



Court

Minute of Meeting held on Wednesday 10 April 2019 in the Mary Stewart Meeting Room, Garscube Estate

Present:

Mr Dave Anderson Employee Representative, Mr Graeme Bissett Co-opted Member, Ms Heather Cousins Co-opted Member, Professor Lindsay Farmer Senate Assessor, Mr David Finlayson Co-opted Member, Professor Carl Goodyear Senate Assessor, Dr Simon Kennedy Senate Assessor, Professor Kirsteen McCue Senate Assessor, Dr Morag Macdonald Simpson General Council Assessor, Ms Margaret Anne McParland Employee Representative, Mr Ronnie Mercer Co-opted Member, Dr June Milligan Co-opted Member, Professor Sir Anton Muscatelli Principal, Mr Elliot Napier SRC Assessor, Ms Elspeth Orcharton Co-opted Member, Ms Elizabeth Passey Co-opted Member (Convener of Court), Ms Lauren McDougall SRC President, Mr Gavin Stewart Co-opted Member, Dr Ken Sutherland 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), Professor Frank Coton (Vice-Principal Academic & Educational Innovation) (for item 40), Ms Susan Ashworth (Executive Director of Information Services) (for item 40), Mr Mark Johnston (Director of IT Services) (for item 40), Ms Christine Barr (Director of HR) (for item 44.1)

Observing:

Ms Kerry Christie (Remuneration Committee), Mr Doug Smith (Estates Committee)

Apologies:

Members: Cllr Susan Aitken Glasgow City Council Assessor, Mr Aamer Anwar Rector, Professor Nick Hill Senate Assessor, Mr David Milloy Co-opted Member, Dr Bethan Wood Senate Assessor

CRT/2018/37 Announcements

Ms Kerry Christie, a lay member of the Remuneration Committee and Mr Doug Smith, a lay member of the Estates Committee, were welcomed as observers.

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 triennial valuation of the scheme; Professor Neal Juster for an item under the Principal's report, relating to Professor Juster's reappointment; the Convener for an item under the University Secretary's report, relating to the Convener's appraisal; and Dave Anderson in relation to the IT briefing, given his status as a member of staff in the service and contributor to the IT strategy.

It was recorded that the Executive Director and Vice-Principal External Relations, Ms Rachel Sandison, had briefed Court at the pre-lunch session, covering External Relations. Court's thanks for the briefing were recorded.

Court was reminded that papers and business were confidential.

CRT/2018/38. Minutes of the meetings held on Wednesday 13 February 2019

The minutes were approved.

CRT/2018/39. Matters Arising

There were no matters arising.

CRT/2018/40. Information/Technology Policy and Strategy Briefing

The University's IT strategy had been approved by Court in 2014, with a broad focus including support for Research and Learning & Teaching, support for business application and development of Business Intelligence. The Bring Your Own Device (BYOD) aims of the strategy had now been largely met, with BYOD the norm for students. A more targeted technology strategy had been developed in 2016, prioritising areas including core infrastructure, IT governance, Customer Relationship Management and (in the longer term) machine learning and AI. The remit and membership of the IPSC had been revisited and services restructured to provide a more holistic approach to IT; this had included the formation of the Information Services Directorate.

There was a comprehensive investment plan, with funds already secured for some investments. Significant projects in the coming year related to Infrastructure mapping (data centres), pervasive WiFi installation, a review of the Virtual Learning Environment VLE and a campus-wide service model. Court noted progress made in relation to infrastructure, including a move to Office 365 and associated improvements to collaboration tools. With regard to Research, Court heard that support was being provided in High Performance Computing, Research collaboration technologies (e.g. filestore) and REF-related areas including development of Enlighten platforms and services. In support of the Student Experience, there was lecture capture in more locations, ongoing refreshment of audiovisual infrastructure, improvements to Moodle, virtual classroom software available, a digital signage strategy and Virtual Desktop Infrastructure VSI initiatives such as laptop loans.

Looking to the future, the service was exploring opportunities around the Smart Campus and Internet of Things, the use of AI and Chatbots for routine automation and Personalisation of IT-based services.

