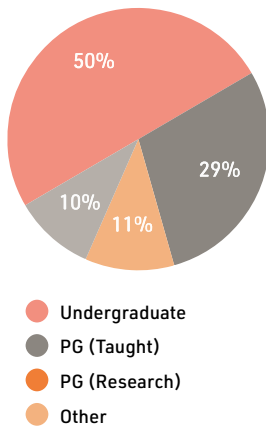
STUDENT ORIGIN / FEE STATUS

The proportion of Scottish domiciled students using our service is again slightly lower than previous years at 33% of those identified (42% last year). The proportion of international students was higher at 39% (30%) as was the figure for EU students at 18% (16%). Home (rUK) students made up 10% which was slightly lower than last year's figure of 12%. These figures should be treated with caution as around half of our clients did not provide information about their origin/fee status so this is not a complete picture. Last year's figures in brackets.



TYPE OF STUDENT

Of those identified, 50% were undergraduates, 29% were postgraduate (taught) students and 11% were postgraduate (research) students. The remainder of our client group includes staff, students' parents, former students, prospective students and members of the public (10%). Again, however around a third of our clients did not provide this information so this is not definitive.



CASE TYPES

As in previous years, University/Academic issues (835; last year 757 cases), Housing (455; last year 481 cases) and Finance (156; last year 151 cases) are the most common types of enquiry.

The top ten case topics (by number of cases) were:

1. Academic Appeal
2. Student Conduct (Plagiarism/Collusion)
3. Finding Accommodation
4. Other University/Study Issues
5. Student Conduct (Exam)
6. Academic Complaint
7. Housing - Disrepair/Environmental Health
8. Academic Good Cause
9. Academic Progress
10. Leaving Private Rented Accommodation Early

OUTCOMES & GAINS

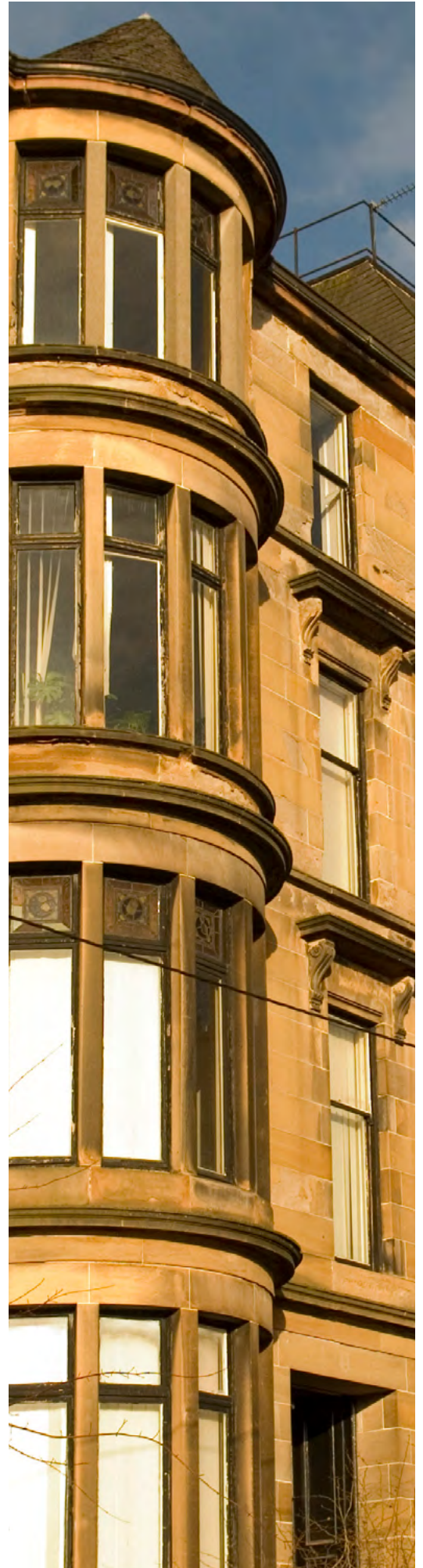
Over the year there were:

- 38 appeal outcomes, of which 23 were successful (2017/18: 52/35)
- 112 conduct cases of which 66 were successful (2017/18: 86/55)
- 3 complaint cases, of which 2 were successful (2017/18: 6/4)
- 32 financial gains, totalling £55,019 (2017/18: £61,993)
- 253 Non-financial gains (2017/18: 280)

Non-financial gains included the matter being resolved by the advice centre's involvement, advising students on funding and housing rights, assisting with council tax exemptions, advice as the result of checking leases, students being accepted back onto courses (15 cases), resubmissions or resits being granted (31 cases). In addition, 14 students had a grade reviewed/revised; 2 received an apology. In 191 cases, students were provided with information they needed to make a decision about how to proceed with the issue.

As always, there were potentially many more positive outcomes but we can only record confirmations from students when they choose to inform us. 259 cases were closed in 2018-19 simply because the student did not make contact with us again. As we have done for the last two years, The Advice Team again made efforts to reach a wider audience, using a communications programme of social media output to publicise our range of web-based information at relevant times of year for particular topics.

In doing this we aim to make information available to students at the most likely point of need. We have also reviewed and updated sections of our website and added new resources as the need becomes apparent. We are confident that many more students benefit from information downloaded from the advice section of the website or from the range of rights-based leaflets we produce, although we have no way to quantify this.



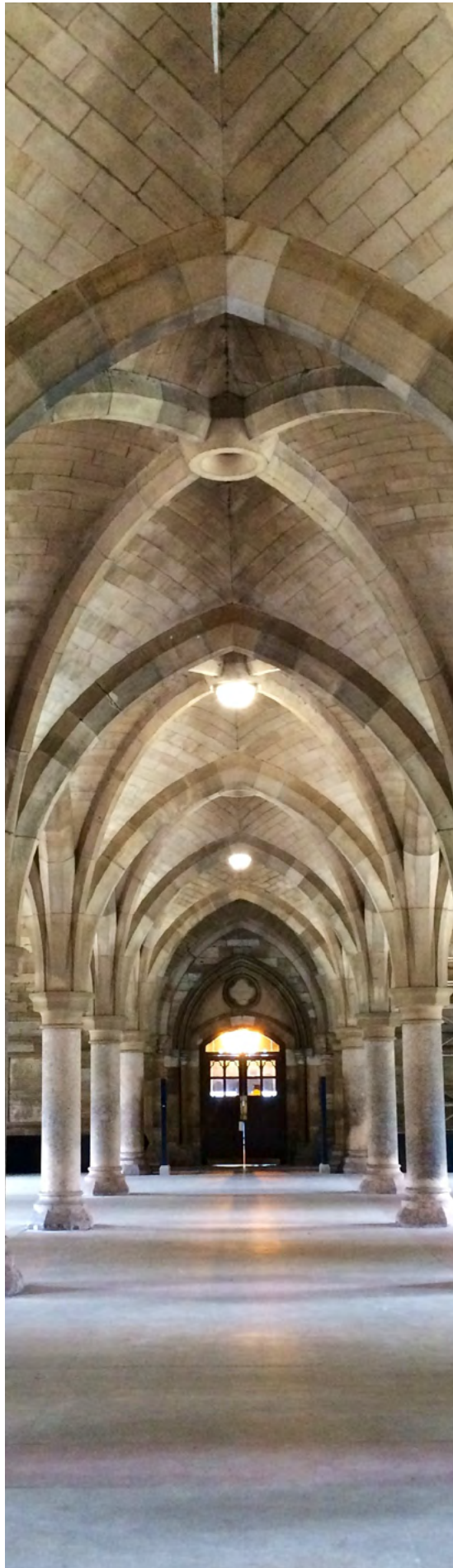
Advice Centre Case Studies

Student A did not pass their end of year exams and were invited to submit reasons for their performance being affected to the Progress Committee for their consideration. The student explained that they had suffered health problems and in addition had been experiencing some difficult family circumstances.

Unfortunately, the Progress Committee rejected the case, and the student decided to submit an academic appeal. With help from the SRC, the student ascertained that one of the main reasons why the Progress Committee had rejected the case was because the quality of supporting medical evidence was held to be insufficient. This had been an oversight by the student, and the student was then able to collect new medical evidence. Together with the SRC representative, the student attended the hearing and was able to put forward a convincing case. As a result, the College Appeals Committee upheld the case, and the student was permitted to return to the course.

Student B wanted to end their tenancy before the date given on their tenancy agreement. Their private landlord had given them a 12 month tenancy agreement, required they pay 12 months' rent in advance, plus a deposit of £300. The tenancy began after 1/12/17 however it was not given as a Private Residential Tenancy under the new law, and no evidence of a deposit scheme was given. We therefore wrote to the landlord explaining that they had not given the correct tenancy agreement, they had asked for rent in advance for a period longer than legally allowed (6 months), and they had not provided details of a deposit scheme. We requested they should allow our client to end the tenancy with 28 days' notice, refund all rent in advance covering the period beyond that notice period and repay the deposit in full.

The landlord approached a solicitor in an effort to put various conditions on the repayment, however we were able to highlight to the solicitor the implications of any delay in repayment, which resulted in an immediate repayment to our client totalling approximately £4000.



Student C attended an exam and had been told by the invigilator that their English language dictionary was the wrong type and it was confiscated as a prohibited item. Later, the student was informed that they must attend a meeting with the Senate Assessors for Student Conduct. Normally the penalty for taking a prohibited item into an exam is an 'H' grade with no resit.

The student came to the SRC Advice Centre for help, and we knew that recently, the Senate Office had created a new declaration form for students to sign. On investigation, we found that the student had been given an old-style 'Use of Dictionary' declaration form by their School to sign, where this kind of language dictionary was not specifically listed as being prohibited. All the schools should have been aware of the new form when it was updated, but in this case they did not appear to have updated their information.

We helped the student to argue their case that it was not their fault as they could not have known their dictionary was prohibited. After the Senate Assessors hearing, the student was permitted to retake the exam, without penalty, and the Senate Office sent the school a reminder message about updating the new forms.

However, unclear communication regarding dictionaries, and penalties given to students who bring the wrong dictionaries to exams, continue to cause concern to both the advice team and the sabbatical officers. This will be pursued further in 2019-20.

Student D had significant mental health problems and had been taken advantage of by a person pretending to be a private health professional. This person gave the student a fake medical letter, which the student submitted to the University as the student did not realise that this person was an imposter. On investigating this matter the School noticed that this letter was not from a real health professional and referred the student to the Senate Student Conduct Committee for submitting a false document.

Due to the student's health problems they found it difficult to explain clearly to the committee why they didn't realise this person was an imposter. However, as a member of the Advice team attended the hearing with the student, we were able to create a coherent and strong case in support of the student, resulting in the student being found not guilty of any breach of the code of conduct.

Student E felt that poor supervision and changes made to their dissertation subject contributed to them not achieving a merit / distinction in their overall Masters. The student performed really well throughout the year and was on course for distinction, but then got D3 in the dissertation. The Advice Centre helped the student prepare an appeal and accompanied them to the appeal hearing.

This was successful with the student now choosing whether to resubmit the dissertation or opt for a completely new area. The student wrote to us afterwards saying **"Thank you again for everything! You have been great!"**.



Student F had been awarded minimum maintenance loan by SAAS, and was having problems with obtaining the bursary, due to their step-father not providing financial records. The Advice Centre contacted SAAS on behalf of the student to clear everything up and update student's status. Following our intervention, SAAS paid the bursary and increased the maintenance loan from minimum to maximum.

Student G was unhappy at unfairness in the way course choices were presented to students and the first come first served basis for this. The Advice Centre guided the student through a few emails to her course convenor, initially holding back from the formal complaints process and encouraging the student to put points directly to the convenor. After a few emails back and forth, student was able to achieve much more clarity and have sight of changes that will be implemented following her feedback.

Student H sought advice on putting together a complaint to their bank, then following the bank's poor response, the Advice Centre researched some previous decisions and helped put together a Financial Ombudsman complaint. Student H submitted this and after a long wait had their full amount (£880) refunded. The student emailed us to say **"Thank you very much for all your help, I am incredibly grateful for everything you did!"**.



Services, Information & Publications

NEW & UPDATED INFORMATION RESOURCES: WEB-BASED

GUSRC's website continues to be the "go to place" for independent, accurate and up to date rights based information and advice for students on a host of topics unavailable elsewhere on University platforms. During the year our advice team reviewed and updated website information resources on the following topics, available at: glasgowstudent.net/advice

- Sexual Violence Support and Resources (to include information on sharing of intimate images without consent)
- Transport
- 'Leaving early and sub-letting' (new web-page) and updates to Flat-hunting web-page
- Health & Safety
- Working & Spending
- Benefit claims in the summer (to raise awareness of the pitfalls of switching from legacy benefits to Universal Credit)

NEW & UPDATED INFORMATION RESOURCES: PRINT-BASED

In addition to the web based information, the advice team wrote and published a new guidance leaflet, 'Repairs in Private Rented Housing'. Information leaflets on Housing Scams and Employment Rights were also updated and re-printed.

WELCOME POINT

The Welcome Point remains the key contact point for events such as Offer Holders' Day and Open Day. It is an ideal show-piece for new visitors to campus with our student staff team happy to engage and inform visitors. We open the space at weekends for University events such as Open Day as well

as Freshers' Week and other events where appropriate. The Welcome Point handled 39,385 enquiries over the year, a rise of 12.5% on 34,969 the previous year. The space is also used for small exhibitions and displays, and is currently being used to display banners and models demonstrating the proposals for the new campus development.

SUCCESS INDICATOR: *Our strategy states: "We will work with the University to increase the number of 'campus visitor' Welcome Point enquiries by 5% per annum over the life of this plan". We managed to go beyond the 5% indicator for the third year running.*

SECOND HAND BOOKSHOP

GUSRC's second hand book trading facility contributes to the alleviation of student financial hardship through providing cheap course texts, whilst affording an opportunity for students to gain some financial return on texts which they no longer require. We continue to operate this service on a break-even basis. Bookshop sales revenue fell by just over 10% during the year; this is the third year sales have fallen, we suspect this is due to the amount of course material available online.

A total of 4,199 books were sold over the year against 4,912 in 2017-2018. Total estimated savings to students buying the second-hand books are approximately £19,000 whilst those students selling books generated income of £29,000 from the sales. Total financial benefit to students using the service over the period is £48,000 (against £53,000 in 2018 and £57,000 in 2017).

PHOTOCOPYING, PRINTING & BINDING

GUSRC continues to offer high quality printing and photocopying facilities to all students at a considerably lower rate than commercial high street agencies, however, introduction of the University pull print service at comparable rates has impacted on demand over recent years. Photocopying unit sales dropped by 6% to 102,801 against 110,013 units in the previous year. There is a significant downward trend with a 57% drop in sales over the last four years. However, the service is still cost effective to deliver and is important if we are to meet the burgeoning demand for our binding service which has enjoyed a 52% increase in sales over the last three years. Inevitably, digital innovations will continue to reduce demand for these services, and we will keep the situation under review.

JOBSHOP

Jobshop is a free 'job and skills' matching service, provided to all students and employers. Employers contact GUSRC with employment opportunities which are then advertised to students through GUSRC's website. GUSRC also produces information for students about their employment rights and joining trade unions in order to prevent/minimise employer exploitation. Our employment rights booklet, 'Wage Slave or Winner' can be found at:

glasgowstudent.net/advice/working-and-spending/

STUDENT GUIDE

The Student Guide, produced by GUSRC, has long been seen as the key introductory document to life in Glasgow in general, and the University of Glasgow in particular. Produced to high quality print and design standards, normally 7,000 copies of The Guide are distributed directly to new undergraduate and postgraduate students as part of the registration process.

The Guide is not produced as a "throwaway" document. The high standard of presentation, quality of writing and range of information ensures that The Guide is kept and used as a reference book throughout the year. As with last year, we reviewed all aspects of The Guide, including design, content and

structure in order to produce a stylish and up to date document which will hopefully serve as a useful introduction to life at the University and the city itself.

FRESHERS' WEEK

GUSRC continues to carry the responsibility of coordinating and administering Freshers' Week, working with the University and facilitating linkages with the other student bodies. We have responsibility for the marketing and administration of the Freshers' Pass (now 'Wristband') Programme as well as development, operation and maintenance of the wristband sales system.

Wristband sales for 2018 saw a small rise in full price ticket sales from 2,741 to 2,803. Direct door sales generated additional income of £2,486, a small rise of £185 against 2017's figure. Although there was a slight increase in the number of Freshers' Passes sold, the revenue, after top slice expenses, dropped from £88,598 in 2017 to £80,027 this year. Glasgow University Union and Queen Margaret Union each received an allocation of £25,209. Glasgow University Sports Association and GUSRC each received £14,805. This percentage split is historical and has no particular rationale.

In recent years GUSRC have commissioned and funded an independent evaluation of Freshers' Week and have proposed changes based on the findings; the full report can be accessed through our website. Responses in terms of value for money have stayed fairly consistent, as the short extract below highlights. However the extract also outlines lack of clarity on the offer as a key factor in students drawing more negative conclusions:

"Respondents' value for money perceptions have stayed relatively steady over the lifetime of the survey, fluctuating between 64%-74% of respondents (recording a positive statement). A third felt the Wristband poor value, mainly because of their inability to attend as many events as they initially envisaged, because daytime events did not require a Wristband, or due to the confusion around which weekend events were included".





4
Volunteering & Community Engagement

“We will enhance the cultural and community life of our students by promoting personal development and encouraging active citizenship”.

Strategic Aim 3 - GUSRC Strategic Plan 2015-2020



Volunteering

GUSRC is acknowledged by the University as the key partner organisation for progressing and supporting extracurricular activity at UofG.

"In partnership with the SRC and student services, we are increasing engagement with extracurricular activities through societies, volunteering, internships, enterprise, to promote skills development". *UofG Outcome Agreement 2019-20 to 2021-22*

We currently facilitate almost 3,500 volunteering opportunities, both on and off campus. From our student media teams, to those who volunteer in the local communities, our class representatives, council members and our societies' office bearers, there are many students who freely give up their time to benefit others.

GU VOLUNTEERING (FORMERLY STUDENT VOLUNTEER SUPPORT SERVICE)

GU Volunteering is the key component in our volunteer offer with a particular focus on civic engagement, assisting UofG students and GUSRC itself in bridging the gap between the University and some of the communities it serves. Through GU Volunteering many students have the opportunity to find and pursue new interests whilst developing themselves as individuals and learning about life beyond the more structured learning environment. Historical funding limits have restricted our potential to develop our work around

volunteering. In acknowledging this and in emphasising its own commitment to promoting active citizenship, enhancing employability and developing graduate attributes, the University awarded us a funding uplift for 2018/2019 to assist with increasing our capacity in this area. Consequently, we have been able to increase GU Volunteering from the long-standing 'department of one' to two members.

The Student Opportunities Coordinator (appointed September 2018) and a Volunteer Administration & Support Officer (appointed November 2018) make up the new team. Whilst it is already evident that the new structure offers opportunities to develop our work in this area, resources are still comparatively limited and we are planning to review our internal resource allocation to enable additional support in this area.

SERVICE PROMOTION

We again organised a stand-alone volunteer information session during Fresher's Week, and attracted well over 100 first year students to hear the experiences of existing volunteers and receive information about available options. Promotion of volunteering was also incorporated within the induction script delivered to all first years by GUSRC sabbatical officers. The GU Volunteering team were also invited by some departments to talk to students about particular volunteering opportunities and communicated with over 2,000 students.

Civic Engagement Examples

GLASGOW UNIVERSITY ENVIRONMENTAL TASK FORCE

As a means of developing a more positive student identity in the West End, we linked with Community Safety Glasgow, local community residents' groups, Hillhead Community Council and Friends of the River Kelvin, to establish GUETF. As this is our first neighbourhood environmental clean-up/litter picking initiative we decided to run it as a pilot program.

Students wearing SRC high visibility bibs work shoulder to shoulder with local residents, improving the local area and building new community links. Eight UofG students participated in the first event which appeared to be well received by all involved. The summer break will give us an opportunity to review the pilot and decide whether to proceed with the project in the coming year.

GLASGOW'S IMPROVEMENT CHALLENGE

We've developed links with Glasgow's Improvement Challenge (GIC), to develop our Classroom Support and Scotland Reads volunteering opportunities. GIC is part of the Scottish Attainment Challenge and aims to raise attainment in numeracy and literacy for all children and young people, through targeted support and intervention.

GIC have assisted in identifying new schools, specifically those that fall within the Scottish Index of Multiple Deprivation (SIMD), in need of additional support from GUSRC volunteers. Our work with GIC and established partnerships has already resulted in schools contacting us directly for support, through word of mouth.

REFUWEEGEE

GU Volunteering has established partnership with Refuweegee. It's a distinctly Glaswegian charity, begun in 2015 to welcome forcibly displaced refugees and asylum seekers arriving in the city. Our volunteers work with the Refuweegee team to support them

in several ways; they help run the Refuweegee shop on Byres Road; they write welcome letters for incoming asylum seekers and refugees; they help sort and organise donations to Refuweegee; and they support pop-up events and markets for refugees and asylum seekers to collect essential items like prams and clothes. This work exemplifies how our student volunteers work alongside the community to alleviate current and urgent social issues.

"Working with Refuweegee has introduced me to the realities of many other people in Glasgow. Refuweegee has made it clear what kind of work I want to be doing in the future. Do it, give it a try and see how you feel about it!"

Charlotte Rioch, UofG Student Volunteer

RIDING FOR THE DISABLED

We continue to support Riding for the Disabled (RDA), a local charity based to the North of Glasgow in Summerston. RDA offers children and adults with disabilities the chance to ride, relax and have fun. GU Volunteering offers all volunteering opportunities to all UofG students, but it also targets interest groups, subject areas, clubs and societies such as the GU Riding Club for this particular activity. Our volunteers remain essential to the running of RDA, supporting riding lessons, maintaining equipment and facilities, and building relationships with service users, their families and RDA staff.

"We offer horse riding lessons to disabled children and adults with various mental and physical disabilities. GU Volunteers make a huge impact. Without them, we would be unable to run our centre to full capacity".

Michelle, Office Manager

BASKETBALL

Many of the clubs and societies we support do volunteering activities. We recognise this as 'GU Clubs & Societies - Community Outreach'. We have linked with GU Basketball Club, who provide a social outreach program, reaching out to young, vulnerable children and

teenagers in the wider community of Glasgow, using basketball as a means of facilitating their development. Student players and coaches volunteer each week, to deliver basketball sessions to pupils in SIMD schools in need of extra support.

This year, GU Basketball Club delivered coaching sessions to children in their final year of primary school within the Govan High School catchment, 1-2 times per week, to inspire and enthuse young children about the sport.

CHARITY SHOPS

We continue to offer a range of local charity shop volunteering opportunities including Oxfam, Shelter, Save the Children, and Age Scotland.

These opportunities are particularly attractive to students who are seeking to build their skills and confidence in spoken English.

GLASGOW UNIVERSITY SERVICE TO HOMELESS PEOPLE (GUSH)

This still proves to be a highly popular project and is a great way for students less fluent in English to be involved in a task-based activity where they can work alongside native English speakers who can assist them to overcome any language issues. This year again there were over 100 students active with GUSH.





Clubs & Societies

VOLUNTEERING, CLUBS AND SOCIETIES AWARDS

Our Volunteer, Clubs and Societies' (VCS) awards are held annually with the aim of promoting volunteering & celebrating the many UofG student volunteers who work on campus and in the local communities to make people's lives better. Once again the event was held in the University's prestigious Kelvin Gallery and was attended by many of the University's Senior Management Group, several of whom presented awards.

Engagement with the awards was high with over 350 nominations being submitted. It was clear that the successful nominees placed great value on the awards with emotional and heartfelt speeches on the evening of the awards.

To highlight our volunteers' contribution to the City and our hopes of an evolving partnership, we invited Lorraine Toner, Volunteer & Citizenship Manager for Glasgow Life to present the World Changer Community Award.

VCS AWARD WINNERS 2019

FUNDRAISING AWARD

Language 4 Water

OUTSTANDING CONTRIBUTION TO VOLUNTEERING

Katerina Telickova – Glasgow University Service to the Homeless (GUSH)

BEST MEDIA ACTIVITY OF THE YEAR

Siam and Jasmine – Glasgow Guardian

OUTSTANDING CONTRIBUTION TO A CLUB OR SOCIETY

Nabeel Salim – Glasgow Marrow

BEST CLUB OR SOCIETY EVENT OF THE YEAR

STAG (Student Theatre at Glasgow) – Stag Nights

NEW CLUB OR SOCIETY

Vegan Society

CLUB OR SOCIETY OF THE YEAR

Glasgow University Charity Fashion Show (GUCFS)

WORLD CHANGER COMMUNITY AWARD

Rose McLaughlin-Roberts

The heightened profile and investment in the VCS awards reflects our aspirations to further develop the profile of volunteering amongst our students and increase the numbers engaging in volunteering, whether it be as office bearers of clubs/societies, class representatives, or volunteering in the community.

HIGHER EDUCATION ACHIEVEMENT RECORD (HEAR)

GUSRC has been arguing for several years that the application of the Higher Education Improvement Record (HEAR) at Glasgow and its complex, approvals process represented a considerable obstacle to students' use of Section 6 of the HEAR. This view was also reflected in a 2016 paper by the University's Graduate Attributes Champions where it was suggested that the HEAR could be used as "a vehicle for actively promoting and recording extra-curricular activity as part of a coherent, University-wide programme". However, the paper noted that "the process would require streamlining, the relaxation of the criteria for recognition, and the raising of awareness of the HEAR among students and staff". This is far from being a UofG specific problem as the key findings of an HEA/Gradintelligence survey in 2016 were that students did not fully understand what the HEAR was, and that students did not fully utilise the HEAR.

The University is currently working in partnership with GUSRC to address many of the concerns around the HEAR, as well as more broadly looking at Graduate Attributes and Employability. GUSRC staff, as well as Sabbatical Officers have been afforded the opportunity to participate in the relevant, recently established committees, thereby ensuring a degree of continuity. Our new Student Opportunities Coordinator is a member of the Graduate Attributes and Employability Working Group, Student Enterprise Working Group and the Student Volunteering Working Group as well as the HEAR approvals board. Their participation in those groups will be of great assistance in ensuring a consistent and enduring partnership.

AFFILIATION AND SUPPORT

Clubs & societies are a key element of the student experience. The Clubs affiliating to GUSRC for 2018/2019 totalled 337, more than last year's 291. Total student membership of affiliated clubs and societies was 15,698, an increase of 798 on last year's figure of 14,900. Affiliated clubs and societies continued to benefit from advice and support on issues as diverse as governance, constitutional frameworks, charity registration, risk assessments, publicity, and event management. GUSRC continues to provide free minibuses to facilitate trips in the UK and travel to conferences and meetings, as well as free room hire, photocopying and IT access.

GUSRC notifies all eligible office bearers about HEAR, collects completed forms and updates student records accordingly. This year 478 office bearers applied to have this activity recorded in their HEAR, an increase on last year's figure of 440. Clubs and societies remain an integral part of the GUSRC Freshers' Week with 165 stalls allocated to clubs and societies each day of Freshers' Fair, a slight decrease on last year's figure of 196.

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

CLUBS AND SOCIETIES CONSULTATION

As part of a review of how we work with clubs and societies we organised a consultation event to ask office bearers about their experiences this year. We also sought views on the best ways to communicate with them as this can be a considerable obstacle, given the annual changeover of office bearers.

The event was also an opportunity for clubs and societies to network and collaborate, and a chance for GUSRC staff to raise awareness of its work and consult on the potential linkages between traditional "volunteering" activities and the work of clubs and societies. With over 60 office bearers in attendance, representing 31 clubs and societies, contributions were constructive and numerous. When asked about future support and assistance responses could be summarised as follows:

Mandatory GUSRC Induction: Members asked if there could be greater variation in dates and times of this training to enable greater access

Harassment and Complaints: Some club leaders would like support and guidance on how best to manage harassment, targeted at their membership

Handover and Sustainability: Some clubs recognise their existence depends on the commitment of a few individuals and the

potential for collapse once those individuals graduate and move on

Storage: The difficulties around access to storage facilities for equipment have been ongoing for sometime with the University and GUSRC working to identify solutions

Funding: Members were keen for assistance in methods of fundraising and gaining sponsorship. Some societies highlighted their difficulties around opening a bank account and general financial management

Committee Training: Leadership, networking, officer roles and responsibilities etc. were all raised as areas in which societies would welcome additional training and support beyond that currently provided by GUSRC

Costs of Venue Hire: With the diminution in available venue space through the University, several of the long-standing, established societies have found it impossible to sustain themselves due to the high costs of external venue hire

Events: Greater support in how to plan, run and document events and activities would be welcomed by some societies (though it also became apparent that there are currently many successful events organised through clubs and societies which often go unacknowledged)

Promotion: All were keen to get more support in promoting their cause or interests, online and at events

The sheer volume of active clubs and societies at UofG means that capacity of GUSRC to provide direct support is extremely limited. We seek to empower Clubs and Societies through a range of online materials offering guidance on many of the issues highlighted above, though we will offer additional assistance if possible.

We stress to office bearers that they have the responsibility for the running of their society and, whilst we will assist where possible, we are unable to take responsibility for and decisions pertaining to the running of the society, internal disputes, discipline etc. Nevertheless, we are currently considering how we might best access and allocate additional resources towards direct support of clubs and societies in the coming years.





Student Media

GUSRC continues to support a range of student media, attracting around 500 volunteers per annum and providing a host of personal development opportunities whilst promoting student engagement and encouraging discourse and debate.

GLASGOW GUARDIAN

The Glasgow Guardian published 6 issues of 32 pages over the year, with a print run of 3,000. The paper is entirely volunteer run, with over 300 volunteers involved in its development and production. Volunteer roles include editors, writers, photographers, illustrators, social media staff, and advertising and business staff. Social media output and online readership is continuing to build and develop.

The profile of the Guardian built up considerably during the year. Ground-breaking investigative journalism elicited positive changes in university policy and culture as well as scrutiny of the approach by some student bodies towards dealing with complaints around sexual harassment.

"The story not only exposed serious failings in duty of care on part of both the union and the university, but it forced a policy overhaul that will benefit students in the future. Similarly, our University Barclay story not only exposed serious failings in mental health care at the university's GP surgery, but it also revealed that the university had broken promises it made to students when it decided to scrap its healthcare service. Once again the Glasgow Guardian published a story shining a light on campus injustices that would otherwise have remained unchallenged".

Georgina Hayes, Co-editor Glasgow Guardian 2018-2019

This tradition of holding the university to account with strong investigations continued into the second semester, with strong public interest articles on the changing contracts of student living support assistants and the Catholic university chaplain. The Glasgow Guardian has once again become an investigative powerhouse.

Beyond news stories, the paper continued and expanded upon its proud tradition of advocacy journalism ensuring that mental health in particular enjoyed a considerably higher profile.

The "Spotlight On" series - which allows students to write about living with less discussed mental illnesses - has been extremely well-received, earning them the GUSRC award for Best Media Activity. Both Guardian Editors candidly discussed living with a mental illness in 'edfromitorials', with an article on bipolar disorder written for World Mental Health Day being one of the most read and shared over the year.

Despite the seriousness of much of its published subject matter, the paper also published more light-hearted material, such as "Tinderella: Seven Tinder Dates in Seven Days" piece. The paper also maintained a diverse culture and sports section, ensuring that students are aware of the wealth of opportunities Glasgow has to offer, however niche.

Once again the Glasgow Guardian has proven itself as an excellent training ground for aspiring journalists. Due in large part to her involvement with the Glasgow Guardian, Co-editor Georgina Hayes was allocated a space on the Telegraph's two-year Editorial Graduate Programme starting in January 2020, and until then will work with the Guardian in London. Joint Editor Laurie Clarke, although not graduating until 2020, has already been accepted as a news intern at the Telegraph from October 2020.

Other Glasgow Guardian team members have completed work experience at major Glasgow-based publications, such as BBC Scotland, the Scottish Times and the Herald. It is apparent that the Glasgow Guardian remains extremely well respected in the industry, and editors from this paper continue to go on to impressive careers in journalism. This is, of course, excellent publicity for both GUSRC and the University.



SUBCITY RADIO

Subcity Radio is GUSRC's student-led radio station, broadcasting from Glasgow to the world via the subcity.org website. The station is known for its community inviting not only students, but those outwith the GU student bubble, to be part of its infrastructure.

Subcity Radio continues to grow and expand boasting over 100 shows broadcast at various times ranging from 8am until midnight, 7 days a week. Subcity has also made a concerted effort to engage and promote those from the LGBTQ+ community, with shows such as Queer Creative represented on the station.

The station continues to fund itself through successful events. A sell-out Freshers' Week collaboration set the standard for the rest of the year, with record-breaking attendances. All parties are sound-tracked by DJ's from the station, and often for them it is the first time playing to an audience.

Whilst the events contribute to the sustainability of Subcity through revenue generation, the student volunteers develop a range of skills through active participation in organising and delivering the events. Each event required the team to book the venue, manage a PR campaign, design promotional material, do video editing, carry out online promotion and secure sponsorship.



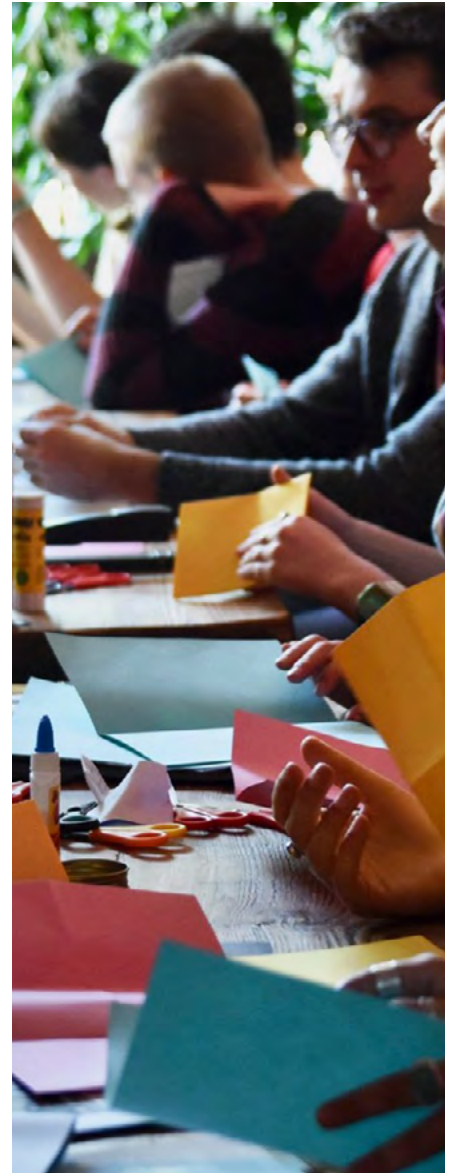
GLASGOW UNIVERSITY STUDENT TELEVISION (GUST)

2018/2019 was a successful albeit challenging year for GUST. The station enjoyed a large intake of new and enthusiastic members

GUST productions are continuing to suffer through repeated failures of some of its equipment, much of which is out of date and no longer fit for purpose. Despite this, GUST succeeded in being awarded Highly Commended in 2 categories at the NaSTA Awards: Best Writing, and Best On-Screen Talent as well as being commended in the Best Freshers' Coverage category.

GUST also continued its partnerships with various bodies within University of Glasgow, producing videos with SRC, Adam Smith Business School and various clubs and societies.

Despite the obstacles created through equipment failures, GUST continue to deliver high quality output; we have initiated discussions with the GUST leadership as to how we can best develop a programme for equipment replacement.



GLASGOW UNIVERSITY MAGAZINE (GUM)

GUM is the oldest student publication in Scotland and offers a mix of fashion, art and politics. Over the year three issues were produced with a circulation of 3,000 distributed at the University and throughout the West End.

Each issue of GUM is developed through weekly meetings, online discussions, and monthly workshops to enable optimal contributor engagement. The increase in online articles ensured online support for GUM increased considerably, with following tripling across platforms.

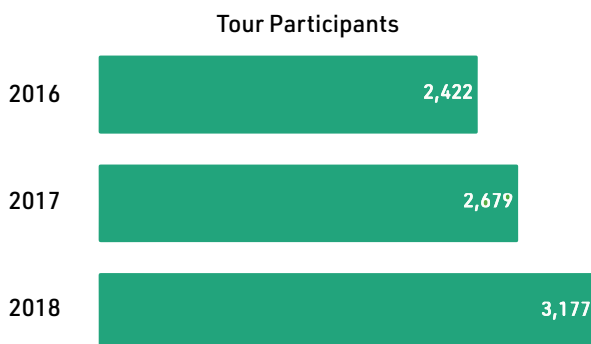
The, still relatively new, creative writing section has now gained great popularity across campus, with corresponding workshops and activities. The design of GUM was also modernised and changed to make for an even more enticing and exciting read.



UofG Tours

Our tours provide an opportunity for University of Glasgow Students to work as tour guides, develop their communication skills and share their pride in the University with visitors from around the world. We continue to promote the tours through local guidebooks and websites such as visitscotland.com

Last year we conducted a re-branding exercise in addition we increased the number of weekly tours on offer between April and October. This saw tour numbers increase by 10% last year and a further 18.5% this year with participants rising to 3,177, against 2,679 in the previous year and 2,422 the year before.



We encourage tour participants to leave feedback which is generally very positive. Less positive comments generally relate to disappointment at the lack of access to internal spaces. Current University space usage levels mean it isn't possible to access areas such as the historic Bute Hall.

We have now revised the text in our marketing materials to be more explicit that our tours are external in the hope that managing expectations will reduce any negative comments; this year the guides have had less negative feedback but some visitors are still disappointed when they cannot gain access to Bute and Randolph Halls.

Feedback from University of Strathclyde on bespoke tour for Engineering Students

I'm just writing to thank you and the SRC staff/ tour guides who were involved in our students' tour yesterday. I've had such positive feedback, and the tutors both commented on the amount of preparation that had gone in to organising the tour with its specific 'energy' angle for our engineering students.

Please pass on our thanks and compliments to the tour guides who researched and learned all of the relevant information, and to all of the staff who were involved in the tour – it sounds like everyone really went the extra mile; it's much appreciated.

If it's possible, I think this may be something we'd like to do again with next year's cohort of engineering students, hopefully all involved on your end would be happy to repeat the experience. I'll keep my fingers crossed!

Thank you once again,

Best wishes,

Gemma Archer

Postword & Finance

5



Postword

Last year was a truly brilliant year for the GUSRC. As we come towards the end of a strategic plan cycle, we have continued to push ourselves to achieving our strategic aims and objectives, and take immense pride in our achievements as the representative body for students at the University of Glasgow. We continue to provide effective student representation, exciting volunteering opportunities and unparalleled support for our students.

Highlights of last year include our 'It Stops Now campaign' which was recognised nationally, more students accessing our highly successful 'Sexual Violence Prevention Training' & 'Mind Your Mate Mental Health' workshops than ever before and growth in our GU Volunteering department which has led to the creation of exciting opportunities such as the 'Glasgow University Environmental Task Force'.

It is worth noting that we continue to be an exemplar amongst our colleagues in the student union sector across the UK, through our focused and innovative approach to student representation and partnership with the University of Glasgow.

Looking forward, with Brexit continuing to take up the front pages of tabloids, the general election providing more uncertainty in an already complex political climate, and with the University sector still awaiting the outcomes of a review

of higher education instigated by Westminster - this year presents itself to be quite a challenging one. We will need to stay dynamic and flexible, as we will need to be able to adapt in the face of changing student expectations and socio-political circumstances nationally.

In the context of Glasgow, we are in the middle of a transitional period at the University, with a transformation team in place and buildings starting to come out of the ground on the old Western Infirmary site. However, it is important to remember that we need to ensure that we care for and prioritise the needs of students here and now. This is a time for transition, an exciting one at that, but the student experience must not falter as a result for the students who are here - that is the challenge we face.

Next year will be an exciting one for GUSRC. Through informing the development of critical University Strategies (now the 5 year strategy cycle is coming to a close) alongside the election of a new rector, next year is sure to be a busy one. As always we remain up for a challenge, and I feel immensely privileged to be leading this truly fantastic and trail-blazing organisation ahead for the next year.