During questions and discussion, it was noted that IT requirements, including funding thereof, were being given greater emphasis in capital project planning, although IT planning for the distant future was difficult. The nature and level of IT provision for the SID at Dumfries was under review, although it was noted that the University's IT service was not the main provider of services at that campus. Developments in IT in other sectors such as the commercial sector would also be followed, to analyse their possible application to HE.

With regard to a query about lecture capture potentially affecting (downwards) the need for physical space, it was noted that this was not the case, since staff/student engagement was still required, given its central importance. Optimal provision for the student learning environment was however under constant review. Resource for IT-related project management was available; a comment was noted about the key importance of such skills being available in this area. It was also noted that in terms of governance for IT, structures similar to those for capital projects were being replicated, e.g. through boards being set up. There were also IT specialists involved with major estates projects.

Professor Coton, Ms Ashworth and Mr Johnston were thanked for the briefing.

CRT/2018/41. Report from the Principal

CRT/2018/41.1 Higher Education Developments

Brexit

The sector was continuing to lobby the government, given the consequences for HE.

Scottish Budget 2019-20

At the last meeting, the Principal had provided details about the overall draft budget for Higher Education, noting that this was, in effect, a flat-cash settlement for HE in revenue terms and that the allocation had been much as expected in the University's budget and financial forecasts.

At the end of February, the SFC had published the annual indicative Outcome Agreement funding letter for 2019/20. The letter did not include additional ring-fenced funding for controlled subjects. Court noted a table (below) showing the key funding lines for 2019/20 compared to 2018/19. All values cited omitted the temporary uplift to the Research Excellence Grant REG [£6.4M for REG (UoG £1.27M)] and University Innovation Fund UIF funding [£5.2M (UoG £601k)] announced in July 2018. The SFC's advice was that this uplift was regarded as temporary from Barnett consequential, with ministers not committed to repeating it in future.

SFC Indicative Grants 2019-20

	£k		YoY Variance
	18/19	19/20	
Teaching Grant	82,262	82,215	-0.1%
Research Excellence Grant*	46,762	47,595	1.8%
University Innovation Fund*	1,549	1,549	0.0%
Research Postgraduate Grant	7,560	7,939	5.0%
Grants for Teaching, Research and Innovation	138,133	139,298	0.8%

*Based on 2018/19 Indicative Allocation, not including subsequent one-off uplift to REG and UIF.

Post-18 Funding Review in England

The uncertainty surrounding Brexit had meant that the initial findings of the Augar review had been delayed until May 2019 at the earliest. There had been ongoing discussions with BEIS, DfE and the Treasury, through the Russell Group, on the implications of the post-18 review.

CRT/2018/41.2 Universities Superannuation Scheme USS/Pensions update

Since the last meeting, the employer consultation by UUK on the Technical Provisions set out by the Trustee had been concluded. The University had supported the UUK position, which was that the employers would be willing to consider a system of contingent contributions which would allow a lower level of contributions at the lower 'bookend' indicated by the Trustee. The University continued to support the UUK (and UCU) position that the JEP conclusions should be implemented in full by the Trustee, and the employers had expressed concern at the level of deficit recovery contributions required by the USS Trustee.

Court noted a summary of the potential scenarios for employer and employee contributions depending on the outcome of the 2018 valuation. The University continued to take a cautious approach to budgeting, assuming that the upper bookend (without contingent contributions) might apply after the 2018 valuation. This was also the assumption taken at present in the future cash flow projections.

CRT/2018/41.3 Outcome Agreement

Court received annual updates on the content of the Outcome Agreement, which was required to be submitted to the SFC as a condition of funding. The Agreement set out what the University would deliver in return for Government funding. The document's focus was on the contribution made towards improving life chances, supporting world-class research and creating sustainable economic growth for Scotland.

Court noted that new developments and initiatives across the University, and reflected in the updated document, included: the University's plans to meet Commission on Widening Access recommendations; resources in place to support victims of Gender-Based Violence and the policies to drive prevention; and a case study reflecting upon the success of the Glasgow Access Programme in supporting equitable access to medical school. Outcome Agreement commentary specific to the University of Glasgow at Dumfries had been included in the current year's document, rather than separately as had been requested by the SFC in previous years. The SFC had yet to confirm whether it would seek to compile a separate 'Crichton Campus' Outcome Agreement for 2019/20.