Scott Kirby
GUSRC President 2019/20

Statement of Financial Activities

FOR THE YEAR ENDED 30TH JUNE 2019

	<u>UNRESTRICTED</u>			2019	2018
	GENERAL FUNDS (£)	DESIGNATED FUNDS (£)	RESTRICTED FUNDS (£)	TOTAL (£)	TOTAL (£)
INCOME FROM:					
DONATIONS & LEGACIES	682,500	-	-	682,500	610,316
OTHER TRADING ACTIVITIES	59,652	-	-	59,652	65,001
INVESTMENTS	5,171	-	-	5,171	4,796
CHARITABLE ACTIVITIES	212,140	25,000	21,930	259,070	229,386
TOTAL INCOME & ENDOWMENTS	959,463	25,000	21,930	1,006,393	909,499
EXPENDITURE ON:					
RAISING FUNDS	14,157	-	-	14,157	13,710
CHARITABLE ACTIVITIES	942,309	9,807	21,930	974,046	890,969
TOTAL EXPENDITURE	956,466	9,807	21,930	988,203	904,679
NET MOVEMENT OF FUNDS	2,997	15,193	-	18,190	4,820
RECONCILIATION OF FUNDS:					
TOTAL FUNDS BROUGHT FORWARD AT JULY 1ST 2018	432,615	4,427	-	437,042	432,222
TOTAL FUNDS C/FW AT 30TH JUNE 2019	435,612	19,620		455,232	437,042

NOTES

The statement of financial activities includes all gains and losses this year. All income and expenditure derives from continuing activities. GUSRC recorded a surplus this year of £18,190 (2018 - £4,820). Despite a block grant that is limited in comparison with other Russell Group institutions GUSRC continues to maintain or increase performance across the organisation and against objectives set out in our strategic plan (as highlighted in the recent ELIR). This year we received a 12% uplift in block grant from the University to £682,500 and continue to optimise revenue through limited commercial opportunities and alternative grant sources where applicable. Total reserves at 30th June 2019 stand at £455,232 (2018 - £437,042).

*There is an additional £27,000 included within "Donations and Legacies" as the University's notional building rental charge

Credits

Project Management & Copy

Bob Hay

Design, Layout & Edit

Jamie Small / Sprooter

Additional Copy

Lauren McDougall, Scott Kirby

Photography

Jamie Small & SRC Staff/Council

Bar from:

p.6, 24 (Adobe Stock)

p. 7 (The Irish Times, Laura Hutton)

p.45 (Subcity Radio, GUST & GUM)

Proof

Louise Cameron

Helen Speirs

“The working relationship between the University and the SRC is positive and deep-going. The University values the constructive challenge provided by the SRC, its Sabbatical Officers and Student Representatives. The student voice and indeed direct input through and from the SRC have been central in shaping the way that the University supports and works with students [...] The SRC also makes indispensable contributions to University-led initiatives to support students”.

- University of Glasgow Enhancement-led Institutional Review Reflective Analysis 2018

“Commendation 2: Student engagement and partnership – A strong and productive relationship with the Students’ Representative Council is evident, and the University has made positive moves to engage the wider student body both on formal committees and in the range of strategic projects underway. Students are clear that their contributions are valued and acted upon”.

- University of Glasgow Enhancement-led Institutional Review Outcome Report 2019



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THE UNIVERSITY OF GLASGOW STUDENTS' REPRESENTATIVE COUNCIL IS
A REGISTERED CHARITY IN SCOTLAND | REGISTRATION NUMBER SC006970

Court Context Card 12 February 2020 - Items from Student Experience Committee

Speakers	Dr David Duncan and Scott Kirby	
Speakers' roles	Joint Conveners of the Committee	
Paper Description	Report from the the Student Experience Committee on two items: (i) the Student Parents Policy; and ii) the Away Day held on 17 December 2019	
Topic last discussed at Court	Dec-19	
Topic discussed at Committee	See paper summary section below.	
Court members present	Scott Kirby	
Cost of proposed plan		
Major benefit of proposed plan		
Revenue from proposed plan		
Urgency	Low	
Timing		
Red-Amber-Green Rating	Green	
Paper Type	Information	
Paper Summary - Item 1	For Approval	The Students Parent Policy (Annex 1) was developed during 2017-18 by the Student, Support and Development Committee (SSDC) – in consultation with the SRC and the Chief Advisers Sub-Committee - in response to the outcome of a survey of student parents conducted by the SRC which identified a general lack of guidance in this area. The policy focuses on the responsibilities of being a parent or guardian and the impact on study-related matters, with the aim of ensuring consistency of experience for student parents, where possible. It was approved by SSDC's successor, the Student Experience Committee in April 2018, and also reported to the Equality and Diversity Strategy Committee (EDSC) in June 2018. EDSC welcomed the policy, although it was noted that the IT and GDPR requirements surrounding the secure capture of a parental declaration within the University's MyCampus system needed to be implemented. The policy was approved by EDSC subject to taking forward the development of MyCampus for capture of parental declaration. Later, the Senate Office agreed with the SRC that the policy should be published and operated as far as possible with the system development pending. The Equality and Diversity Unit will now progress the system development, and it has been agreed by the Co-conveners of SEC that the policy should be brought forward to Senate and Court for approval.
Paper Summary - Item 2		Court is invited to note the Report (Annex 2) of the Student Experience Committee (SEC) Away Day, held on 17 December 2019 which considered the following topics in relation to the student experience: <ul style="list-style-type: none"> •The new University Strategy •Climate Emergency and Sustainability •The four student bodies •Sport and Exercise •SEC Action Plan
Topics to be discussed	As Court wishes, from the above	
Action from Court	Approval is sought for the Student Parent Policy	
Recommendation to Court	To note and discuss if desired. Approval of the Student Parent Policy	
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	Risk 4 Student: Failure to offer an attractive, high quality and fulfilling student experience to UG and PG students	
Risk register - college level		
Demographics		
% of University	100% Students	
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	Many areas covered aim to bring about enhancement to the student experience that will positively impact on equality and diversity and cover a number of the protected characteristics of the Equality Act.	
Suggested next steps	NA	
Any other observations		



University
of Glasgow

Student Parents Policy

For implementation in Session 2018-19

April 2019

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1. Introduction

This Policy provides advice and guidance to:

- Students who are parents/guardians of children under the age of 18¹. Parents-to-be should review the [Student Maternity, Maternity Support and Adoption Policy](#).
- University staff who have a role in advising or supporting students who already are parents/guardians.

2. Scope of the Policy

The policy covers any current or prospective student who has parental/guardian responsibilities.

The scope of this policy does not include caring responsibilities, unless you are also the parent/guardian, and the child is under the age of 18. Otherwise, caring responsibilities are covered under the [Student Carers' Policy](#).

The policy focuses primarily on the responsibilities of being a parent or guardian and the impact on study-related matters. Sources of help and advice on related issues can be found at the end of the document.

3. Policy Statement

The University of Glasgow believes that being or becoming responsible for a child should not, in itself, be a barrier to a student, or prospective student, starting, succeeding in, or completing a programme of study at the University. The University is committed to being as flexible as possible, whilst, at the same time, making sure that any accommodations made for the student do not compromise academic standards. The special arrangements which can and should be made for a student in these circumstances will vary for each College and, indeed, from programme to programme. However, the general approach to be taken in these circumstances is consistent across the University. This policy is based on a set of important guiding principles, namely:

- Avoiding less favourable treatment. The University and its staff shall make sure they avoid treating a student less favourably than other students on the grounds that they are, or will become responsible for the care of a child.
- Taking a flexible approach. Staff will take a flexible approach to facilitating the continued learning of students with dependents.
- Demonstrating a non-judgmental and sensitive approach. When supporting and working with a student on these matters, staff must take an open-minded and non-judgmental approach. Information provided by the student should be treated sensitively and only passed on to others on a need-to-know basis (for example, in order to set up appropriate adjustments for the student).
- Enabling informed choices. Members of staff will not attempt to direct or unduly influence a student's decisions. Their role is to provide context and advice to the student, and to explore, in consultation with the student and others, flexibility that can be applied to the student's programme or period of study to provide appropriate support.

4. Responsibilities

This section covers rights and responsibilities for students, staff and the University.

4.1 Student Responsibility

A student parent/guardian is responsible for taking reasonable steps to put in place appropriate caring arrangements for their child/ren to enable the student to engage fully with their

¹ This includes parents, co-parents, step parents, guardians and foster carers.

programme of study.

A student parent/guardian has the responsibility for confirming their status. The following supporting documentation may be regarded as acceptable confirmation of the student's status as a parent:

- A birth certificate with the student named as a parent.
- An adoption certificate.
- Self-certificate outlining the parental/guardian responsibilities, in situations where other evidence would be difficult to obtain, such as kinship care, caring for step-children.
- Any other reasonable evidence.

At any point the School/College may request further information or evidence to confirm caring status or any changes to the student parent/guardian responsibility.

4.2 Adviser of Studies/Arts Advising Team or Supervisor Responsibility

At all times, staff must ensure that students with parent/guardian responsibilities are not treated less favourably than any other student on the basis of their circumstances. The University should show flexibility where possible to ensure continued learning is facilitated. Information provided by students should be treated confidentially (being passed on where necessary and only with the student's consent) and with sensitivity. Staff should not attempt to influence any student's decision but should be non-judgmental and provide impartial advice.

Advisers of Studies/Advising Team/Supervisors are the first point of contact for undergraduate and postgraduate students who are parents/guardians. When a student has parent/guardian responsibilities they should inform their Advisers of Studies/Advising Team/Supervisor as soon as possible. It is in the student's best interest to provide the Advisers of Studies/Advising Team/Supervisor with evidence of their parental/guardian status. In addition to their Advisers of Studies/Advising Team/Supervisor, students may also choose to speak to another member of staff, with whom they are comfortable, about their circumstances.

4.3 School/Research Institute Responsibility

Following discussion with the student, the Adviser of Studies or Supervisor has responsibility for notifying the relevant Subject Head(s) or identified Director within School/Research institute of the student's parental/guardian responsibility. The School/RI should ensure a consistent level of support and treatment for students where possible.

4.4 University Responsibility

The University will ensure:

- This policy is appropriately promoted to prospective and current students.
- Sufficient information is provided about the essential requirements of a programme of study for a prospective student to make an informed decision about whether the programme is realistic for them in the light of their caring responsibilities.
- Any student who has responsibility of care for one or more children during a period of study at the University is accommodated as far as practicable to allow them to complete their programme of study, providing academic standards are upheld.
- Relevant staff are made aware of the terms of this policy and their responsibilities arising under it
- Staff in the Equality and Diversity Unit are available to discuss with staff the best way to support the continuing study of such a student to ensure they are able to complete their programme of study.
- Appropriate support is available to students through various support services.
- The policy is kept under review and updated as necessary

5. Guidance for Staff

5.1 Initial Contact

When a student contacts a member of staff to discuss any circumstances covered by this policy, a response should be made within five working days and further discussions arranged as soon as possible thereafter. Where the member of staff contacted by the student is not the student's Adviser of Studies, or Supervisor in the case of postgraduate student, permission should be sought from the student to inform the Adviser of Studies or Supervisor.

5.2 Implications for Study

Whilst it is recognised that each request must be dealt with on an individual basis, there are a number of measures that can be used in order to enable the student's continuation of study. These may include:

- Agreeing periods of authorised absence and making arrangements for the student to catch-up on the materials covered in lectures/tutorials missed for reasons related to caring responsibilities to minimise academic disadvantage.
- Ensuring sufficient information is available for students to build their timetables at least one month in advance of the academic year.
- Recognising that student parents/guardians may not be able to attend academic activities in the event of late changes to timetables.
- Ensuring that the student has adequate opportunity to make up missed time e.g. through access to any missed materials, using the lecture recording facilities or rescheduling of practical activities (noting that some activities cannot be rescheduled).
- Taking account of parent/guardian responsibilities on courses which require an external placement. Where possible, priority should be given to ensuring that the placement is within reasonable travelling distance to accommodate continuing care arrangements.
- Ensuring that adequate notice of such placements and/or of distant fieldwork activities is given to allow the student to arrange any necessary alternative care or to make alternative arrangements with the course/programme if they cannot participate.
- Taking into account the student's availability when arranging activities that involve group work.
- Recognising the need to arrive late or leave early in order to place their dependent in appropriate daytime care.
- The student taking some time out from their studies, however this should be discussed with their Adviser of Studies or Postgraduate Supervisor.
- Consideration of a transfer to part-time study, where possible as not all programmes are available part time. The student should note this may have financial implications and should be discussed with their funder prior to making any decisions. The SRC Advice Centre may also be able to offer advice in this situation. (Please note that international students in the UK with a Tier 4 General Student Visa are not permitted to change to part-time study.)
- Affected assessments: The University recognises that adverse circumstances may affect a student's ability to complete assessment and has in place a number of processes to address various different situations. A student whose parent/guardian responsibilities impact them in this way should use these existing processes (further details of these should be included in programme documentation):
 - An extension of a coursework submission deadline of up to five working days may be granted where the course convener is satisfied that the student has been prevented from submitting on time due to circumstances beyond the student's control.
 - A longer extension may be granted if a Good Cause claim is accepted: this applies where

there has been a sudden onset of illness or other adverse circumstances, and which is supported by appropriate evidence.

- Where a student is prevented from attending an exam or believes that their performance has been impaired, they may submit a Good Cause claim. Again this would only be accepted where there had been a sudden onset of adverse circumstances and is supported by evidence.

A member of staff considering such claims will expect the student to have made reasonable efforts to complete the assessment taking account of all the circumstances. For example, for scheduled assessments (exams, class tests) it would be reasonable for the student, if possible, to try to put in place contingency arrangements in the event that normal childcare arrangements fall through (e.g. the child is unwell and unable to attend school/nursery).² On the other hand, if the child became seriously unwell it would be reasonable that the parent/guardian would wish to be with their child.

It is important to take the views and wishes of the student into account, rather than applying a standard set of arrangements as one size fits all approach may not suit all students or all programmes of study. All decisions taken should be discussed with the student and, with the student's permission, the student's Adviser of Studies or Supervisor, if a postgraduate research student, should be kept informed.

5.3 Academic Standards

Whilst an appropriate degree of flexibility should be exercised, care must be taken to ensure that academic standards are not compromised. A balance must be achieved between ensuring the student is not disadvantaged, and giving undue special treatment.

It is not necessary for the University to grant every request made, although efforts should be made to meet reasonable requests. Requests should not be refused solely on the basis of being too costly to implement, although this will necessarily be considered when assessing the overall 'reasonableness' of a request. If any request is refused, the reasons for the refusal should be provided in writing to the student, and should include details on any right of appeal, or alternatively complaint.

5.4 Delineating Arrangements

Where specific arrangements are required to be put in place for a student who is already granted additional arrangements (e.g. on the grounds of disability), these should be kept separate in order that it remains clear which arrangements relate to which particular circumstance. This ensures that these arrangements are in place for the required amount of time and also clarifies adherence to the different pieces of legislation.

For staff requiring more detailed guidance, advice can be sought on any of the above from the Equality & Diversity Unit.

6. Complaints

Any student who feels that the University has failed to adhere to this policy may raise a complaint under the University's Complaints Procedure

(see <https://www.gla.ac.uk/connect/complaints/>). It is suggested that problems are resolved as informally as possible in the first instance. The SRC Advice Centre can provide impartial, confidential advice to students in this situation (contact details are provided at the end of this document).

² From a practical point of view, in the majority of cases a student who misses assessments with Good Cause will be expected to complete the assessments at a later date so it is in the student's best interests, where possible, to have alternative child care arrangements in place so that a backlog of missed assessments does not build up.

7. Sources of information and support

General information and advice

SRC Advice Centre	https://www.glasgowstudent.net/advice/ 0141 330 5360 advice@src.gla.ac.uk
Student Services Enquiry Team	https://www.gla.ac.uk/myglasgow/students/sset/ 0141 330 7000 student.services@gla.ac.uk
Student Services (Dumfries)	01387 345825
Student Parents Network	http://moodle2.gla.ac.uk/course/view.php?id=12198

Finances

Department of Work and Pensions	https://www.gov.uk/browse/childcare-parenting/financial-help-children (UK only) https://www.mygov.scot/support-at-university/ (Scotland)
SAAS	https://www.saas.gov.uk/
Students domiciled in England	https://www.gov.uk/browse/education/student-finance
Students domiciled in Northern Ireland	https://www.studentfinanceneni.co.uk/
Students domiciled in Wales	https://www.studentfinancewales.co.uk/
HEI Discretionary and Childcare Fund	https://www.gla.ac.uk/myglasgow/registry/finance/funds/

Welfare support/advice

Counselling & Psychological Services	https://www.gla.ac.uk/myglasgow/counselling/ 0141 330 4528
Student Counselling (Dumfries)	01387 345825
Interfaith Chaplaincy	https://www.gla.ac.uk/myglasgow/chaplaincy/index.html/ 0141 330 5419
International Student Support	https://www.gla.ac.uk/international/support/
International Family Network	https://www.gla.ac.uk/international/support/after/family/
Equality & Diversity Unit	https://www.gla.ac.uk/myglasgow/humanresources/equalitydiversity/ 0141 330 1887

Document Control	
Policy name	Student Parents Policy
Approved by	Court [INSERT DATE]/Council of Senate [INSERT DATE]
Implementation date	
Last reviewed	
Next review	
Owner	Equality and Diversity Unit/Senate Office
Equality Impact Assessment	INSERT DATE

University of Glasgow

Court: 5 February 2020

Student Experience Committee Away Day – 17 December 2019

Summary Report

Members of SEC attended the Away Day at Garscube Campus which included a number of presentations and some groupwork which focused particularly on the development of the SEC Action Plan.

University Strategy and the Student Experience

Professor Neal Juster, Senior Vice Principal and Deputy Vice Chancellor gave a presentation on the current development of the University's Strategy for 2020-25.

SEC noted that wide ranging consultation was in progress with staff and students and that a number of key themes had emerged during this process which would inform the shape of the new strategy. It was noted that further consultation would take place early in the new year and a draft strategy would be produced for discussion at various University committees with final sign off planned for June 2020.

The emerging themes/priorities were noted as follows:

- Collaboration (across the University)
- Sustainability
- Civic Engagement
- Estates and Systems
- Health and Wellbeing (students and staff)
- Culture and Values
- Student Experience – (including student feedback on the popularity of the flexible four year degree)

Discussion identified the need to ensure cohesion and interconnection between the different themes in taking forward University strategy. Members of SEC emphasised the need to focus on putting students first and responding effectively to their feedback. In terms of culture and values, it was suggested that significant work was needed to create a unified sense of community among students which could be achieved by much stronger promotion of a single brand/identity for the University which worked across the whole institution

Climate Emergency and Sustainability

Stewart Miller, Sustainable Environment Officer and Scott Kirby, President of the Students' Representative Council, gave a presentation on current developments noting that the University's position paper "A Dear Green Place – Towards a Climate Change Strategy and Action Plan for the University of Glasgow" had been published the previous day following approval by Court. As previously noted by SEC, the new strategy would focus on a reduction of carbon emissions for the University with a current target of achieving carbon neutrality by 2035. The presentation identified action and initiatives at other institutions aimed at engaging staff and students and reducing carbon emissions. These included the development of Eco Hubs on campuses, policies relating to food and re-cycling, as well as education on sustainability in the University curriculum and the development of carbon literacy among staff and students. Links between the sustainability agenda and other themes were drawn out,

including equality and diversity, mental health and wellbeing, and student careers/graduate attributes. It was agreed that there was a strong link with social justice and citizenship which could be considered when identifying actions to take at Glasgow. Following groupwork the following suggestions were put forward as potential items for the University's Action Plan:

- Develop a UoG Climate Change Literacy module for students and staff. Also make it available to the public as a MOOC.
- Collaboration with Learning & Teaching, and other committees, and student bodies to host a student-led conference in the run-up and during the COP26 event in November 2020. Use social space and facilities in James McCune Smith Building and incorporate our alumni (UoG World Changers) in this event.
- Identify funding for climate/sustainability initiatives - for example, tap into Chancellor's Fund for student projects.
- Use the current Speakers Series (e.g. Gifford and Carnegie) to offer talks and seminars on the U.N. Sustainability themes.
- Use existing communication channels to disseminate current activity and developments around the University – draw on carbon management research and activity at Dumfries campus.
- Use the Smart Campus project to take forward environmental sustainability initiatives such as travel to and from, and around, campus.

Student Bodies – issues and priorities

The presidents of each of the student bodies - Paddy Everingham (Glasgow University Sports Association); Courtney Hughes (Queen Margaret Union); Scott Kirby (Student Representative Council); and Matthew Miller (Glasgow University Union) – gave a joint presentation on their work. They reported on the activities and initiatives that had been run by the bodies for students including joint projects in various areas including: Freshers (and Refreshers) week; welfare; charity fundraising; equality and diversity campaigning; and a Cross Campus Committee Away Day which had been the first collaborative away day for students run by all four bodies. Future initiatives were also noted including work to improve facilities and support for student clubs and societies; intramural games; development of student ambassadors; and further work to support improved mental health for students.

The collaborative approach taken by the bodies was emphasised and in this context the multiple union structure was considered to be a real strength for students. It was reported that research undertaken by QMU as part of its re-structuring work had shown that students at Glasgow favoured the four body system as it offered more choice and the opportunity for different areas to be focussed on by different unions. The presidents also reported that proportionately, higher numbers of students were active in student union activities at Glasgow than at many other institutions, and this was considered to be due to the broad choice available.

The value of the student union activity was stressed and the links between this and current University priorities for students were noted particularly in terms of community building and tackling isolation, support for mental health, and support for the 'sticky campus' philosophy of trying to keep students on campus beyond core learning and teaching activity.

The strains in coping with increased student numbers were highlighted and it was reported that as service providers for students, there was increasing concern among the bodies that current resource levels were not adequate to support the new student growth and therefore a revised approach to funding would be welcomed.

SEC members were impressed with the work of the four bodies and noted that the strong collaborative approach was welcomed. It was suggested that there was a mixed level of awareness across the University on the structure and roles of the student bodies and therefore work on awareness raising should be taken forward. It was also suggested that a similar presentation could be made to the University's Senior Management Group. In terms of resource requests, David Duncan suggested that the collaborative approach would be useful and that resource requests could be made on the basis of the various themes and collaborative work around these, although the student presidents raised questions about the viability of such an approach.

Sport & Exercise and the Student Experience

Euan Smith, Director of University of Glasgow Sport and Paddy Everingham gave a presentation which outlined the benefits of sport and exercise for students including links to positive mental health and self-help/self-care for students, as well as contribution to the development of student communities, and also to attracting students to the University.

Euan Smith provided a summary of the current facilities offered at Glasgow noting successes with recent developments such as the Revolve indoor cycling facilities and the new PowerPlay conditioning area. Challenges were also flagged with an analysis of provision at Glasgow compared with other institutions across the sector. While it was noted that charges to students were lower than many, the facilities available at Glasgow were often graded at the lower end compared to many competitors in the sector. The need for investment in a number of key areas was also identified in the presentation.

It was noted that 36-37% of students engaged in facilities offered by UoG Sport, which was not considered high enough, and it was agreed that steps should be taken to increase this and find ways to bring physical activity to the heart of campus life. It was suggested that there should be wider promotion of Wednesday afternoon activity to encourage participation by students with all levels of ability and to promote a culture of allowing all students to be the best they can be in their chosen activities.

SEC Action Plan Review

The final two sessions of the day were taken up with groupwork to consider revision of the SEC's Action Plan which had been developed after its first meeting in April 2018. Groups considered the eight themes of the current plan and progress with actions, identifying where further work was needed and new areas that could be included.

There was a consensus that the current plan required a re-refresh and a revised approach. The current actions varied in breadth of scope with some involving specific tasks and others being more general and ongoing. It was agreed that the evolution of the plan and its updates had led to some loss of clarity on some original actions and their associated work.

It was agreed that a revised structure which separated out broad and specific actions, plus long-term, short-term and evergreen/ongoing actions was required which should also include links to overall vision and University KPIs. The need for more effective reporting back to students and staff in order to close loops was also noted.

Each group would provide detailed comments back to the SEC clerk to allow a draft document to be developed for discussion at the next SEC committee meeting.

Helen Butcher
January 2020

Court Context Card 12 February 2020 - REPORT from Finance Committee

Speaker	Graeme Bissett	
Speaker role	Finance Committee Convenor	
Paper Description	Finance Committee Report to Court	
Topic last discussed at Court	Dec-19	
Topic discussed at Committee	Jan-20	
Court members present	Court members present at last meeting: G Bissett, E Passey, S Kennedy, S Kirby, R Mercer, A Muscatelli, G Stewart	
Cost of proposed plan		
Major benefit of proposed plan		
Revenue from proposed plan		
Urgency	Medium	
Timing	Immediate	
Red-Amber-Green Rating	Green	
Paper Type	For information and discussion	
Paper Summary	<p>Minutes of last meeting, including summary of Finance Committee /Estates Committee workshop the Capital Plan review, and FC discussion on this <i>The reviewed Capital Plan including references to maintenance, IT and cashflow/affordability appears separately in the Court papers (Paper 4)</i> Executive Summary FC/2019/36 - Capex applications, summary included in minutes. FC/2019/48 - Overview of Performance as at 31 December 2019</p>	
Topics to be discussed	Capital Plan review	
Action from Court	Discussion on capital plan Other items for noting; or discussion if desired	
Recommendation to Court		
Relevant Strategic Plan workstream	Agility, Focus	
Most relevant Primary KPI it will help the university to achieve	Cash generation	
Most relevant Secondary KPI it will help the university to achieve		
Risk register - university level	1A. Income generation 1B. Maximise efficiency/effectiveness, control expenditure, achieve savings 9. Campus development programme	
Demographics		
% of University	100% students 100% staff	
Operating stats		
% of	100% revenues 100% costs 100% profits 100% real estate 100% total assets 100% total liabilities	
Campus	All	
External bodies	SFC; Glasgow City Council; GSV; Student accommodation providers; Office for Student (TRAC); HMRC	
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
Finance Committee
Minute of Meeting held on Tuesday 28 January 2020
in the Melville Room

Present:

Graeme Bissett (Convenor), Robert Fraser, Scott Kirby, Prof Sir Anton Muscatelli, Dr Simon Kennedy, Gavin Stewart, Jonathan Loukes, Ronnie Mercer, Elizabeth Passey (via teleconference for latter part)

In attendance:

Ann Allen, Dr David Duncan, Prof Neal Juster, Gregor Caldwell, Deborah Maddern (clerk) Nicola Cameron, Alan Seabourne (to item 40)

Apologies:

Prof Nick Hill, Elspeth Orcharton, Heather Cousins

FC/2019/28. Summary of main points

1. The committee received an oral summary of the outcomes of a joint Finance and Estates Committee Workshop held in the morning of 28 January. The workshop received presentations and papers relating to the capital plan update, including: details of the Gleeds review of the plan, which provided an independent view of the basis on which costs had been established; the latest position on committed and 'Should do' (effectively essential) major capital projects, including timeline and cost outlook, risks and contingency, and in the latter case the work required to finalise estimates; routine capital works including rationale and requirement, annual spend pattern and forward cost estimates, risks and contingency and work required to finalise estimates; and detail on the IT-related capital investment programme as well as the vision for use of technology across the institution. Possible future capital projects were also covered in the workshop, including rationale and prioritisation considerations, cost estimates, and a summary of actions and considerations for cashflow.

A cashflow and affordability paper was provided, outlining operational revenues and expense, and including cash flow assumptions, cash flow scenarios and projections, including low point and sensitivities, and potential additional sources of finance. The affordability analysis included an analysis of potential borrowing, including approaches to debt repayment and the extent of additional debt requirement.

It was agreed that a comprehensive paper capturing all of the important expenditure and funding proposals would be provided to Court in February. Further detail on the ensuing Finance Committee discussion is in minute FC/2019/33.

2. The Committee received and approved a paper requesting additional expenditure to deliver planned and additional maintenance works in student residences.
3. The Committee approved the University's Transparent Approach to Costing (TRAC) return.

FC/2019/29. Declarations of Interest

No declarations were reported.

FC/2019/30. Minutes of the meeting held on Tuesday 19 November 2019

The minutes of Finance Committee held on 19 November 2019 were approved.

FC/2019/31. Matters Arising

The action log from the November meeting had been completed save for the revisions to the Anti-Bribery and Corruption policy, which were still under discussion.

FC/2019/32. Executive Summary (paper 5)

The Committee received a paper summarising agenda business and key financial metrics.

FC/2019/33. Summary from Estates and Finance Committee Workshop (paper 6.1)

The Convenor summarised the main points arising from a joint Finance Committee and Estates Committee workshop that had taken place earlier in the day (summarised in minute FC/2019/28 Summary of main points). He noted that the revisions to the capital plan had previously developed in a more incremental way related to the major projects within the campus development programme, but that its shape now incorporated all key areas including estate maintenance and IT, with a longer-term horizon included and detailed cashflows provided.

The Convenor explained that the financial projections reflected sensitivities in two dimensions, operating cash flow generation and scope of capital expenditure. There were a number of sensitivities associated with the operational cashflows, based on a Medium 'base case' with a Low (worse) and High (better) cash generation performance reflecting a range of stated operational revenue and expense assumptions. The capital expenditure projections reflected expenditure already committed, then further expenditure on projects defined as 'Should do' and then 'Could do' projects.

In terms of committed estates projects, where the University had approved capital spend of £366m, these were currently projected within a £2m tolerance of the approved business cases. This group of projects included JMSLH, the Research Hub, Clarice Pears and ASBS / PGT together with infrastructural works. The embedded contingencies in the project budgets had been called on to quite a significant degree and balances were relatively low, but overall the estimated outturn on these committed projects was anticipated to be close to the finally approved business cases. In addition to these committed estates projects, a number of 'Should do' estates projects were being proposed, with an estimated budget of £68m, mainly expenditure on the Boyd Orr building where further cost development was required.

In addition, evaluation was ongoing on other projects that were defined as 'Could do', which required further review and prioritisation. This group of projects included the teaching lab, carbon reduction initiatives and refurbishment of the Boyd Orr. These would require significant further evaluation and additional financial resource, currently estimated at £303m.

A further group of projects were noted where the funding options for capital expenditure would most likely be drawn from third party sources, including the CWIC / Govan project and hotel / student accommodation options on the South West corner site. It was noted that such third party capital funding would require to be fully non-recourse to the University to remain outwith the University's funding requirements.

The most significant change to the capital plan involved the provision of increased granularity on routine capital ('minor works') and maintenance spend on estates, IT and college equipment which was required for the ongoing operation of the institution. Estimated budgets for these totalled £662m over a 12 year planning period. In light of this and there being less cash headroom because of cost increases in the committed projects and the introduction of the 'Should do' capital projects, there needed to be discussion around the financial requirements going forward, and an appraisal of options for funding.

The Gleeds report outcomes had been considered, with agreed recommendations incorporated as applicable into the cashflow paper provided to the workshop and the present meeting. In particular, it had been identified that there were still significant estimates in capital costs and there remained a risk that costs continued to rise in future projects, particularly up until design was completed and the Full Business Case approved. Thus a contingency of 3% had been added to committed projects and 22% for in-design ('Should do' and 'Could do') projects. This should form a programme-wide funding contingency allowance without amendment to individual project budgets.

Taking the Medium 'base case', and with the factors outlined by the Convener taken into account, if both the committed and 'Should do' projects went ahead, cash projections were low in the first 5-6 years of the cashflow provided, thereafter growing in a sustained manner. The Convener also noted that some though not all of the proposed investments would result in additional income generation. To cover the 'low points' in the cashflow in this scenario, an additional £20m would be required; however, allowing for further working capital headroom, an additional £50m could be needed. It was also noted that the High operational cash flow scenario reflected further positive cash flow but also that the Low scenario assumptions resulted in a significantly worse cash shortfall.

With regard to the 'Could do' projects, there were no areas which would generate significant income on the scale of, for example the ASBS/PGT Hub, therefore decisions would be required on methods of covering the costs if some or all of these projects were to be undertaken.

In summary on the capital expenditure, further work was required to establish firmer cost estimates for the Boyd Orr 'Should do' expenditure, Estates maintenance, IT and the 'Could do' projects. This work was underway and it was anticipated that reliable estimates would be available within the next 4 months. It was noted that no major projects were anticipated to be in imminent need for governance-level approval.

The key questions for the Committee in the short term were thus around the potential for, and timing of, any additional borrowing, with Court to be updated and advised accordingly, with associated recommendations in due course if the Committee agreed these. It was noted that Court members who were not members of the Estates and Finance Committees would be in particular need of clear information on the context and structure around what was being presented and/or proposed. The distinction needed to be made clear between the committed/'Should do' projects – which along with the increased expenditure on estates maintenance and IT were regarded as broadly affordable within the current cash position (subject to additional borrowing for short term purposes at the anticipated cash low point around 2024) – and the other areas, where more significant borrowing would be required. If borrowing were to go ahead, the nature and tenor of the debt required discussion. Consideration should be given to a revolving credit facility for a period of time, amongst other options. It was noted that interest rates on long term borrowing currently remained low.

In discussion, it was suggested that further detail on actions around efficiency savings should be incorporated into information provided for the decision-making processes, with the figures provided to be a realistic assessment. In the context of efficiency gains around cost savings it was noted that the current budget round included targets for Colleges; it was also noted that process re-engineering was an important factor in reducing costs and that the WCGT programme was involved in this. Allowance for these projected efficiency gains should be included in the revised capital plan documentation. With regard to the 'Could dos', it was suggested these might better be presented as areas where action was desired, but commitment was not possible at this stage.

It was noted that the current situation was highly complex, given factors including the uncertainty around EU funding, where the position was likely to crystallise over the coming 2 years, and global geopolitics which could affect student recruitment. In addition, there was flexibility around the maintenance schedule in some areas, which could alter the forecasts depending on when or if it was undertaken. In response to a question about commercial activity such as conference and hotel facilities

on campus, it was noted that the margins on these were small and would involve expenditure in the first instance, therefore this was not a priority.

It was agreed that the capital plan would be revised to include the additional information requested around efficiency gains, the paper to be circulated to the Committee Convenor for approval. The paperwork for Court was requested to be a single update paper which incorporated elements of the workshop presentations and the substantive papers provided to the workshop and the present meeting.

It was also agreed that Robert Fraser and Gregor Caldwell should look into options for low-cost borrowing, including possible structures and quantum. A suggested sum was c£100m given the £50m contingency referred to earlier in the meeting and to the £20m required at the projected low points in the cashflow; but options for a range of amounts from borrowers should be sought, for further consideration. It was noted that the University had the opportunity to borrow very long-term at favourable interest rates with control over funding long-term repayment and accordingly that the opportunity existed to ensure funding adequacy. The planning would also require to respect the need for sustainability over a long period ahead, in line with governors' and management's stewardship responsibilities. Borrowing structures used by other institutions should be looked at as part of the exercise; and potential increases in interest rates should also be considered in terms of timing of potential borrowing.

In summary, Court in February would be provided with a comprehensive paper on the capital plan expenditure, operational cash flow projections and funding proposals. It was likely that no further major expenditure would be put forward for approval for several months, so that the more immediate decisions would be focussed on funding arrangements. Options would be provided to the Finance Committee ahead of Court being provided with details if the Committee so agreed.

FC/2019/34. Gleeds Report and response (paper 6.2)

The report and University response were received and had been referred to in the earlier part of the meeting.

FC/2019/35. Capital Programme Update (paper 6.3)

No questions were asked regarding the paper submitted.

FC/2019/36. Capital Expenditure Requests (paper 6.4)

Finance Committee received six capital expenditure requests, summarised in the table below:

Project	Purpose of funding application	Total Projected Cost	Provision in capital plan	Other Funding Source	Value of funding sought under application	Action required
External Relations (ER), Berkeley Square Pavilion 3 (application out of cycle)	Relocation of ER office off campus to release space	£1.2m	£0m	N/A	£1.2m	Approved
SPHSU move to Berkeley Square (BS)	Changes required to BS for occupation of	£495k	£0m	£344k capital contribution from	£495k	Approved

(application out of cycle)	SPHSU until IHW complete			Vodafone to UoG as incoming tenant, which could be used for some of works		
Lab refurbishment Sci & Eng re ERC Consolidator Grant application	Lab refurb for Equipment associated with ERC grant application	£0.646m	£0m	£0.546 from ERC for the equipment	£0.1m	Approved
Equipment purchase Sci & Eng for SUERC (NERC funded)	To support science at SUERC – 5 pieces of equipment	£0.967m	£0m	£0.967 from NERC	£0m	Approved
Purchase of Irradiation Platform	New mass spectrometry platform for imaging (Glasgow Polyomics)	£1m	£0	£1m from Wellcome	£0 (staff time only)	Approved
Purchase of MEG scanner	Replacement Scanner	£1.5m	£0	£1m from Wellcome	£0.5m	Approved

It was noted that in respect of the equipment CapEx applications approved, these would not proceed in the event of the external funding not being secured through grants. It was requested that it be ensured that the grant tracker picked up the information.

The Committee had also approved a Capex IT application between meetings in late November 2019, relating to Core Network Provision Phase 1; this had been approved by the CapEx Committee on 20 November in the sum of £1.071m and circulated to the Finance Committee shortly thereafter.

The Committee's request for changes to be made to the ASBS Full Business case ahead of it going to the December meeting of Court had been addressed, with the FBC approved at Court on 12 December (£86m).

FC/2019/37. Campus Redevelopment Spend and Contingency (paper 6.5)

No questions were asked regarding the paper submitted.

FC/2019/38. Status of Capital Grant Funding (paper 6.6)

No questions were asked regarding the paper submitted.

FC/2019/40.GSV Residences – Lifecycle Maintenance work (paper 6.8)

The Committee received a paper requesting additional expenditure to deliver planned and additional maintenance works in student residences. The work would be overseen by the GSV Board and delivered by Sanctuary Students as part of their operation of University residences, under a management agreement. David Duncan explained that the works would improve quality of accommodation for students. Scott Kirby added that the SRC was supportive of the proposal.

It was noted that further proposals of a similar nature might be made in future to improve the student accommodation offering.

The proposal was approved.

FC/2019/41. Cash Flow update

A cashflow update relating to the capital plan had been received as part of the paperwork for the workshop and discussion on the capital plan; this had been summarised earlier in the meeting.

FC/2019/42. Affordability framework

An affordability framework relating to the capital plan had received as part of the paperwork for the workshop and discussion on the capital plan; this had been summarised earlier in the meeting.

FC/2019/44. TRAC Return (Paper 8.1)

Transparent Approach to Costing (TRAC) was an activity-based costing model used across the sector which, based on detailed guidance, calculated the surplus/deficit on different elements of Teaching, Research and Commercial/Other activities. In the TRAC model, the statutory surplus was adjusted by MSI (margin for sustainability & investment) which was the average operational cash flow for the last three years' actuals and three years' forecast, to obtain TRAC surplus or deficit, which was designed to reflect whether an institution was generating a sufficient surplus.

The University had moved from a TRAC deficit of £10m in 17/18 to a £4.9m deficit in 18/19 in line with movements in the financial statements, mainly as a result of increased overseas income.

The TRAC guidance required the TRAC returns to be reviewed by a Committee of the University's governing body. The Committee received an analysis of the main draft results and how these compared to 2017/18 results, noting also that the returns were also reviewed by the Finance Director and the fEC Project Board prior to submission.

Benchmarking data against other Russell Group institutions would be available at the next meeting.

The return was approved.

FC/2019/45. Tax Overview (Paper 8.2)

A paper outlining the University's tax structure and levels was received and noted. In respect of Corporation Tax, as a charity the University was able to use exemptions, although this only extended to primary purpose activities (education, research and ancillary activities) and not to commercial activity. There was no equivalent exemptions for VAT: each activity was considered on its own merits, although there were VAT reliefs available to charities for certain activities. The University undertook a mix of taxable and non-taxable activity. This meant that it had both taxable and non-taxable income and was partially exempt for VAT purposes. As a result, it could not recover all of the VAT incurred on purchases and suffered significant irrecoverable VAT cost. The Finance Director confirmed that this was a matter to which detailed attention was paid on a regular basis, including negotiation with HMRC. Activities undertaken by the University in overseas territories were liable to local tax rules.