Court approved the updated agreement, noting the key contents and changes. Court's thanks to those who had compiled the agreement were recorded. Comments were also noted about the significant length of the document, with Court hearing that the University was required to include the information at the request of the SFC.

As in the past, the large majority of SFC funding would continue to be formula-based, through allocations for Teaching, Research and Knowledge Exchange. Specific sums might be linked to the achievement of specific outcomes.

CRT/2018/41.4 Capital Programme interim update

At the February meeting, Court had heard that there would be a review of the capital plan, to be presented for approval to Court in June 2019, with an interim update in April.

By way of interim update, Professor Neal Juster updated Court on the key changes since the date of the original plan (December 2016), which included faster growth in student numbers, changing digital infrastructure needs and new strategic opportunities. Court noted that, since February, there had been a SMG-facilitated workshop and scenario planning events, with outputs from the former including an agreement to focus on the University's ambitions in terms of world rankings, on collaborations and on space; and from the latter an agreement to focus on areas including partnership and technology. Projects under the World Changing Glasgow Transformation programme were also relevant to the revision of the plan.

Court noted key headers and variables in the cashflow forecast, cashflow scenarios over the long term to 2035, data relating to overseas/EU capacity and projections in relation to students and space. It was clear that the strategic capacity to adapt would be key in the coming years. A narrowing down of scenarios for the 'look and feel' of the University in the next 15-20 years would occur ahead of the next meeting; it was confirmed that this included analysis of the HE sector in other countries.

CRT/2018/41.5 Senior Management Group reappointment

Professor Neal Juster left the meeting for this item.

Court heard that Professor Juster had been reappointed to the role of Senior Vice-Principal and Deputy Vice-Chancellor for a further 3 years, with an updated portfolio focusing on the development of the new University strategy, the Transformation Programme, and the overview of the Capital Programme. There would be some adjustment to other VP portfolios.

CRT/2018/41.6 Report on HE Economic Impact

In early March, Derek Mackay, Cabinet Secretary for Finance, Economy and Fair Work had announced a major report on how Scotland's universities could improve their engagement with industry and boost their contribution to economic growth. The Principal had been asked to provide the report, which would aim to consider how the strengths of Scotland's universities could be channelled for maximum economic benefit for Scotland, by enhancing industrial partnerships and promoting greater collaboration across the sector. A major aspect of the report would be to examine international best practice and advise on how Scotland could learn from other innovative European economies. The report would make recommendations for government, public agencies and universities to consider. The expected publication date would be in the autumn of 2019.

Court members were invited to contact the Principal if they wished to contribute to the development of the report.

CRT/2018/41.7 Civic University Agreement

The University had recently joined 30 other institutions in committing to produce a Civic University Agreement in partnership with local government and other major institutions. This reaffirmed the University's commitment to working in the wider interest of Glasgow and Scotland, prioritising the economy and quality of life in the community.

The University had also recently signed an agreement with Glasgow City Council, pledging to use the institution's academic expertise to help inform public policy in the city.

CRT 2018/41.8 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; Internal Activities and Communications.

CRT/2018/42. Report from the University Secretary

CRT/2018/42.1 Brexit

The University was continuing to keep the situation under review and to prepare for whatever form Brexit might take. Support was being provided to EU staff and students, and also to students and colleagues who had study placements or research/teaching relationships with any of the other EU states. A large amount of information and advice had been made available via the University website. Updates had also been provided in the University newsletter and via email.

A well-attended and successful Brexit Open Forum had been held on 9 April. Staff and students had been able to put questions or points to the Principal and other colleagues including the SRC President, Executive Director of External Relations and Director of HR.

The University was continuing to lobby Westminster and Holyrood as part of the Russell Group, Universities Scotland and Universities UK, and also as an individual institution.

CRT/2018/42.2 School of Engineering - change of name

The College of Science and Engineering had approved a proposed change of name for the School of Engineering, to the James Watt School of Engineering. Court heard that the Council of Senate had

similarly approved the change at its meeting on 4 April.

Court approved the change of name.

CRT/2018/42.3 Remuneration Committee Chairs

In early March, a meeting of chairs of Remuneration Committees in Scottish HEIs had been hosted at Glasgow, with June Milligan in the chair. About 15 chairs or their representatives had attended, to discuss progress in implementing the regulatory framework (the CUC Higher Education Senior Staff Remuneration Code).

CRT/2018/42.4 Sustainability Working Group – Climate Change

The Sustainability Working Group oversaw and co-ordinated work in the area of addressing climate change. The group reported to the Estates Committee. The University had legal duties under the Climate Change (Scotland) Act 2009, including taking measures to ensure the resiliency of the estate. A Climate Change Adaptation Plan 2018-2028 had been developed. In the wider sphere, the University was also committed to working with partners as part of the Climate Ready Clyde initiative, to create a shared vision, strategy and action plan for an adapting Glasgow City Region.

The working group's recent activities had included receipt of a report on measuring sustainability at UoG vs. the UN Sustainable Development Goals (SDGs). The report had presented the results of a mapping project looking at how the University contributed to delivering on the SDGs. It had also considered how the University is contributing to the SDGs through our research activity.

Court agreed that a briefing in this area would be useful, for members to receive more detail.

CRT/2018/42.5 Annual Court Self-Assessment and Convener appraisal

A questionnaire for Court self-assessment/feedback on performance had been circulated after the last meeting. The Court Governance Working Group would meet to identify any themes and develop recommendations for action. Court would receive the details at the June meeting.

The Convener left the meeting for the next section of the item, with the Vice-Convener Graeme Bissett chairing instead.

As part of the good practice set out in the Code of Good HE Governance, Ronnie Mercer had undertaken an appraisal of the Convener's performance. Court members had been provided with a summary. Members who had participated were thanked. Court would be kept apprised of any changes arising, some of which were connected to the self-assessment outcomes and practices relating to Court business.

CRT/2018/42.6 Organisational Change

A summary of the Organisational Change Governance Group's business over the last year was noted.

CRT/2018/42.7 International students.

A short-life working group was being set up under the leadership of the Executive Director for Student and Academic Services, to look at the international student experience; this would encompass both academic support and social integration, including on-campus offerings for students, such as sport, clubs and societies. The group would include strong student representation. It would report to the Student Experience Committee and thereafter to Senate and Court.

CRT/2018/42.8 HE Governance (Scotland) Act – Ordinances on Court and Senate Composition

Court members had recently been contacted with an update advising that comments from the Scottish Government advisers had been received and providing copies of the finalised draft Ordinances, which were now out for consultation.

CRT/2018/42.9 Modern Slavery Act 2015 – updated statement

This statement aimed to inform the University community and the general public about the steps taken during the last financial year in support of the Modern Slavery Act 2015. The University Secretary had recently approved the annual update to the statement, which was on the University website.

CRT/2018/42.10 Police Incident March 2019

Staff, students and Court members had been kept informed via email about a suspicious package received at the University on 6 March. Police advice had been taken throughout the day, which had included evacuation of buildings in the vicinity of the mailroom. A ‘lessons learned’ workshop had taken place and had identified refinements for any future incidents on any of the campuses.

CRT/2018/42.11 Summary of Convener’s Business

A summary of activities undertaken by the Convener since the last meeting was noted.

CRT/2018/42.12 New Student Services Model

The Student and Staff Service Delivery project was being delivered under the World Changing Glasgow Transformation strategy. The project was focussed on two key areas: the method of delivery of services in the future and the introduction of a new Enterprise Service Management System (Ivanti Service Manager), an easy-to-use self-service platform which would improve the way students and staff could request services and report issues. It would also have a searchable body of information, with access to answers to common questions. A phased launch would allow users to feed back their experience of the new service before a full launch later in the summer.

CRT/2018/42.13 SRC Spring Elections

The following candidates had been successful in the Spring 2019 SRC elections and would take up sabbatical officer posts on 1st July 2019:

President: Scott Kirby
VP Education: Liam Brady
VP Student Support: Tom McFerran
VP Student Activities: Kirsty Summers

Court’s congratulations were recorded.