A comment was noted that the capital plan would be subject to discussions with HMRC, since each project would require to be examined individually from a VAT perspective, for a period of 10 years. Brexit might also affect the position in the longer term.

FC/2019/46. Endowment fund performance (Paper 9.1)

No questions were asked regarding the paper submitted.

FC/2019/47. Investment fund performance review and holdings (Paper 9.2)

At the previous meeting, the Committee had agreed that the Investment sub-group would conduct a review of performance. It was noted that following this, and in discussion with the IAC, the short-dated credit fund had been moved to different funds operated by the fund manager. It was also possible that some funds from a higher risk fund would be moved. The interaction with potential borrowing, discussed earlier in the meeting, would be kept under review by the Group Financial Controller.

FC/2019/48. Overview of performance as at 30 December 2019 (Paper 10.1)

In the context of a comment that forecasts generally appeared relatively conservative, it was noted that the forthcoming budget for 2020-21 provided challenging income generation and savings targets for the Colleges.

FC/2019/49. Debtors reports as at 30 November 2019 (Paper 10.2)

No questions were asked regarding the paper submitted.

FC/2019/50. Table of Actions

Action	Date Due	Notes
Revised/combined capital plan to be drafted and circulated to Committee by email ahead of being included in Court papers	For 12 February Court	SVP in discussion with Director of Finance, Group Financial Controller, VP Academic Planning & Innovation and Convener
Investigation of options for low-cost borrowing, including possible structures and quantum	31 March meeting	Director of Finance, Group Financial Controller
Update grant tracker re Equipment CapEx outcomes	31 March meeting	Group Financial Controller
Boyd Orr – SFC Funding: delegated decision to be discussed with Convener and lay member of Finance Committee	Between meetings; update 31 March meeting	SVP, Director Estates & Commercial Services, Convener and lay member
Anti-Bribery & Corruption Policy – Tone to be reviewed	March meeting	Chief Operating Officer

FC/2019/51. AOB

Graeme Bissett would discuss with Robert Fraser and Gregor Caldwell the level of paperwork for future meetings, with a view to reducing volume.

FC/2019/52. Date of Next Meeting

Tuesday 31 March 2020, 2.00pm.

Court Context Card 12 February 2020 - Report from Estates Committee

Speaker	Mr Ronnie Mercer
Speaker role	Estates Committee Convener
Paper Description	Report from Estates Committee (14 January 2020)
Topic last discussed at Court	Last report to Court was December 2019
Topic discussed at Committee	Various
Court members present	Mr R Mercer (Convener), Mr D Milloy, Dr B Wood, Mr D Smith, Mr S Kirby, Professor K McCue
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 including update on Capital programme and Project progress/approval. Cost Management Review by Gleeds was presented and recommendations were discussed. A paper was tabled detailing work being done to address Accessibility across the Estate.
Topics to be discussed	
Action from Court	Court is asked to note Estates Committee's approval of CapEx applications as follows: £1.2million (EC/2019/15.2.1 refers); Berkeley Square Pavilion 4 Staff Relocations - SPSHU in the sum of £0.495million (EC/2019/15.2.2 refers); CoSE Support NERC Science in the sum of £0.967million (EC/2019/15.3.1 refers); CoSE Equipment associated to ERC Consolidator Grant Application in
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 - Summary

Meeting of Estates Committee 14th January 2020

Substantive matters:

1. Prof. Juster provided an update on the capital plan review. Challenges of new opportunities, cost increase and project development discussed. The balance of spend between, new build, refurbishment of the existing estates, maintenance and investment in the digital Infrastructure noted. Key next steps include remodelling income and expenditure assumptions; costed technology strategy and establishing a detailed maintenance budget balancing risks and costs. Estates committee views will inform SMGs ongoing consideration of the capital plan.
2. The approach to the development of the next capital plan recognised the need to focus on committed project delivery whilst carrying out option reviews on the new projects and developing a detailed plan to support additional investment in maintenance and improvement of the existing estate.
3. Decision was made to formally indefinitely suspend any further time and spend on the Arts and Engineering buildings.
4. Alan Dickson of Gleeds presented his Cost Management Review and took questions from the committee. Ann responded to the 18 recommendations in the report and a written version has gone to Finance Committee.
5. Capital Programme report - noted
6. New format of one A4 sheet per major capital scheme made first appearance in papers.
7. Equality, Diversity and Accessibility update – noted
8. The following CapEx applications were approved:
 - Berkeley Square Pavilion 3 / Staff relocations – External relations (Full Business Case) in the sum of £1.2million was considered by email and approved.
 - Berkeley Square Pavilion 4 / Staff relocations - SPSHU in the sum of £0.495million was considered by email and approved.
 - CoSE Support NERC Science (Full Business Case) in the sum of £0.967million.
 - CoSE Equipment associated to ERC Consolidator Grant Application (Full Business Case) in the sum of £0.646million.
 - MVLS Purchase of Irradiation Platform (Full Business Case) in the sum of £1million.
 - MVLS Purchase of MEG Scanner (Full Business Case) in the sum of £1.5million.

UNIVERSITY of GLASGOW

Estates Committee

Minute of the meeting held in the Committee Room 251, on Tuesday 14 January 2020

Present: Mrs A Allen, Dr D Duncan, Professor N Juster, Mr S Kirby, Prof K McCue, Mr R Mercer (Convenor), Mr D Milloy, Mr D Smith, Mr R Fraser, Professor A Muscatelli (Principal),

In Attendance: Mr P Haggarty, Mrs S Gilmartin, Mr R Garnish, Mr A Dickson, Mrs M Hipkin (Clerk)

Apologies: Mr A Seabourne, Dr B Wood, Mrs N Cameron, Mr D Hall

EC/2019/19 Minute of the meeting held on 22 October 2019

The minute was approved as an accurate record.

EC/2019/20 Matters Arising

There were no matters arising.

EC/2019/21 Substantial Matters for Approval

21.1 Capital Plan

Professor Neal Juster provided an update on the review of the capital plan, which it was noted to be linked to the recent Cost Management review carried out by an external consultant. Projects approved in the Capital Plan were detailed as: James McCune Smith Learning Hub; Clarice Pears Institute of Health & Wellbeing; Research Hub; Adam Smith Business School & PGT Space and; Joseph Black Building Fabric repairs. It was noted that the opening of the Research Hub will release space on the exiting estate. It was confirmed that the projects for Arts, Engineering and Social Justice Hub had been stopped.

The Committee noted details of projects categorised as 'must occur' are currently pending Court approval: Boyd Orr M&E; Boyd Orr fire safety; GIC Phase 1 move; and Student Growth of £5m per year for 3 years. These projects were noted to give a cash low point of £67million in 2023.

A number of projects categorised as being desirable projects: Decant Spaces; Teaching Laboratory; Boyd Orr refurbishment spaces; refurbishment of vacant spaces; uncompleted plots; GIC Phase 2; Biological Services; JBB Phase 2 and; sustainability. It was noted that sustainability has not yet been forecasted.

Other projects categorised as 'should be done' included: JBB Phase 2 and Biological Services. SMG had determined that projects to seek other funding were: Church Street Innovation Zone; CWIC; and Plot E Hotel/Accommodation. It was noted that work required to be done with the Council in relation to uncompleted plots on the site, in particular the perception if no building goes onto Plot E.

The Committee noted that there is currently an annual maintenance budget of £15.7million. Most of this budget is spent on support for minor projects (£3.7million) reactive maintenance (5million); planned and preventative maintenance (£3.5million) and lifecycle maintenance (£3.5million). It was noted that the cost of running the new buildings has been incorporated within the cash flows. In response the maintenance budget it was noted that cost/risk profile is required detailing which buildings and equipment on the estate are critical and therefore unable to stop running. Also, to be considered is the backlog maintenance, with the explanation that no buildings should be category D and consideration is needed that although this may improve the 'look' of the building, is the building fit for purpose.

The Committee agreed the following as the next steps required: remodel the income and expenditure assumptions of the main projects; Technology Strategy to be costed including I.T. and Smart Campus spend; detailed maintenance budgets to be established balancing risks and costs and; additional internal workshops to be held within Estates & Commercial Services followed by a combined workshop of members of Estates and Finance Committees.

The Committee acknowledged there are no major building decisions required by Court prior to 2021 and that this presents an opportunity to establish greater clarity on I.T. and Smart Campus requirements. The Committee agreed that maintenance and refurbishments need to be considered in greater detail. Whilst this is clarity is being obtained the focus should be around the timing of proposals and how the works will be resourced. It was noted that there is a wide range of knowledge of the estate internally following the appointment of an Asset Manager. This will allow for sensible decisions to be made as to what is right for the estate to align to the SMG drive to maximise the growth of a single estates. Income generation plans have considered teaching space utilisation with a programme to be led by Estates to utilise vacated space.

EC/2019/22 Capital Programme Update

EC/2019/22.1 Programme Governance Board Update

EC/2019/22.1.1 Convenor's Update

The report was noted.

EC/2019/22.1.2 Lay Members' Update

EC/2019/22.1.3 Summary Report

The report was noted

EC/2019/22.1.4 Major Project Dashboard Reports

The Committee noted the current **green** status of Workstreams 1a (Master planning) and the **amber** status of Workstream 1b (Infrastructure), 2 (Construction) and 8 (Strategic Investment).

EC/2019/22.1.5 Cost Report

The Committee noted the Cost report with the remaining contingency on Research Hub being highlighted. Confirmation was given the project is being kept within the budget envelope with close monitoring by the Project Manager. Value Engineering opportunities for the project are currently being reviewed.

EC/2019/22.1.6 Contingency Spend Report

The report providing an analysis of contingency spend on the major projects was noted.

EC/2019/22.1.7 Identified Sums Spend Report

The report providing an analysis of Identified sum spend by major projects was noted.

EC/2019/22.1.8 Cost Management Review

The Committee noted that an External Consultant was utilised as part of the University's Framework having done similar reports in the past. Feedback session is still pending to allow the Estates team to review and for close out to be done.

The report was noted to focus on the costs of several projects currently in commission and in design. The challenge of the report was to test and challenge the process by which costs were arrived at. If further review is required, then more investigation would be required. It was noted that the review of programmes was not as thorough compared to the cost review and this has not been a forensic analysis of every detail of the projects. Overall, the report found that the projects reviewed had been managed in a professional manner. Where costs have increased or the programme extended, this generally occurred during the early briefing stages of the project.

The Committee noted that all projects, regardless of value, utilise a standard template. Inflation is a factor not always considered. The report highlighted the requirement to define where items removed from a project, but still a requirement of the University, are moved out to in terms of programme and costs. The report raised the utilisation of Optimism Bias, a concept currently not employed by the University. The Committee noted the recommendation not to support this. One of the key factors for this recommendation is that budgets should be conservatively realistic, and this is money that should be spent on maintenance rather than an amount put on to the costs of all projects. The Committee agreed that the matter of Optimism Bias should be taken to Programme Governance Board for discussion.

It was agreed by with Committee that this exercise was a good test at this point in time. It was acknowledged that work needs to continue to ensure that artefacts created are not so limited that they prevent agility. External programme matters such as Building Warrants were not seen to be covered within the report. In response to the limited review of project programmes the Committee agreed supported the idea that further work is required. In response it was advised this is progress with an independent external advisor having been engaged by Estates to review all programmes.

EC/2019/22.2 Capital Projects Governance Board

EC/2019/22.2.1 Convenor's Update

The report was noted.

EC/2019/22.2.2 Lay Members' Update

The report was noted.

EC/2019/22.2.3 Summary Report

The Committee noted the summary report and key activities.

EC/2019/22.2.4 Dashboard Reports

The Committee noted the status of the major projects presented on the new format project dashboard which have been streamlined. It was acknowledged the increase in the number of RAG categories used to form the overall status.

EC/2019/22.3 Equality, Diversity and Accessibility Update

The Committee noted the update on Equality, Diversity and Accessibility which arose from a query raised at Court. The University's focus on 'People, Place, Purpose' should include an estate which is accessible. This is in addition to legal requirements to ensure that where possible all buildings are accessible. As a result of this, it is important that accessibility and inclusion are key considerations on both the existing estate and the design of the new buildings. This requirement for an accessible estate is captured within the Estates Design Guide, in which it states the University 'is

committed to promoting and implementing equality of opportunity in the learning, teaching, research and working environments.’ Through this the University seeks design solutions which reflect a progressive approach addressing not only the practical physical requirements of an inclusive campus. In addition, the mental health and wellbeing of campus users is addressed.

The Committee acknowledged the current arrangement of the Design Guide as a document all design teams must work to. It was also noted the University has an Accessibility Design Champion who ensures that all building design addresses accessibility. Work will be done with the Champion to find appropriate solutions. The Committee agreed that further work should be done with Disability Services to ensure Accessibility information is readily available.

EC/2019/22.4 Construction Quality

The Committee acknowledged the paper providing an update on the steps taken to date to address Quality Assurance in construction projects currently underway and to outline future actions intended to further enhance standards. With the construction sector being challenged to address poor construction quality following recent high-profile incidents. One way in which this has been addressed was an extensive review was carried out of Contractor procedures from which a number of recommendations were made. The Committee noted these recommendations and the fact these are monitored and reviewed by the University’s Quality Forum from which a report is provided to Programme Governance Board.

The Committee noted that mitigations are in place to reduce risk with a report to be provided to Programme Governance Board detailing how Estates will keep Quality records in a clear and concise manner. The Committee recommended the consideration of how the University address any quality issues that may occur post completion. It was confirmed that regular design team and clerk of works are coordinated on site during which photographic evidence of works is collected. It was acknowledged there is a limit to the level of guarantee the University can receive from manufacturers however it is important to prevent complacency.

The Committee noted that further lessons learned will be considered by the Quality Forum and adopted as agreed. Actions from initial discussions with Construction Scotland regarding the use of the Campus Redevelopment being utilised as a pathfinder for improved construction quality and be a ‘best practice’ will be taken forward and implemented where appropriate.

EC/2019/23 CapEx Committee Report

EC/2019/23.1 CapEx Application Summary

The summary was noted.

EC/2019/23.2 Estates CapEx Applications

EC/2019/23.2.1 Berkeley Square / Pavilion 3 / Staff Relocations – External Relations

The Committee approved the application in the sum of £1.2 million for the relocation of External Relations off-campus to release space on campus.

EC/2019/23.2.2 Berkeley Square / Pavilion 4 / Staff Relocations - SPHSU

The Committee approved the application in the sum of £495,000 for the required changes to Berkeley Square Pavilion 4 for the occupation of SPHSU until works on Clarice Pears IHW are complete.

EC/2019/23.3 Equipment Applications

EC/2019/23.3.1 CoSE – Support NERC Science

The Committee approved the application in the sum of £967,000 (to be fully funded by NERC), for the purchase of five pieces of equipment for use at SUERC.

EC/2019/23.3.2 CoSE – Equipment associated to ERC Consolidator Grant application.

The Committee approved the application in the sum of £646,000. This is comprised of a £546,000 grant application for the purchase of a thin film sputtering machine and a £100,000 contribution from the University for laboratory refurbishment.

EC/2019/23.3.3 MVLS – Purchase of Irradiation Platform

The Committee approved the application in the sum of £1million funded by a Wellcome Multi-user Equipment Grant scheme for the purchase of a high-resolution mass spectrometer.

EC/2019/23.3.4 MVLS – Purchase of MEG Scanner

The Committee approved the application in the sum of £1.5million. This is comprised of a £1million grant contribution from Wellcome and £500,000 from the University for the purchase of a new MEG Scanner.

EC/2019/24 Control and Monitor Reports

EC/2019/24.1 RAG Report

The report, containing details of 45 live projects over the value of £100k, was noted. The Committee noted that during the November reporting period 8 projects had been reported with a full or partial red status and 18 with a full or partial amber status.

EC/2019/24.2 Risk Register

The Committee noted the current Risk Register which contained four *red* risks even with mitigating actions. Work is being done to address the risks rather than mitigating. A review of the Risk Register will take place prior to the next meetings of the Committee.

EC/2019/24.3 Programme

The Committee noted the current Master Programme.

EC/2019/24.4 Health and Safety Dashboard

The Committee noted the Health and Safety Dashboard and acknowledged Health & Safety on projects is being actively managed.

EC/2019/25 Any Other Business

In relation to security following recent events near the main campus, the Chief Operating Officer advised the University are in discussions with Police Scotland regarding communication protocols with a report being provided to the next meeting of Court. The Committee also noted the SRC are being proactive in the communications to students promoting personal safety.

EC/2019/26 Schedule of Meetings for 2019/20

The schedule of dates was noted:

Tuesday 3rd March 2020

Tuesday 5th May 2020

Court Context Card - HR Committee - report to Court 12 February 2020

Speaker	Ms June Milligan
Speaker role	HR Committee Chair
Paper Description	Minute of meeting held in the Melville Room, Main Building on Thursday 23rd January 2020
Topic last discussed at Court	09.10.2019
Topic discussed at Committee	
Court members at Committee	Dr June Milligan, Prof Sir Anton Muscatelli, Prof Kirsteen McCue, Prof Carl Goodyear, Dr Morag Macdonald Simpson, Margaret Anne McParland
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	
Timing	
Red-Amber-Green Rating	
Paper Type	Information
Paper Summary	<p>The Committee received an update from the Executive Director of Human Resources on the development of the People and Organisational Development Strategy, summarising identified challenges and opportunities and the anticipated priorities as part of the wider University strategy for 2020-2025. Headline items including the latest position on industrial action and the ongoing dispute around pay and pensions, an update on the latest USS pension developments and an overview of progress around the University's Engagement Action Plan and in particular the recently held SMG visibility events. The Deputy Director of Human Resources also presented an update on the delivery of the HR Transformation Project as the mechanism through which the ambitions of the People and Organisational Development Strategy will be realised. Other updates included Pay, Performance and Reward (including Performance and Development Review - PDR), noting the challenges surrounding the 2019 PDR exercise and plans to design an improved in-house system for the 2020 round. The HRC received a copy of the minutes from EDSC held on the 11 November 2019 (Annex 1)</p> <p>Minutes of the JCCN meeting held on 2 October 2019 are also attached for Court's information (Annex 2)</p>
Topics to be discussed	
Action from Court	To note and discuss if desired.
Recommendation to Court	To note and discuss if desired.
Relevant Strategic Plan workstream	Agility, Focus, Empowering People
Most relevant Primary KPI it will help the university to achieve	Staff Engagement
Most relevant Secondary KPI it will help the university to achieve	Gender Equality/Service Delivery
Risk register - university level	1. Organisational Effectiveness 3. Immigration policy/EU staff & students - Staff Recruitment; 11. Organisational Culture; 10. Staff Development;
Risk register - college level	
Demographics	
% of University	100% staff and students
Operating stats	
% of	
Campus	All
External bodies	
Conflict areas	None Highlighted
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	Employment legislation (UK & European)
Equality Impact Assessment	N/A
Suggested next steps	N/A
Any other observations	

University of Glasgow
Human Resources Committee

Minute of meeting held in the Melville Room, Main Building on Thursday 23rd January 2020

Present: Dr June Milligan (JM), Prof Sir Anton Muscatelli (AM), Mrs Christine Barr (CB), Dr David Duncan (DD), Professor Frank Coton (FC), Professor Dame Anna Dominiczak (AD), Professor Kirsteen McCue (KM), Professor Carl Goodyear (CG), Dr Morag Macdonald Simpson (MMS), Ms Susan Ashworth (SA), Ms Margaret Anne McParland (MAP), Mr Rob Goward (RG), Mr Shan Saba (SS), Mrs Elise Gallagher (EG), Mr Chris Branney (CBr) (Minute)

By Invitation: Ms Lesley Cummings (LC) – Director of Performance & Reward (Item 4)

Apologies: Mr Martin Glover (MG)

Executive Summary:

- The Committee received an update from the Executive Director of Human Resources on the development of the People and Organisational Development Strategy, summarising identified challenges and opportunities and the anticipated priorities as part of the wider University strategy for 2020-2025.
- The Committee received an update from the Executive Director of Human Resources on headline items including the latest position on industrial action and the ongoing dispute around pay and pensions, an update on the latest USS pension developments and an overview of progress around the University's Engagement Action Plan and in particular the recently held SMG visibility events. The Deputy Director of Human Resources also presented an update on the delivery of the HR Transformation Project as the mechanism through which the ambitions of the People and Organisational Development Strategy will be realised.
- The Committee received an update on Pay, Performance and Reward (including Performance and Development Review - PDR), noting the challenges surrounding the 2019 PDR exercise and plans to design an improved in-house system for the 2020 round. The Committee noted an increase in Academic Promotion applications including the positive impact this has had on gender metrics of the senior population. The Committee acknowledged the recent launch of the Glasgow Professional Behavioural Framework and plans to further embed this within key areas such as recruitment and reward, and its potential alignment with academic staff.