CRT/2018/42.14 Head of School Appointments

College of Arts: School of Humanities/Sgoil nan Daonnachdan

Professor Michael Brady had been appointed as Head of the School of Humanities/Sgoil nan Daonnachdan for four years from 1 August 2019, succeeding Professor Lynn Abrams.

College of Arts: School of Modern Languages and Cultures

Professor Vicente Perez De Leon had been re-appointed as Head of the School of Modern Languages

and Cultures for one year from 1 August 2019.

CRT/2018/43. Report from the Rector

In the Rector's absence, there was no report.

CRT/2018/44. Reports of Court Committees

CRT/2018/44.1 HR Committee

At its recent meeting, the Committee had received briefings on USS, national pay negotiations 2019-20, Brexit and the Staff Survey 2018. The Head of Performance, Pay and Reward had highlighted progress and developments in this area. The Head of Organisational Development had outlined feedback from the Staff Survey results and presented 'roadmap' plans for Organisational Development. The Equality & Diversity Unit manager had presented on strategic imperatives including Athena Swan Silver accreditation. The Committee had reviewed the minute of a recent JCCN meeting. The JCCN minute was also noted by Court.

The Public Sector Equality Duty (PSED) Mainstreaming report, prepared to fulfil the University's responsibilities under the PSED had been provided to Court by electronic link; it required to be submitted by 30 April. A link to the Staff Equality Monitoring Report was included in the Mainstreaming report.

The HR Committee report to Court included a summary paper with headlines from the 2018 Staff Survey and resulting action plan, which was aligned to the World Changing Glasgow Transformation programme. Christine Barr, Director of HR, briefed Court on the key aspects, noting that the survey was one of many activities in the area of staff feedback and development. The survey response rate at institutional level had been 68%, with some variation across Colleges and University Services. Areas of strength and areas for development were noted, as were more granular details from College level and Job Family analysis. Key outcomes from different demographic profiles were also noted.

There had been positive feedback in the survey in relation to: the University's culture and values; staff roles and work experience; dignity and diversity; and immediate line management. Themes for further action that had come out of the survey were: University leadership; managing change; workload and work-life balance; and communication and engagement. To address these areas, there had been increased focus on enhancing leadership visibility, including SMG-led events across the campus and on enhancing leadership and management capability. There were also actions to improve communication and engagement across the campus; these included the Engagement Lead Network, 'Have Your Say' plans and events to celebrate success. Action was being taken to improve staff perceptions of wellbeing and work-life balance: the Health & Wellbeing Action Plan and improved use of technology, including automated applications to maximise efficiency, were examples.

In discussion, it was noted that it was important for SMG-led initiatives to be implemented at all levels of the institution. The high importance of senior management visibility was stressed. E-events, use of social media platforms and the involvement of unions were suggested as complementary ways to maximise engagement.

Ms Barr was thanked for the briefing.

CRT/2018/44.2 Health, Safety and Wellbeing Committee

The Committee had received updates on: meetings with onsite contractors; arrangements for budgets for additional counselling; and the parking permit eligibility policy relating to disabled staff. The Committee had covered its usual range of business in reviewing standard reports on Occupational

Health activities, audit updates, accident reporting and employee counselling.

The Committee had heard that discussions were ongoing about the possibility of developing a short video to promote the various mental health support services available to staff and students. The Committee had agreed that a subgroup should convene to look further at services offering training materials and information for LBTBQ and female travellers to help them to travel safely in countries that could be inhospitable for this demographic.

The Committee had received and discussed matters relating to the HSW annual report, an executive summary of which was now received and noted by Court. Court noted from the Committee chair, Dr David Duncan, that the report provided assurances about the proactive health and safety culture at the University, which included health and safety being embedded in estates activity and positive engagement with the campus trade unions.

Court noted that lessons learned from the recent security incident would be discussed at the Committee. Court's appreciation of the work of individuals involved in managing the incident was recorded.

CRT/2018/44.3 Finance Committee

CRT/2018/44.3.1 Cashflow and Capital Plan Workshop

Court noted a report summarising a cashflow and capital plan workshop held in March. The workshop's objective had been informally to agree positions on the main variables, principal assumptions and forecast scenarios, with an understanding of their cash flow effect and impact on the University's long-term financial sustainability. The chair of the Committee, Graeme Bissett, recorded thanks to senior management and University colleagues involved in the preparation and running of the workshop, which had shown the importance and usefulness of a collaborative approach ahead of formal decision-making via Court Committees and Court.

Mr Bissett noted that there were significant variables with regard to the analysis of long-term financial sustainability; this was not unusual or surprising given the 15-20 year forecast period and the difficulty of projecting so far ahead. The workshop had not resulted in a mandate for a particular way forward, the process having been handled so as to allow for flexibility and/or change in expenditure and strategic direction.

CRT/2018/44.3.2 Capital Projects

Court noted an update on capital projects. The Finance Committee had approved 7 capex applications at its last meeting: Data Annex Hall 2 - £4.2m; Gilmorehill / QMU Level 4 / PGT Teaching Space - £570k; Gilmorehill / Various / CTT Learning & Teaching Space 2018-19 - £1.52m; Gilmorehill / Gilmorehill Halls / Pilot Project - £501,300 plus £111k maintenance; Equipment associated to ERC Consolidator Grant application, including sputtering machine and scanning probe microscope - £695k; 2 Thermal ionization mass spectrometers - £598k; Application to support equipment / infrastructure bid to SPEN - £548k.

With regard to the Data Annex Hall project, Court noted from Graeme Bissett that the Committee had approved this significant project without concerns, but that the location of the budget had initially been unclear to the Committee and this illustrated the importance of good co-ordination between the capital plan and IT projects, as referred to earlier in the meeting.

CRT/2018/44.3.3 Financial reports

Court noted an overview of performance as at 28 February 2019.

The report was noted, including the executive summary.

CRT/2018/44.4 Student Experience Committee

The Committee's recent discussions had included several items for Court to note, in particular: arrangements for GP registration for students, where it was important that students understood about continuity of care and about access to emergency healthcare; discussions about Retention and its links to student commuting times, which matter would be discussed further by a working group; understanding the BAME student experience; and content warnings in the delivery of academic subjects, where a short-term working group would be looking at ways of informing students across a range of subjects.

Court approved a change to the membership of the Committee, to include a representative from the Dumfries Campus and the Head of Student Services.

The report was noted.

CRT/2018/44.5 Estates Committee

The Committee had approved Capex applications relating to: QMU Level 4/PGT Teaching Space in the sum of £570k; CTT Learning and Teaching Space 18/19 Investment in the sum of £1.52million; Gilmorehill Halls/Pilot Project in the sum of £612,300; New Build/Data Annex Hall 2 in the sum of £4.2million; Refurbishment Costs associated with ERC Consolidator Grant application in the sum of £91k and Equipment costs (fully grant funded) in the sum of £604k; Thermal Ionization Mass Spectrometers in the sum of £598k (fully grant funded); and Equipment/Infrastructure associated with bid to SP Energy Networks in the sum of £548k.

The Committee had reviewed and discussed the most up-to-date information on capital plan expenditure, with the details having then fed into the Finance Committee discussions.

The report was noted.

CRT/2018/44.6 Audit & Risk Committee

The Committee had received: confirmation that the contract for external audit services had been awarded to Ernst & Young, from May 2019; internal audit reports on: Graduate Teaching Assistants: Follow-up review; and Use of Innovation Fund; and the updated University Risk Register. The Committee had received an update on Implementation of Outstanding Recommendations from prior internal audits. It had also been briefed on Risk Management arrangements.

The Committee would be undertaking its annual self-assessment in the coming weeks. Court members' input on the operation of the Committee would be invited as part of this exercise.

The report was noted.

CRT/2018/45. Communications from Meeting of Council of Senate 4 April 2019

The Council of Senate had received and approved a proposal to change the name of the School of Engineering to the James Watt School of Engineering.

The Council had received a summary of the outcome of the Enhancement Led Institutional Review (ELIR), noting from the Vice-Principal, Academic and Educational Innovation that the ELIR Team had reached the view that the University of Glasgow had demonstrated effectiveness in arrangements for enhancing quality and securing academic standards. This was the most positive judgement available and there had been no areas of concern that might have led the team to consider any other

judgement.