HR/20/01 - Welcome & Apologies – Opening Remarks

JM welcomed the Committee and noted apologies from MG.

HR/20/02 - Update from Court

JM summarised the last meeting of Court in December 2019 which included consideration of Remuneration Committee papers. Major progress was reported with regards to the campus development with Court approving plans for the new Postgraduate Teaching Hub and Adam Smith Business School.

The Principal (BM) reported that discussion had taken place with other Russell Group Universities to address some of the issues raised around casualisation. This was not in response to the recent industrial action but was a genuine effort to share best practice and improve the working environment for valued colleagues. It was noted that the Wellcome Trust had published a report on stress levels in research staff. Further work would follow with an acceptance that funders must understand that their model driving the fixed-term nature of many researcher contracts.

HR/20/03 - SCENE – follow up report

DD noted that matters relating to alleged malfeasance at SCENE had been raised at Court in December. The Convenor of Court had asked that an update be routed back through governance mechanisms, including HR Committee. This report confirmed a review of follow up actions through the University's internal auditors and under the Whistleblowing policy had taken place and that there are no remaining issues to be addressed. Details of the Whistleblowing policy review will be brought to the next HR Committee in June 2020. AD confirmed that all audit actions identified by PwC were now complete.

HR/20/04 – Strategic Update from the HR Director

People & Organisational Development Strategy Update

CB presented a high-level overview of progress around the development of the new People and Organisational Development strategy and the direction of travel for the function as a whole. Court has already received an update from Neal Juster on the direction of the University strategy which is informing our emerging People and OD strategy. Reflecting on the current strategic overview, significant progress was noted across the existing themes of attracting talent, supporting development and leading transformation with notable deliverables including the completion of the HR Recruitment Review project and the recent launch of the Glasgow Professional Behavioural Framework.

The HR leadership team has identified challenges and opportunities consistent with those identified through the consultation process associated with the developing University strategy. The strategy is being developed with particular focus on the significant importance of our organisational culture and the anticipated priorities for the function. This will see the embedding of a deeper and more strategic partnership between HR, leaders, line managers and colleagues backed by investment in technical and strategic HR and OD expertise. Work around culture and values will focus on fostering an enabling culture, enhancing collaborative working, facilitating change and growing organisational

agility with this activity wrapped up in the overarching aims of enabling culture and values, attracting, developing and retaining staff.

There will be an emphasis on and growing support for enabling our culture related aspirations, the facilitation of change projects and the streamlining of transactional activity in order to build strategic and value adding capability.

Work is planned across February and March to further refine the strategy with a view to sharing at the next HR Committee in June. The development would follow an iterative process with dialogue welcome as part of the journey.

MAMcP welcomed the strategy developments but highlighted issues with plans associated with the subsidiary company the University has plans to set up. It was noted that this was under consideration in the Organisational Change Group established by Court and would likely be an item for further consideration at HR Committee.

Committee members fed back on the importance of culture, values and more specifically on workforce engagement, acknowledging the significant engagement which had already taken place. The theme of staff wellbeing was raised as being of particular importance to any further developments. Further consideration is also to be given to appropriate metrics in order to measure improvement. AD emphasised the strong starting point, with different job families already working very well together in many areas and that this type of collaborative approach is critical to the success of the University. This should form part of any consideration around possible metrics.

Industrial Action & 2020-21 Pay Negotiations

Numbers participating in the recent period of strike action remained fairly constant throughout the eight days of action, averaging 481 staff per day and resulting in an overall loss of 3848 days of productivity. The overall impact across the institution was reported to be relatively low, consistent with reported trends across the HEI sector. UCEA and UCU continue to engage in dialogue at a national level to seek a resolution to the ongoing dispute however there is currently potential for further action in late February/early March. Pay negotiations for 2020-21 are due to begin in February.

Universities Superannuation Scheme – Latest Developments

As previously reported, USS benefits have been maintained. The total contribution rate increased to 30.7% of salary (split 65% by employers and 35% by members respectively) from 1 October 2019.

USS has started to plan for the 2020 valuation and the second report of the Joint Expert Panel (JEP) was published in December, making recommendations on the future governance of the scheme, the valuation methodology and the way forward. UUK now intends to consult employers to seek views on this new valuation and potential options for reform, drawing on these recommendations.

Recruitment Review

The new recruitment system and process went live (as planned) on 23 December 2019. This signifies the culmination of this substantial strategic project which began in 2016 and encompassed the introduction of a new e-recruitment

system (utilising Core HR) as well as a significant behavioural change programme in the way we deliver the staff recruitment service.

HR Transformation

EG summarised progress within the HR Transformation project which seeks to design and implement an HR operating model that will improve service quality and reduce the time and cost of transactional activity, thereby enabling a greater focus on the delivery of value adding and strategic HR services. The project comprises two key workstreams, one looking at the HR operating model and the other on service and process design and is the overall mechanism by which the shift to People and Organisational Development will be brought to life.

Ongoing work will spread across three broad strands looking at existing processes, the implementation of Ivanti as a helpdesk tool and looking at the overall service offering. The helpdesk technology is already in use by the HR Systems Team and successfully handled over 2000 queries during the 2019 PDR exercise. A formal pilot has yet to be launched to test the new offering.

RG enquired around the extent to which a financial case had been outlined in order to show any potential benefits. EG advised that there was no financial case at this point and that there was limited quantifiable data, however the team will be able to utilise the available Uniforum service satisfaction data. Further updates will be brought back to HR Committee as required.

Staff Survey Update – SMG Visibility Events

CB advised that significant progress was being made on the University's Engagement Action Plan with one recent point of focus being the delivery of numerous SMG visibility events. Work is also underway to explore possible alternatives to 'one-off' staff surveys in order to deliver a more integrated and engaging model as part of our employee experience.

HR/20/05 – Pay, Performance & Reward (inc PDR)

LC updated the Committee on Pay, Performance and Reward activities as well as the general direction of travel for 2020.

The Early Career Development Programme (ECDP) had seen significant success with now over 500 staff enrolled in the programme. The 2018-19 Academic Promotion round had seen one of the first cohort of ECDP participants promoted to Professor.

The Performance and Development Review (PDR) process had proven to be exceptionally challenging in 2019 with the new system failing to deliver on simplifying the process for users and the transition to a cloud-based system presenting a range of further challenges and frustrations. These issues impacted overall completion rates (77%) which were the lowest in three years, however PDRs continued to be completed after the review window and reached a total of 85% completion. The downward trajectory for exceptional ratings continued from 2018-19, with females being marginally more likely to be rated as exceptional than males. Work is underway, led by colleagues in the Planning and Business Intelligence Unit to redesign the PDR system for 2020 with the aim of developing

a slicker user interface as well as a dashboard (showing budgets) to give managers wider oversight. Concerns were noted around the alignment of PDR and reward and the plans to disaggregate these going forward. There was acknowledgement that this will impact on the University's pay and grading structure as well as emerging work on team objectives.

Academic Promotion has seen a 14% increase in applications compared to the previous year with an overall success rate of 85%. Women now represent 32% of senior staff in the University, well on track to meet the 2020 target of 33%, which had once been thought aspirational.

The Committee was updated on the launch of the Glasgow Professional Behavioural Framework at the Professional Services Staff Conference. The framework has been well received with many colleagues with work ongoing to ensure the framework is effectively aligned with relevant academic frameworks, alongside wider implementation and embedding of this initiative.

There are various initiatives planned regarding staff discount related benefits which include cash plans for health care with a view to enhancing the employee value proposition.

The development of the University's future pay and grading structure will be a priority in the next 12 months (with Living Wage rates continuing to erode the bottom of our scale).

The Committee noted the importance of a PDR framework in the context of succession planning and the role of line managers.

HR/20/06 – Talent & Succession Plans

EG presented an overview of the University's talent and succession planning capability and associated plans following a request by the Remuneration Committee that this be raised at HR Committee. Succession plans are currently in place for the Senior Management Group and are either in place or under development for each School/Research Institute/Service across the University (managed by local Heads of HR). Talent is currently developed through a suite of leadership and development programmes as well as a range of informal methods such as stretching projects and coaching. Three themes have been identified in order to mature practice going forward, enhancement of our leadership development offering the identification of emerging talent individuals and the identification of a diverse and representative cohort of talent. Discussions with colleagues around the sector suggests that other Russell Group Universities are at a similar level of maturity and therefore a a priority for the sector going forward.

The Committee welcomed the progress made and look forward to a further update in the future.

HR/20/07 – HR Analytics

The pack of People data metrics and analytics has been expanded to include an overview of the University's extended workforce aligned with ongoing conversations regarding casualisation.

Follow-ups are now planned to take place with local HR teams to reflect on the data and any required actions. Work will also take place to look at workforce requirements and identify any potential scope to offer further security which is challenging given the funding driven nature of many roles. Dialogue will continue with the campus trade unions around this data.

HR/20/08 – Draft Minute of the Equality & Diversity Strategy Committee (EDSC – 11.11.19)

The minutes of the November EDSC were noted and attention drawn to actions related to the EHRC report on racial harassment in the sector.

HR/20/09 – Minute of Meeting & Matters Arising – 25.09.19

The minute of the previous meeting was approved.

HR/20/10 – Closing Remarks

No other business was noted and the meeting was closed.



Equality and Diversity Strategy Committee

Minutes of EDSC meeting held on 11 November 2019
Melville Room, Level 4, Gilbert Scott Building

Present: Principal Anton Muscatelli (Convener), Mrs Christine Barr, Mrs Bonnie Dean, Dr David Duncan, Mr Scott Kirby, Mr Thomas McFerran, Prof Jill Morrison, Dr Helen Stoddart, Ms Lesley Sutherland, Ms Mhairi Taylor

Apologies: Prof Muffy Calder, Prof Frank Coton, Mrs Emma Gilmartin, Prof Neal Juster, Dr Sylvia Morgan, Prof Roibeard O Maolalaigh, Dr Robert Partridge, Miss Rachel Sandison

Attending: Prof Satnam Virdee, Mrs Janell Kelly (clerk)

1 Welcome, apologies and introductions

The Convener welcomed members and acknowledged the high number of apologies received, but noted the meeting had reached a quorum so could proceed. The Convener welcomed Prof Satnam Virdee, attending to speak to Agenda Item 5. Members also welcomed Mr Scott Kirby, in his new role as SRC President, and Mr Tom McFerran as the SRC Vice President Student Support.

2 Minutes of the Previous Meeting – EDSC/20190605/Minutes1.0

The minutes were approved as an accurate record.

3 Matters arising from meeting held on 5 June 2019 – Paper 1

Action 1 - Recruitment - BAME Application Success Rates

M Taylor advised this action was still 'in progress' as the new Recruitment Process and CoreHR system was still to be fully rolled out. She confirmed EDU had been allocated an Ambitious Futures Graduate who would, from March 2020, begin to work on analysing our BAME recruitment statistics and other race equality related work.

ACTION: M Taylor

Action 2 – Support for Student Services

Update on the Student Services Review is not due until the June 2020 meeting.

ACTION: R Partridge

Action 3 – LGBT Chaplain Proposal

M Taylor reported a candidate has been identified but discussions have yet to be held with them. She advised R Partridge had agreed a new 'clause' will be added to the role descriptions for Honorary Chaplains.

ACTION: R Partridge

Action 4 – Online Bullying and Harassment Reporting Tool

M Taylor advised HR Committee wish to see the first review report on the current version of the University's online 'report and support' tool at its next meeting (23 January 2020) before making any recommendation on whether the Tool should be extended to allow for staff reporting or whether changes would be required before it was suitable.

ACTION: EDU/HR

4 EDSC Terms of Reference and Membership – Paper 2

Members review and approved the Terms of Reference as shown in Paper 2. Members noted the updated membership and the resulting gender split of Male 44% and Female 55%.

5 EHRC Inquiry into Racial Harassment at British Universities – Papers 3 and 3A

The Convener noted the report made for uncomfortable reading and serves as a wakeup call for this and all universities.

M Taylor advised she had attended the report's Scottish launch and emphasised while delegates at the event endorsed the report's findings, they had stressed they were not a surprise. Discussions at the event highlighted, with the backdrop of funding emphasis, focus and activity on gender equality, meaningful discussions on race and racism in Scotland had been relegated to the 'back burner'.

Prof Virdee, Professor of Sociology, Director of the University's Centre for Research on Racism, Ethnicity and Nationalism (CRREN) and co-chair of the University's Race Equality Group, endorsed this view, and asked members to reflect on the number of incidents, with 1 in 4 staff respondents experiencing racism at work and 20% of students being physically attacked, if scaled to reflect the full staff and student populations.

He reminded members incidents of racism are usually only reported as a last resort. He suggested University reporting procedures and policies tend to deal with individual incidents and individual perpetrators, rather than addressing the culture which fosters and allows them to happen.

Prof Virdee welcomed the University's initial steps in this area, through publication of the 'Slavery, Abolition and the University of Glasgow' report, but emphasised this must only be starting point; more needs to be done to have open discussions on the historical and structural origins of racism, public recognition from senior management that our workplace culture needs to change and a commitment to taking meaningful actions. He noted staff training, which some universities have invested in, can help but not without the active promotion of race equality led from the highest level and across the University.

T McFerran stated discussions with students have been mostly positive following the Slavery report and reparative justice programme but they stressed focussing on this hides their everyday reality. Key priorities for BAME students are creating a safe campus and ensuring enough resources and training are put in place to help staff tackle racism.

Members fully endorsed:

- The need for visible actions by the University to address the report's findings
- The formation of a Working Group, with Race Equality Group members of the to be invited to be involved
- Setting up mechanisms to find out what staff and students want from the University in relation to tackling racism on campus
- Review resources already available or needed to equip staff and students on how to discuss and tackle racism in the classroom/on campus
- Investigate how the University can address the lack of transparency on outcomes when incidents are reported

M Taylor agreed to consult with D Duncan and C Barr on the working group membership initially.

ACTION: M Taylor/Race Champs/REG

6 Embedding Equality, Diversity and Inclusion in Conferenced and Events – Paper 4

Members reviewed Paper 4 provided by Research and Innovation Services (R&IS) and requested the following amendments and additions be made:

- Initial statement to be strengthened to state the principles MUST be incorporated as much as possible.
- Information on how and where to report issues, such as with issues with accessibility to be added.
- Information on how and where to report incidents, for example if a delegate experiences bullying and/or harassment at an event, to be included.

M Taylor agreed to take pass these comments back to R&IS.

ACTION: M Taylor

7 REF 2021 – Staff Circumstances update

M Taylor reported the REF portal officially closed on 31 October 2019 after receiving over 380 reports of defined and complex personal circumstances. She confirmed the review committee had already met twice reviewing the initial 285 cases. The next meeting is scheduled for 10 December.

She acknowledged the assistance provided by HR colleagues across all four Colleges, noting the process has been extremely time consuming and overly administrative. She stressed there must be a 'lessons learned' discussion in order to influence future REF processes.

J Morrison and C Barr thanked all those involved with the REF Staff Circumstances process.

8 Staff Items

8.1 – Staff Survey 2018 – Disabled Staff Focus Groups Feedback – Paper 5

Members discussed the outcomes of the two focus groups held over the summer and the Disability Equality Group's proposed actions for the University, as detailed in Paper 5 by F Coton, in his capacity as Disability Equality Champion.

C Barr noted the experiences detailed in Appendix A & B were similar to those expressed in all of the previous staff surveys and resulting focus groups held with disabled staff. She stated it was now time to have a serious conversation about properly resourcing support for this group of staff, especially as the new student support structure does not have capacity for this.

The Convener and all members agreed all the recommendations from Paper 5. The Convener asked M Taylor and F Coton to take this forward initially, recognising the need to involve the other areas identified in the cover sheet.

ACTION: M Taylor/F Coton

9 Student Items

9.1 – Student Protected Characteristics Data – Paper 6

M Taylor presented Paper 6 which outlined a proposal for data collecting student equality related data collection in order to address the previously identified gaps in the University's understanding of our students' journeys.

Members suggested further additions to the proposed data capture should include:

- Carers/Parents, Care Leavers and Nationality and Refugee status

M Taylor confirmed these additional suggestions with Dr D Welch, Deputy Secretary, when they meet on 12 November.

ACTION: M Taylor/R Partridge

S Kirby confirmed there were no further current student items for discussion.

10 Equality Champions Updates

10.1 - Gender Equality Steering Group

J Morrison reported the Group's recent discussions:

- Athena SWAN – 4 successful awards from the April round of submissions – 2 Bronze and 2 Silver. Gender Equality Officer, Dr K Farrell, is currently supporting 9 Schools/Research Institutes who intend to submit applications in the upcoming November deadline.
- University's upcoming involvement in the 'Fearless Glasgow' initiative relating to a zero-tolerance approach to gender-based violence and all forms of sexual harassment.
- The Group welcomed the recent approval by SMG of the new Carers' Policy.
- The Group discussed, following their review and consultation process, SFC's recently strengthened guidance for HE/FE institution's Gender Action Plans.

10.2 - Mental Health Group

D Duncan reported the SFC has provided an additional £200,000 per year over the next 4 years for student mental health provision. This will allow for additional student counselling resources and access to a Mental Health Nurse, who will work across both the University and NHS, as well as expanding the current Peer Support Network.

D Duncan stated the current mental health provision for staff, provided via the Staff Assistance Provider (PAM Assist), is to be reviewed to ensure it is fit for purpose.

10.3 - Race Equality Group

B Dean noted there was nothing further to report from the Group that had not been discussed under item 5.

10.4 - Age Equality

M Taylor reported after taking on the role, M Calder has advised she is looking into conditions/development of young academic staff, in particular whether the Postgraduate Certificate in Academic Practice (PGCAP) is fit for purpose.

10.5 - Religion and Belief Update

M Taylor reported, on behalf of N Juster, a new University Chaplain has been appointed, however there may be a delay in them taking up their post.

10.6 - Disability Equality Group

M Taylor reported, on behalf of F Coton, the main issues discussed:

- Karen Lee, Director of Strategy, Performance and Transformation, attended to provide members with an overview of the major complexities and challenges of teaching room allocations in relation to accommodating both staff and student disabilities – particularly where notification is received late.
- Group reviewed an updated BSL Action Plan, noting the considerable costs and additional time required for providing BSL video translation.

- Discussions on the Final Review Report of the Accessible and Inclusive Learning Policy, how this intersects with the Lecture Recording Policy and how current facilities and resources affect compliance with both policies.

T McFerran advised the SRC recently met with the Disability Service to discuss the current Lecture Recording Policy and how the needs of students, many with hidden disabilities, are not being met due to the lack of lecture capture facilities. S Kirby noted the proposal to amend the Lecture Recording Policy to require teaching staff to 'opt out' has met with some resistance but hoped these could be addressed to allow this to be implemented during the new semester.

10.7 - LGBT+ Equality Group

M Taylor reported on behalf of R O Maolalaigh:

- J Kelly has been working with Information Services and Registry to implement new systems changes to allow Transgender students' preferred names appear across various University systems such as Moodle and MyCampus, while ensuring their Primary name remains for the purposes of their Degree Certificate. Further systems changes, due to be fully implemented for registration and enrolment for 2020, will allow ID cards to use the Preferred Name, where specified, by default.
- The University has entered a submission to Stonewall's Workplace Equality Index, with results due in late January 2020.