The ELIR team had also made a series of differentiated outcomes identifying good practice (commendations) and areas where the University had been asked to improve or to review its approach (recommendations). Commendations had covered areas including: a strong institutional culture of self-evaluation and reflection and a willingness to draw on external examples and evidence; student engagement and partnership; a strategic approach to widening access; and the approach to promoting equality and diversity. Recommendations had been made in areas including: consistency of communication around timeliness of feedback; clarity of roles and responsibilities relating to Advising for Postgraduate students; and ensuring visibility of external examiner reports to students.

Professor Coton and the Principal had expressed thanks to all staff and student colleagues who had been involved in the ELIR process.

The Council of Senate had also received: a report from the Student Experience Committee meeting held in March; an overview of the University's draft institutional Code of Practice for REF2021, setting out how the University would fairly and transparently identify staff with significant responsibility for research, determine who was an independent researcher and determine how outputs would be selected for submission; a report on the Education Policy and Strategy Committee meeting held in March; and an update on progress of the draft Ordinance on the Composition of Senate.

The Clerk of Senate had reported a number of acceptances from nominees for Honorary Degrees in 2019.

The communications from the Council of Senate were noted.

CRT/2018/46. Any Other Business

There was no other business.

CRT/2018/47. Date of Next Meeting

The next meeting of Court will be held on Tuesday 18 June 2019 at 1.45pm in the Senate Room.

Court Context Card 18 June 2019 - Principal's Report	
Speaker	Professor Sir Anton Muscatelli
Speaker role	Principal
Paper Description	Report on HE and University matters
<i>Topic last discussed at Court</i>	Last report to Court was April 2019
<i>Topic discussed at Committee</i>	NA
<i>Committee members present</i>	NA
<i>Cost of proposed plan</i>	
<i>Major benefit of proposed plan</i>	
<i>Revenue from proposed plan</i>	
<i>Urgency</i>	NA
<i>Timing</i>	Various
<i>Red-Amber-Green Rating</i>	Various
<i>Paper Type</i>	For information / discussion
<i>Paper Summary</i>	<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"> Scottish HE Budget Brexit Post-18 Funding review in England Universities Superannuation Scheme USS/Pensions update University Rankings Senior Management Group changes Key activities Senior Management Group business
<i>Topics to be discussed</i>	In line with paper's headings
<i>Action from Court</i>	For discussion/information
<i>Recommendation to Court</i>	
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	<p>Item 1: Risks 1a Finance, 2a Government Policy (UK), Risk 9 Estates</p> <p>Item 2: Risk 1a Finance</p> <p>Item 3: Risk 5 Reputation</p> <p style="text-align: right;">R</p>
Risk register - college level	
Demographics	
<i>% of University</i>	Items mainly relate to the University as a whole
Operating stats	
<i>% of</i>	
Campus	All locations
External bodies	UK Government; Scottish Government; SFC; 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 - Tuesday 18 June 2019

Principal's Report

Items A: For Discussion

1. Higher Education Developments

Scotland Higher Education Budget for 2019-20

At the last meeting, I provided details of the indicative funding allocation from the SFC. In mid May, the final allocations for Scottish HE were issued. For Glasgow, the sums were as expected, with the following headlines, as previously noted: our funding has increased from last year, with an overall increase of 0.8% for Teaching, Research and Innovation; the Teaching Grant has decreased by 0.1%, driven by a reduction in our Main Teaching Grant; the REG is slightly higher, showing an increase of 1.8%; and PGR funding has increased by 5%, driven by increased PGR student numbers.

Ten (of 19) Scottish institutions will face cuts to their teaching, research and innovation grants in 2019-20, with cash cuts of up to 1.2%. Universities Scotland estimates that the sector has had an approximate 2% reduction in real terms c2%.

Brexit

The sector continues to lobby the government in the context of a very fluid picture.