10.8 - Refugee and Asylum Seekers

M Taylor reported R Sandison had met with a number of key individuals and organisations:

- Proposal to join '[Universities of Sanctuary](#)' – this may be brought to the next EDSC meeting.
- Engagement with [Refuweegee](#) – looking at possible internships
- Discussions with University of Edinburgh on co-hosting CARA academic positions.

S Kirby stated the SRC welcomed the University of Sanctuary proposal, noting there was a real appetite for this in the student community.

J Morrison highlighted the University already has 2 CARA academics; from Yemen and Palestine. She noted the significant complexities involved in bringing the academics to Glasgow and thanked both C Barr and D Duncan for their assistance with this. She also expressed the view there may not be any benefit co-hosting with the University of Edinburgh and suggested she and D Duncan discuss this with R Sandison.

ACTION: J Morrison/D Duncan/R Sandison

11 Items for Information

11.1 – Accessible and Inclusive Learning Policy - Review Report – Paper 7

M Taylor noted the Policy is currently going through approval processes. If members wish amendments they should be highlighted directly to Prof S Biello.

ACTION: All

12 Any Other Business

12.1 – Memorandum of Understanding between SFC and EHRC

M Taylor updated members on the proposal for the SFC to take over the monitoring of Public Sector Equality Duties from the EHRC. She noted there are concerns across the Scottish HE/FE sector as the EHRC are the experts in the equalities field, not the SFC. She cited the recent requirement from the SFC for funding bids to have Equality and Human Rights Impact

Assessments; their guidance for conducting these is unclear and unhelpful. She stated it was unclear how this proposed change will affect future University Outcome Agreements.

13 Date of Next Meeting

19 March 2020 at 10:00 – 12:00, Melville Room

DRAFT

**Joint Committee of Consultation & Negotiation (JCCN)
Minute of the Meeting
2 October 2019
Melville, Main Campus**

Attendees:

Dr David Duncan (DD), Prof Frank Coton (FC), Mrs Christine Barr (CB), Mrs Elise Gallagher (EG)
Mr Jim Spence (JS), Ms Cindy Callaghan, Dr Craig Daly (CD), Mrs Jeanette Findlay (JF), Mrs
Margaret Anne McParland (MAP), Mrs Laura McCrimmon (LM - Minute)

In Attendance:

Emma Pickard (EP) – Item 4, Allison Leitch (AL) – Item 5, Chris Branney (CBr) - Item 9

No	Item
JC164	<p>Welcome & Apologies DD welcomed everyone to the meeting and apologies were noted as above. FC will join the second half of the meeting due to a diary conflict.</p>
JC165	<p>Approval of Previous Minute of 15 May 2019 / Actions The minute of the meeting of 15 May 2019 was approved as a true record and there are no outstanding actions.</p>
JC166	<p>WCGT Programme update - Including HR Recruitment Project update EP provided the committee with a progress update on the six projects which WCG have prioritised in order to enhance the University's student and staff experience.</p> <ol style="list-style-type: none"> 1. <u>Smart Campus</u> The project plans were signed off in March and a plan is in development to identify the investment required. 2. <u>Assessment & Feedback</u> Significant work is underway mapping out current and wide varying processes and practices across the institution. Further, the team have spoken with other Universities to identify best practice, and discussions are now taking place at CMGs on future models. 3. <u>Student Forecasting and Enrollment</u> The current process is time consuming for staff and does not deliver the best experience for students. A deep dive into the process has concluded and results are being analysed. Technological investment is likely to be needed to both enhance the process and assume better predictions for student subject choices. The full output of the review is expected by the end of 2019. It is anticipated that there will be some initial improvements in place by the 2020 enrollment, with the more significantly enhanced process and advanced technology in place by 2021. 4. <u>Professional Services (Processes and Systems)</u> WCG set up College based design teams to understand the current processes and systems, in conjunction with obtaining feedback directly from our staff and students. Whilst this project is in the early stages of review a common emerging theme is the disproportionate amount of time and effort staff spend on tasks which could be streamlined through automation and improved technology. Whilst the team are looking to implement some quick wins at the earliest, we anticipate the review phase will continue till the end of 2019. 5. <u>Student and Staff Service delivery</u> Ivanti was launched earlier this year and will be further developed as the one-stop shop for all staff and student service requests and support. 6. <u>Recruitment Process Review</u> Following a significant review of existing processes and in consultation with both staff and the trade unions, more intuitive ways of managing and attracting talent were identified with the aim of improving the candidate experience and streamlining the end-to-end process for our service users. A number of improvements were identified, including integration onto one system to be launched in December 2019, streamlined workforce planning and simplification of the financial approval process. CMGs/PRG are currently being consulted on the content of the change workshops which will be delivered at a local level in November. Feedback to date has been

positive the unions were asked to please keep the University apprised of any feedback they receive.

Design Week takes place from 28 Oct till 1 Nov and will launch a series of events, where staff and students can work with WCG and get involved in the projects outlined above.

EP welcomed questions:

CD asked if the Assessment and Feedback review would result in a one size fits all rules approach, noting this could be problematic given the differing nature of the work being assessed. EP expects the output to result in an ethos and guidelines, which would specify determined timescales on turn around times. The review is focused on enhancement of systems and process, but will be supported with better guidance, which will include the need to set clear delivery expectations; this is likely to include the use of a feedback calendar, which will ensure students are better informed from the outset.

JF noted that local practices and resource vary greatly and questioned the extend to which this will be taken into account and realigned if standard practices are to be enhanced across all areas. EP noted that admin staff in some areas currently spend considerable time on tasks which could be automated. Through the review, pockets of excellence have been identified. Best practice will be shared to improve processes more widely and new systems will be identified, all of which will allow resource to be better utilised. CB/DD highlighted a few recent improvements;

- Through Recruitment Process review some resourcing activities were identified as disproportionately time consuming. The use of the single eRecruitment platform and streamlining of some existing processes will enhance the service delivery for the team and their end users.
- The benefits of the refined extended workforce policy and practices are already being realised this year; the introduction of 2-3-year fixed term contracts has substantially reduced the number of contracts processed this year and will continue to do so each year.
- WCGT is funding roles to help the University facilitate change; AL has moved from US to work full time on the Facilities Services Review. Two HR Local Resourcing Co-ordinators will dedicate 0.5fte in the role of Change Agents to support and embed the newly designed Recruitment Process; it is envisaged that this will provide a platform which future change projects can adopt.

JC167

Facilities Services Review

AL provided an update on the current progress on the Facilities Service Review. Focus groups to review current operations and to identify challenges have been conducted; visits to peer organisations, hospitals and the airport took place to share ideas and best practices and look at their operating models. Draft design principles have been shared with staff with the aim of obtaining feedback. The presentation along with the Q&A will be uploaded to the facilities web pages in the coming weeks. It is hoped that this will provide a clearer vision of the purpose and scope of the project, which is to design a simplified model based on clusters. Dates for future focus groups are not yet set, however AL welcomed trade union input to identify staff who could meaningfully contribute the groups. If the trade unions do sense nervousness or hear of rumours, please bring them to AL so we can reduce anxieties by keeping staff factually informed.

DD noted that the James McCune Smith Learning Hub will open prior to completion of the Facilities Services Review. It will however provide an opportunity to pilot any anticipated model, which we can build upon. AL indicated that the pilot model and streamlined job descriptions for this building can be tested on a smaller scale and adapted as necessary for the wider service. Additionally, the pilot model will showcase the new roles which existing facilities staff may wish to consider as the review moves forward. The current working patterns do not necessary align with all our services, so a degree of flexibility and agility will be required.

AL outlined the next phase of the review in which she will work with staff and the trade unions to create a model focused on service delivery. Plans are underway whereby AL will shadow staff in their existing roles to better understand the needs of each service. Beyond this the team will be supporting and developing staff through potential change to roles, working patterns and ways of working; addressing local variations in allowances and service culture issues and delivering the process and system improvements to align with the introduction of the new model.

AL welcomed questions

MAP queried the scope for staff to fully engage in an open and honest manner given the perceived lack of trust in management and fear of repercussions. AL noted that there will be sessions with no

	<p>management attendance and that staff are also welcome to share ideas directly with her or through their trade unions. The University remains committed to listening and co-creating with staff throughout all change projects. CC reiterated that there are long standing trust issues within Security and the Library and welcomed any support to address this. CB recognised that management capability will need to be addressed in some areas and therefore behaviours and values will be a key focus within the new strategic plan now under development.</p> <p>CD asked for a clearer definition of cluster models and subsidiary companies owned by the University. DD explained that the University already operated a number of subsidiary companies which are run as commercial entities. The terms and conditions for subsidiary companies are benchmarked against similar organisations and are appropriate to the business in question, whilst also meeting our Living Wage commitment.</p> <p>JS endorsed the model used during a recent planning session with janitorial staff. AL welcomed the innovative approach adopted by Janitorial staff in bringing their ideas forward and would be happy to adopt a similar approach with the other services.</p>
JC168	<p>Climate Change and Sustainability</p> <p>DD provided an update on change and sustainability. Staff and students participated in the climate change strike on the 20 September designed to draw attention to risks to the planet if we don't cut emissions. UoG was the first University in Scotland to declare a climate change emergency in May 2019. There are ambitious plans to reduce our carbon footprint through implementation of new energy sources and changing of existing habits. A number of proposals will be taken to Senate in the coming weeks. The University wishes to fully engage staff and students in a joint approach to developing an ambitious climate change strategy.</p> <p>JF raised the issue of commuting, noting that in many cases public transport is more expensive than driving, which is of concern for our lower paid staff. Discussion followed on better transport links between the city centre and the main campus. FC advised that 18% of our carbon footprint derives from commuting. DD stated that running private transport to the city centre had been considered but it was not cost effective when there is already a local bus service and underground rail link within reach.</p> <p>It was acknowledged that there are 'Green Impact' teams in local areas and various student groups are already involved in tackling climate change issues.</p>
JC170	<p>Policy Review Group Update</p> <p>CBr spoke to the paper 'Policy Review Group Update' outlining the current progress of the Flexible Working and Caring Responsibilities policies. Both policies have been discussed at PRG and will be taken to SMG in the coming weeks.</p>
JC171	<p>Update on cleaning service and progress of the sub committee</p> <p>EG noted that a sub-group of the JCCN met in August and September to progress the dispute within Cleaning Services in relation to coverage, hours and general terms and conditions. Good progress has been made with regards to resolving these issues. A communication on changes resulting from the negotiations has been shared with affected staff and the collective trade unions and we will continue to work together in bringing all outstanding matters to a satisfactory conclusion.</p>
JC172	<p>AOCB</p> <p>Jeanette Findlay will chair the next meeting of the JCCN on the 18 February 2020.</p> <p>DD brought the meeting to a close and thanked everyone for their participation.</p>

Future Meetings & Chair (on rotation):

18 February 2020 - JF

20 May 2020

7 October 2020

Court Context Card - 12 February 2020 - Report from Health, Safety and Wellbeing Committee

Speaker	Dr David Duncan
Speaker role	Convener of HSWC
Paper Description	Minute from HSWC meeting held on 12 December 2019
Topic last discussed at Court	01 October 2019
Topic discussed at Committee	For information only
Committee members present	None
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	For Information only
Timing	Immediate
Red-Amber-Green Rating	Green
Paper Type	For Information only
Paper Summary	At its meeting on 12 December, the Committee received: updates on meetings with onsite contractors, and on possible centralisation of PAT testing. The Committee received a briefing on risk management. The Committee covered its usual range of business in reviewing standard reports on Occupational Health activities, Audit updates and Employee counselling. The Committee approved the Asbestos Policy. Updates on Fire safety matters, personal safety and on Traffic Management were noted and discussed.
Topics to be discussed	None highlighted
Action from Court	For information/discussion if desired
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	
Risk register - college level	
Demographics	
% of University	100% All staff and students, relevant to all
Operating stats	
% of	
Campus	All locations
External bodies	HSE
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

Health Safety and Wellbeing Committee

Minute of Meeting held on Thursday 12 December 2019 at 10:00 AM in the Melville Room

Present: Dr David Duncan, Mr James Gray, Mr William Howie, Mr Christopher Kennedy, Ms Paula McKerrow, Mr David McLean, Mr John Neil, Mr Deric Robinson, Ms Aileen Stewart, Mr Dave Thom, Ms Selina Woolcott, Mr Luke McBlain, Mr Tom McFerran, Mr Cyril Pacot

In Attendance: Ms Debbie Beales, Mr David Harty, Mr Barry Morton, Mr Craig Chapman Smith

Apologies: Ms Louise Stergar, Mr Paul Fairie, Mr Peter Haggarty, Mr Graham Tobasnick

Convenor's Business:

The Convenor welcomed Mr Cyril Pacot who will attend all HSWC meetings as an ex-officio member for the School of Engineering.

HSWC/2019/10 Minutes of the Meeting held on Thursday 19 September 2019

The Minute of the meeting held on Thursday 19th September 2019 was approved.

HSWC/2019/11 Matters arising

HSWC/2019/11.1 Contractor activity (verbal update DH)

Mr Harty informed the Committee that he had attended a quarterly contractor meeting last week where two near-miss incidents were discussed. There were no injuries on either occasion, and both have been investigated by the relevant contractors with reports generated showing lessons learned. Traffic management continues on University Avenue and has moved further down towards University Place, opposite the Boyd Orr Building. The crossing has been widened and planters removed to ease pedestrian congestion at traffic lights. The Committee welcomed the return of sounders at the traffic lights on University Avenue.

HSWC/2019/11.2 Centralisation of PAT (verbal update BM)

Mr Morton informed the Committee that PAT is currently completed at School/University Services level with different models being used within different areas. US currently use external agencies to perform testing and Schools use a combination of external agencies and internal technicians to undertake the testing. The Facilities Team within E&CS are currently looking at centralising the testing and Mr Morton is to meet with the Director of HSW and the CoSS Graduate Manager to test theories and discuss the practicalities required to centralise PAT. Mr Morton will update the Committee at the March meeting.

HSWC/2019/12 Strategic risk management (verbal update CC-S)

Mr Chapman-Smith informed the Committee that he recently took over the role of Risk Manager. He found that current Risk Registers varied from School to School in both format and risk rating and, as a result, he created a new Risk Register Policy with a reformatted Risk Register framework to be used by the entire University. Once these have been approved by

SMG in January 2020 and the Audit Committee in February 2020 they will be made available to Schools/Colleges/RI's/US. A Risk Management Group has been formed and will meet quarterly. Ms Woolcott will represent the HSWC at these meetings and will feedback to the Committee as appropriate.

HSWC/2019/13 OH Report (Paper 1)

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

HSWC/2019/14 SEPS Report (Paper 2)

The Committee noted the Paper that was circulated. The Committee discussed an incident involving a cyclist striking a partly unmarked speedbump on the roadway heading to Dumbarton Road. Mr Harty agreed to follow up on this to ensure that the speedbump is correctly marked.

HSWC/2019/15 Audit update (Paper 3)

The Committee noted the Paper that was circulated. Mr McLean informed the Committee that there have been 3 audits within E&CS, with good progress being made towards the action points raised. There has also been good progress made with the action points raised within Biodiversity and CMVLS Operations & Facilities. IT Services are progressing but SEPS have planned a meeting with Service staff to discuss the remaining open actions.

HSWC/2019/16 EAP Report (Paper 4)

The Committee noted the Paper that was circulated. Ms Woolcott informed the Committee that a couple of complaints that had been raised regarding access to services via the call centre have been escalated to national head office. There is still a year of the remaining contract to run and a working group will meet to discuss the tendering process in Spring 2020.

HSWC/2019/17 Asbestos Policy (Paper 5)

The Committee noted the Paper that was circulated. The Committee approved the Policy but agreed that rewording of sections 4 and 5 within responsibilities of HoS/DoRI's and Heads of Service was required. It was also agreed that PGR's and GTA's would be included in the list of staff that may require training in part 4 of the responsibilities of the Safety & Compliance Team. Any additional comments should be emailed to Mr Harty who will amend the wording as requested and then circulate to the Committee via the Clerk. The Committee discussed the signage used to signify when an area contains asbestos and agreed that the current text was very small and difficult for building users with impaired vision to read. Mr Harty explained that the signs are there for the attention of those conducting work and maintenance in the building and agreed with the Committee that steps should be taken to introduce signs with a larger font.

HSWC/2019/18 Fire safety (Paper 6)

The Committee noted the Papers that were circulated. A recent fire in student accommodation at another University recently had brought the issue of fire safety back on to the agenda. Mr Morton informed the Committee that the report, which has been circulated to the Committee, Court and Senate, sets out relevant action updates as well as the current arrangements in relation to student residences. Following the Grenfell fire in 2017, E&CS commissioned a survey to review cladding on all relevant residential buildings. The only building with any potential risk identified was the Wolfson Hall residence where there are limited areas of PVC

cladding. A further fire risk assessment concluded that any risk of fire was compensated by the presence of fire doors, automatic detection systems and regular fire drills. The building is low rise and staffed 24 hours a day. All University-owned student accommodation has a Fire Risk Assessment (FRA) in place as well as a House of Multiple Occupation (HMO) license.

The Committee discussed the issue of student accommodation not owned or directly contracted by the University. The University has no authority to inspect these types of premises, but they are subject to building control and HMO licensing requirements which are issued by Glasgow City Council. The Committee asked about the safety of the cladding on the Main Library. Mr Morton assured the Committee that the new cladding, made of non-combustible aluminium, has been tested and there are no accelerants present.

HSWC/2019/19 Traffic management (Paper 7)

The Committee noted the Paper that was circulated containing 2 issues raised by UNITE as possible areas for concern:

1. The road on the South Front between the James Watt Building and the Flagpole has an area where there is no pavement studs marking the pedestrian route on the road where there is no pavement are now in place.
2. The road between the Isabella Elder Building and the Kelvin Building is narrower than usual due to scaffolding on the IE Building. This is an area that delivery vans use as a turning circle which can pose a risk to pedestrians. E&CS are aware of this issue and are looking at ways to address it.

HSWC/2019/20 Personal safety (verbal update DD)

Dr Duncan informed the Committee that, following four attacks on women, an arrest has been made. The University will hold a public safety campaign in the west end of Glasgow in 2020 and the SRC have been working closely with Police Scotland. Security has been raised on campus and there are safety initiatives in place including the student led 'Glasgow route buddy' which encourages students to find someone to walk home with at night. The Committee discussed the new App 'SafeZone' that will go live in 2020 and Dr Duncan agreed to arrange a demonstration of the App for the next HSWC meeting. The Committee discussed whether taster sessions in self-defence classes could be of benefit to staff and students and Dr Duncan agreed to consider this idea and feedback at the next HSWC meeting.

HSWC/2019/21 Any Other Business

- Staff safety communications. Mr Howie informed the Committee that there is a lack of knowledge amongst staff on how to escalate crisis situations or how to contact the Gatehouse from a mobile phone. Mr Morton agreed that he would work with Comms to circulate an all staff email with information on how to contact the Gatehouse in an emergency.
- Drones. Mr McLean informed the Committee that at the end of November this year the law changed and all drones over 250 grams must now be registered and online training completed.

HSWC/2019/22 Date of Next Meeting

The next meeting of the HSWC will take place on Thursday 5th March 2020 at 10am in the Melville Room.

DRAFT

Created by Debbie Beales

University of Glasgow

University Court – Wednesday 12 February 2020

Communications to Court from the meeting of Senate held on 10 December 2019

Dr Jack Aitken, Director, Senate Office

(All matters are for noting)

1. University Strategy – Update from Senior Vice-Principal

Professor Neal Juster (Senior Vice-Principal) provided Senate with an update on the 2020-25 University Strategy, the final draft of which would be presented to the University Court in June 2020. Professor Juster reported that the University had made improvements in all domestic league tables since 2010, and had risen slightly in the QS World University rankings. However, there had been a decline over recent years in the University's position in the Times Higher Education World Rankings.

Professor Juster informed Senate that the 2020-25 University Plan would focus on a range of priorities including: the values and culture of the University; sustainability; enhancing the student experience; increasing engagement with the City; innovation and entrepreneurship; and technology to drive transformation.

Members of Senate raised the issues of staff workloads and the impact that this was having on creativity and bullying. Professor Juster informed Senate that the WCGT projects would improve the efficiency of University processes and systems to free up staff time for research and teaching. Regarding bullying, Professor Juster reported that this issue had been raised by staff in the recent staff survey and that the University would develop a mechanism to enable staff to report incidents of bullying more easily. Members of Senate enquired about the issue of University structures acting as a barrier to interdisciplinary research and asked if this would lead to a future academic restructuring of the University. Professor Juster confirmed that there were no plans to restructure the University and that greater interdisciplinarity could be achieved by creating more space for staff to come together and discuss their ideas, and by improving University systems and processes that currently acted as a barrier to interdisciplinary research. Professor Juster also acknowledged that a smart interface was required to enable staff to access research grant data and the names of research grant recipients. Members of Senate highlighted the University's stated commitment to City engagement and the extent to which this engagement could be extended beyond the City boundary to neighbouring councils such as East Dunbartonshire and East Renfrewshire. Professor Juster noted that the term 'City engagement' was a shorthand for engagement in the local area.

The Principal thanked Professor Juster for his presentation and encouraged members of Senate to contact him if they had any suggestions or comments regarding learning and teaching related issues that could be included in the 2020-25 University Plan.

2. World-Changing Glasgow Transformation – Presentation by Chris Green, Chief Transformation Officer

Mr Chris Green, Chief Transformation Officer, provided Senate with an update on the progress of the World-Changing Glasgow Transformation (WCGT) projects. Mr Green informed Senate that WCGT was helping to prepare the University for a world that was increasingly dynamic, competitive and global. Working with colleagues across the University,

WCGT had started to transform the University's staff, structures, processes and systems to enable the institution to better respond to future challenges.

The main objectives of WCGT were to:

- Significantly improve the quality of services provided to the University community
- Improve value for money and efficiency to support greater investment in the University's strategic imperatives
- Enable a culture focused on service excellence and collaboration

Mr Green informed Senate that the delivery portfolio for WCGT consisted of several projects, each with specific aims and objectives. The Smart Campus project aimed to shape the future digital environment of the University campus, with a view to enhancing the University's social, technological and economic impact on the city of Glasgow. The Assessment and Feedback project focused on improving the experience for students and staff by significantly redesigning how the University undertook assessment and provided feedback. The Student Forecasting and Enrolment project was established with a view to enhancing the student enrolment experience for undergraduate and postgraduate taught students and to facilitate more effective decision-making and course selection. The Professional Services project aimed to design services that met users' needs and improved the quality of service delivery at a reduced cost. Finally, the Responsive Change project aimed to develop a 'bottom up' service that identified and addressed day-to-day challenges faced by staff at the University.

Members of Senate highlighted a number of issues relating to the importance of sustainability and accessibility on the new campus. Mr Green informed Senate that the WCGT projects focused on human-centred design and staff engagement, taking into account the diverse needs of all members of University staff. It was also noted that WCGT was gathering data on current use of the University estate to identify areas that were being under-utilised to reduce the University's carbon footprint. Furthermore, Senate was reminded that an update from the University's Sustainability Working Group had been provided at the October 2019 meeting of Senate outlining the University's plans to reduce its carbon dioxide emissions to net zero by 2035. Feedback from Senate had been reported to the University Court and would assist in the development of the University's decarbonisation proposals.

Members of Senate enquired about the key performance indicators that WCGT was being measured by. Mr Green informed Senate that WCGT was being measured on its ability to free up staff time, save resources, and reduce the cost and improve the efficiency of University processes. WCGT was also being assessed on its ability to create a culture focused on service excellence and collaboration. Success of the strategies implemented by WCGT would be measured by comparing the University against similar institutions in relation to WCGT's stated objectives.

3. Convener's Business

3.1 Senior Management Group appointments

The Principal informed members of Senate that the following appointments and reappointments had been made to the University's Senior Management Group since the last meeting of the Council of Senate in June 2019:

- Professor Sara Carter had been appointed as a new Vice-Principal and Head of the College of Social Sciences
- Professor Chris Pearce had been appointed as the new Vice-Principal for Research

- Professor Roibeard Ó Maolalaigh had been re-appointed for another two years as Vice-Principal and Head of the College of Arts

3.2 USS Pensions update and recent industrial action

The Principal informed members of Senate that the University and College Union (UCU) had called on its members at universities across the UK, including Glasgow, to go on strike from 25 – 29 November and from 2 – 4 December 2019 over pay and pensions. The UCU was dissatisfied with the 2019 pay settlement and opposed to a recent increase in the contributions staff were expected to make towards their pensions. The Principal thanked UCU Glasgow for agreeing to send out a joint statement to staff outlining the University's position on striking staff and highlighting the measures that would be taken to minimise disruption to students.

Regarding the wider dispute, the Principal reported that talks between Universities UK (UUK) and UCU had been productive in relation to non-pension issues such as the gender pay gap. However, little progress had been made on the issue of pensions.

Members of Senate raised concerns that contribution levels could become unaffordable for many members of staff and asserted that universities should be willing to take on the extra cost of the pension contribution increases that had been implemented since April 2019 (8% to 9.6% of salary for employees and 18% to 21.1% of salary for universities). Dr Duncan responded noting that the requirement for increased employee and employer contributions to maintain the defined benefit element of the Universities Superannuation Scheme was regrettable; however, the percentage increase in employee contributions had been relatively modest in comparison to the percentage increase for employers.

3.3 Brexit

The Principal reported that it was difficult to speculate on the outcome of Brexit until the December 2019 General Election had taken place. However, he noted that the University would continue to lobby the UK and Scottish Governments regarding the status of EU staff and students.

3.4 Muscatelli Report

The Principal informed members of Senate that he had been asked by the Scottish Government to produce a report focusing on how Scotland's universities could improve their engagement with industry and boost their contribution to economic growth. In summary, the report concluded that the innovation agenda should be a shared national mission for institutions across all sectors in Scotland and that Universities and public funding agencies should ensure that they played an active role towards achieving this ambition, if they were in receipt of public funding for research and innovation. The Report also highlighted that lessons could be learned from other small, innovative economies, including the setting of clear priorities for innovation that were congruent with strategic areas which could attract innovative companies wishing to invest, or identifying and encouraging more applied research with highly-innovative and productive companies that could help to drive the Scottish economy. Furthermore, the Principal noted that the Report recommended that the Scottish Funding Council (SFC) should consider focusing its Research Excellence Grant (REG) and University Innovation Fund (UIF) funding in a way that could maximise the impact for Scotland both in terms of UKRI leverage and Scotland's research and innovation landscape. SFC should also consider the long-run sustainability of Scotland's universities' research and innovation activities and provide advice to the Scottish Government during the next spending reviews.

3.5 Bolton fire

Professor Juster noted that a fire had taken place at student accommodation in Bolton, and it was suspected that the fire had been exacerbated by the type of cladding used on the building. Concerns had been raised that other student accommodation across the UK might be covered in similarly combustible cladding. Professor Juster reported that Estates and Buildings had carried out a survey of the University estate in December 2017 and had concluded that all University buildings, including University-owned student accommodation, were compliant with current fire regulations. The University had also contacted private accommodation providers across Glasgow to seek assurances that their buildings complied with current fire regulations. If these assurances were not obtained then the University would advise students to avoid particular accommodation providers.

4. Clerk of Senate's Business

4.1 Report of the Honorary Degrees Committee

The Clerk of Senate reported that the following acceptances had been received from nominees to receive Honorary Degrees in 2020:

DOCTOR OF LETTERS (DUniv) - GSA

Professor Dugald CAMERON
Emeritus Professor and former Director, Glasgow School of Art

DOCTOR OF LAWS

Dana DENIS-SMITH
Founder and CEO, Obelist Support

DOCTOR OF LETTERS (DLitt)

Ian MACDONALD
Author

Professor Godfrey PALMER
Human Rights Activist

Dr John SCALLY
National Librarian, National Library of Scotland

DOCTOR OF ENGINEERING (DEng)

Professor Alicia EL HAJ
Interdisciplinary Chair of Cell Engineering, University of Birmingham

DOCTOR OF THE UNIVERSITY (DUniv)

Professor Kofi ANYIDOHO
Professor of English, University of Ghana

Etienne D'ABOVILLE
Chief Executive, Glasgow Centre for Inclusive Living (GCIL)

Corinne HUTTON
Founder of Finding Your Feet charity and motivational speaker

The names noted above of those who had accepted the offer of an Honorary Degree were now in the public domain.

Further replies were awaited and would be reported to the next meeting of Senate.

4.2 Honorary Awards Procedures

The Clerk of Senate informed Senate that, at its meeting on 2 September 2019, the Honorary Degrees Committee had agreed that the procedures for the conferring of honorary awards should be extended to include procedures for the revocation of an Honorary Degree. The Committee also proposed that it could act on Senate's behalf with respect to revoking honorary awards. While the decision to revoke an award would be a significant step for Senate, the circumstances of any such case would be extremely sensitive and confidential. It was for this reason that the Committee proposed that Senate delegated authority to the Honorary Degrees Committee to decide the issue.

Senate approved the recommendation to allow the Honorary Degrees Committee to act on its behalf with respect to revoking honorary awards.

University of Glasgow

University Court – Wednesday 12 February 2020

Communications to Court from the meeting of Senate held on 6 February 2020

Dr Jack Aitken, Director, Academic Standards and Quality

(All matters are for noting)

1. Intimations

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

Professor Tom Campbell

Professor Tom Campbell died on 27 July 2019 at the age of 81. Professor Campbell was Professor of Jurisprudence at the University between 1979 and 1990 and also held the post of Dean of the Faculty of Law and Financial Studies. Throughout his career, Professor Campbell had made significant contributions to legal scholarship, publishing influential work on the Scottish Enlightenment and various aspects of moral and legal philosophy. He also contributed much to public debate about law and ethics.

Breffni O'Connor

Ms Breffni O'Connor, a past-President of the Students' Representative Council and graduate of the University, died on 23 November 2019 at the age of 30. During her time as a student, Ms O'Connor was an active member of the University community, and was a vocal and passionate voice for students at Senate. She served on the Board of Management of the Glasgow University Union, before becoming Vice-President for Student Activities and subsequently President of the SRC in 2014-15. Ms O'Connor served as the SRC's first VP for Student Activities and played a significant role in the establishment of the University's 'Let's Talk, Gender-Based Violence' initiative. Ms O'Connor was also influential in Glasgow's decision to become the UK's first university to commit to divestment from fossil fuels.

2. Library Annual Report

Ms Susan Ashworth, Executive Director Information Services and University Librarian, provided a summary of the University Library's Annual Report and highlighted several sections of the Report for Senate's attention. Regarding recent exhibitions, Ms Ashworth noted that the 'William Hunter and the Anatomy of the Modern Museum' exhibition had opened in the Hunterian Art Gallery to mark the tercentenary of the birth of Dr William Hunter, the celebrated 18th century physician, anatomist, obstetrician, collector and teacher. The exhibition ran from September 2018 to January 2019 and attracted nearly 15k visitors. The Library had also held an exhibition in the University Chapel titled 'Call and Response: The University of Glasgow and Slavery', which acknowledged the significant financial benefit that the University had derived from slavery.

In relation to research support, the Library had launched a scheme to enable scholars from across disciplines to visit Glasgow to work on the University's unique research collections. Supported by the Library, the William Lind Foundation and the Friends of Glasgow University Library, nine Visiting Research Fellows had been appointed from six different countries.

In an effort to support the student experience, a new, student-focused support model, 'Reach Out', had been launched. The service was developed and designed in response to student feedback that accessing services could be confusing. Information Services staff worked in partnership with Student and Academic Services and the World Changing Glasgow Transformation Team to plan, design and implement a single service identity for accessing the main student support services.

Ms Ashworth informed Senate that the Library had developed a dynamic and successful partnership with the Students' Representative Council (SRC). In collaboration with the SRC, the Library had planned and promoted 24-hour opening during exam periods throughout the year. The Library had also hosted several SRC campaigns, including exam distress sessions, a 'Kindness' wall and the 'End Sexual Violence and Harassment' campaign.

On behalf of Senate, the Principal paid tribute to Library staff for all of their work and thanked Ms Ashworth for her report.

3. Convener's Business

3.1 Brexit

The Principal informed members of Senate that the Scottish Government had previously confirmed that it would meet the cost of tuition fees for eligible EU students starting courses in Scotland in 2019-20 and 2020-21, for the duration of their course. The Scottish Government was currently considering its position on fees for EU students starting their course in 2021-22.

The Principal noted that 11% of undergraduate students studying at Glasgow were from the EU and that these students made a valuable contribution to University life. EU students also made a significant contribution to the Scottish economy after graduating, helping to offset the demographic challenges of an ageing workforce. Therefore, the University would make the case to the Scottish Government that it should continue to meet the cost of tuition fees for EU students beyond 2020-21.

Regarding Erasmus+, the Principal informed members of Senate that the UK would continue to remain a full member of Erasmus+ and European Solidarity Corps (ESC) programmes for the remainder of 2020. The UK Minister for Universities, Science, Research and Innovation had indicated that his officials were exploring potential domestic alternatives to the Erasmus+ programme, as a back-up position. However, the Scottish Government had signalled its strong support for continued participation in Erasmus+ and had stated that it would explore the possibility of Scotland remaining in the scheme if the UK Government decided to leave Erasmus+. The Principal informed Senate that the University would communicate with staff and students once a decision had been made by the UK Government.

In relation to research, the Principal informed members of Senate that UK scientists and researchers could continue to participate in, bid for and lead Horizon 2020 programmes. In addition, they could continue to receive EU grant funding for the lifetime of individual projects, including projects finishing after the end of the transition period in 2020.

Beyond the transition period, the UK Government had stated that it preferred the option to associate with Horizon Europe (Horizon 2020's successor which was due to begin in 2021). However, the European Commission's regulations for association to Horizon Europe had not yet been finalised and could differ from the regulations currently in place for Horizon 2020. The UK Government had also commissioned the Smith Review and established a 'Horizon Europe Alternatives Board' and a 'Stakeholder Working Group on EU Exit, Universities, Research and Innovation' to consider potential alternatives to Horizon participation. Meanwhile, the Scottish Government had indicated that it was keeping all options on association to Horizon Europe and/or on domestic alternatives open.

Regarding immigration, the Principal reported that EU citizens (except those from the Republic of Ireland) who were resident in the UK before 31 December 2020 would have to apply for 'settled status' if they wished to remain living and working in the UK after that date. The Principal reminded members of Senate that, in December 2018, Theresa May's Government had published its White Paper on 'The future skills-based immigration system' and had established the 'Migration Advisory Committee' (MAC) to provide further advice on immigration policy. However, since then, Boris Johnson's administration had announced the following changes to the UK Government's immigration policy:

- The MAC should focus its advice on the establishment of a points-based immigration system.
- International students starting their courses from 2020-21 would be eligible to remain in the UK for two years following the end of their studies.
- A new fast-track visa would be introduced for researchers and their eligible dependents which would fit into the existing Tier 1 visa route (Global Talent visa) and be administered by UK Research and Innovation.

In January 2020, the Scottish Government had published proposals for a tailored Scottish immigration system which recognised Scotland's distinct demographic, geographic and skills challenges. However, the UK Government had rejected the Scottish Government's recommendations and was now considering the recommendations of the MAC, which had recently published its report on the establishment of a points-based immigration system with a recommended salary cap of £25.6k.

3.2 Coronavirus

Dr David Duncan, Chief Operating Officer and University Secretary, informed Senate that the University had established a coronavirus group that was meeting every morning to monitor the risk posed by the virus and to discuss any potential action that the University should take to support its staff and students. The University was also in regular contact with the Chinese Students and Scholars Association to identify and communicate with students and staff who had been impacted by the travel restrictions imposed since the outbreak of the coronavirus. Furthermore, the University was exploring how it could continue to deliver teaching with partner institutions in China. In the longer-term, the University was assessing the potential risk of disruption for Chinese students intending to travel to Glasgow to undertake pre-sessional English courses during summer 2020. Dr Duncan informed Senate that regular communications would be sent to staff and students to keep them informed of any developments or decisions made by the University.

Members of Senate expressed concerns that a small number of Chinese students had experienced discrimination and xenophobia as a result of fear and misinformation surrounding the coronavirus. The Principal informed members of Senate that the University would take any allegations of racism or xenophobia extremely seriously and would protect and support any students who had been subjected to such behaviour.

3.3 Scottish Budget

The Principal informed members of Senate that the Scottish Budget had not yet been announced. Scottish Universities had lobbied the Scottish Government for an uplift in funding for teaching and research. This was particularly important given the recent findings of the Audit Scotland report which highlighted that only four out of 15 Scottish Universities maintained an operating surplus. The Principal informed Senate that he would provide an update on the Scottish Budget at the next meeting of Senate.

3.4 Industrial action

The Principal informed members of Senate that the Universities and Colleges Union (UCU) had recently called for industrial action at 74 UK Universities, including Glasgow. Strike action would take place on 14 days between Thursday 20 February and Friday 13 March 2020. This would be followed by a period of 'working to contract' until 29 April 2020. The strike action was being taken because members of UCU were dissatisfied with the 2019 pay settlement and were concerned about casualisation, equality and workloads. Members of UCU were also dissatisfied with the recent increase in employee pension contributions. The Principal personally regretted the strike action, particularly given that meetings were currently taking place between Universities UK (UUK), UCU and the Universities Superannuation Scheme (USS) to agree on an approach for progressing the Joint Expert Panel's recommendations in relation to USS. Dr Duncan also reported that good progress had been made in recent talks between Universities UK (UUK) and UCU in relation to non-pension issues such as pay equality, and it was hoped that, rather than focusing on the 2019 pay settlement, disputes around pay could be discussed as part of the upcoming 2020-21 pay negotiations.

4. Clerk of Senate's Business

4.1 Report of the Honorary Degrees Committee

The Clerk of Senate reported that the following acceptances had been received from nominees to receive Honorary Degrees in 2020:

DOCTOR OF LETTERS (DUniv) - GSA

Sandy KENNEDY
Chief Executive of Entrepreneurial Scotland

Alex PATERSON
Chief Executive, Historic Environment Scotland

DOCTOR OF SCIENCE (DSc)

Professor Deborah LAWLOR
Professor of Epidemiology, University of Bristol

Professor Dorairaj PRABHAKARAN
Vice President (Research and Policy, Public Health Foundation of India)

DOCTOR OF THE UNIVERSITY (DUniv)

Sir Douglas Jardine FLINT
Businessman

The names noted above of those who had accepted the offer of an Honorary Degree were now in the public domain.

Further replies were awaited and would be reported to the next meeting of Senate.

4.2 Commemoration Day

The Clerk of Senate informed members of Senate that Commemoration day would take place on Wednesday 17 June 2020. This year's event would have a European focus to celebrate Glasgow's connections with Europe and to award honorary degrees to a number of prominent European academics and political figures. All members of Senate were warmly invited to attend the event to ensure a good turnout and to welcome European colleagues to Glasgow.

4.3 Annual University Service in Glasgow Cathedral

The Clerk of Senate informed members of Senate that the Annual University Service would take place in Glasgow Cathedral on Sunday 8 March 2020 at 11.00am. Those wishing to join the academic procession were requested to assemble in the Sacristy by 10.45am. Academic Dress (gown and hood plus white bow-tie for men) should be worn for this occasion.

Those wishing to join the academic procession were requested to email Ceremonial Events (Ceremonial-events@glasgow.ac.uk) to ensure that an appropriate number of seats could be reserved.

4.4 Rectorial Elections

The Clerk of Senate informed members of Senate that a new University Rector would be elected to serve a three-year term of office from 31 March 2020. The elections would take place from 9.00am on Monday 23 March until 4.00pm on Tuesday 24 March 2020, with all registered students of the University being eligible to vote.

The following nominations had been received for the role of Rector:

- Junaid Ashraf, SNP Councillor
- Graham Campbell, SNP Councillor
- Elaine Gallagher, Activist
- John Nicolson, MP
- The Rt Hon Lady Rita Rae, QC