The Universities and Science minister recently set out plans for the UK to continue to be a major player in international research, as Brexit negotiations continue. Chris Skidmore, Minister of State (Department for Business, Energy and Industrial Strategy) (Universities and Science) launched the government's international research and innovation strategy, explaining that the UK is committed to remaining outward-facing through global partnerships. It intends to explore potential association with Horizon Europe, the European Union's next research and innovation programme, and the Euratom research and training programme. It also plans to strengthen ties with Africa and build new bilateral partnerships with support from the UK's embassies. At the same time the Minister has commissioned a review of international collaborative funding by Sir Adrian Smith. The Russell Group has already engaged with Sir Adrian and will provide input to the review.

Meanwhile, Scotland's science and higher education minister, Richard Lochhead, has recently warned that Brexit will harm Scotland's research community far more than the rest of the UK, citing that since 2014, Scotland has won more than €608 million (£524m) of the €5.6 billion obtained by the whole of the UK from the European Union's Horizon 2020 R&D funding scheme. The UK government has promised to underwrite successful Horizon 2020 bids in case of a no-deal Brexit, but the UK's relationship with the successor programme (Horizon Europe) remains

unclear, as referred to above. Scotland also receives hundreds of millions of euros from European Structural and Investment Funds, which support infrastructure and R&D projects. There remains a lack of clarity about the extent to which the UK government will replace structural funds post-Brexit.

I will update Court at the meeting.

Post-18 Funding Review in England

At the last meeting, Court heard that the uncertainty surrounding Brexit meant that the initial findings of the Augar review were delayed until May 2019 at the earliest. There were ongoing discussions with BEIS, DfE and the Treasury, through the Russell Group, on the implications of the post-18 review.

The Augar review was published on 30 May 2019.

Although the review has been about tuition fees in England's universities and indeed all of post-18 education including FE in England, the UK Government's response to it will have very significant implications for Scotland's universities. It is therefore important that the UK Government take the time to consider its responsibilities to students and universities across the whole of the UK carefully.

As Universities Scotland have noted, almost 22,000 students from the rest of the UK currently choose to study in Scotland at undergraduate level. The fees they bring with them, which are set at the same maximum level as set in England, are an important part of the funding mix for Scottish universities.

A change to a maximum fee of £7,500 in England would potentially reduce fee income to Scotland's Universities by around £31m. If the fee reduction were matched with compensatory top-up funding from the UK Government however, and as recommended by Augar, this would see a significant increase in Barnett allocations to the Scottish Government. As I argued in a BBC Good morning Scotland interview on the Review's release, RUK fees are part of the 2011 funding settlement put in place when the Scottish Government committed itself to free full-time undergraduate education, and we would want to see any reduction in RUK fee income compensated for by Barnett consequentials of increased teaching grant in Scotland. The Minister for Further Education, Higher Education and Science, Richard Lochhead while not committing the Scottish Government to anything specific at this stage expressed the Government's continuing support for Colleges and Universities in Scotland, as they are seen to be key to the future success, and economic success, of Scotland.

Universities Scotland and the Scottish Government have already asked SFC to develop an accurate estimate of the impact, especially around RUK fees, of the Augar proposals.

The current Prime Minister has expressed her broad support for the review as has the CBI who have welcomed the focus on further education and technical/vocational skills. HE Minister Chris Skidmore has tweeted about the need for wide consultation, and 'wide reflection' and that

‘Successful reform only happens with successful engagement- I will now work to achieve this’ an approach which is to be welcomed.

We will continue to campaign on this issue, and will reflect it in the further development of our Spending Review case. It is unclear whether the next government, after the new PM is chosen, will have any appetite to adopt the Augar recommendations, which have been criticised by some former Conservative HE and Education ministers.

The review does highlight some positive ideas around lifelong learning, and on opportunities for people to access higher education mid-career for up-skilling/re-skilling which is to be welcomed.

Less positively there is a lot of emphasis on supporting courses that have the ‘right’ outcome for the economy which within the terms of the report plays badly for creative subjects and arts and social sciences. The report also asserts that English institutions could cope with an 11% real terms cut in teaching funding which could fuel a challenging debate in Scotland.

2. Universities Superannuation Scheme USS/Pensions update

In April, Court received a summary of the potential scenarios for employer and employee contributions depending on the outcome of the 2018 valuation. Court was also advised that the University was continuing to take a cautious approach to budgeting, assuming that the upper bookend (without contingent contributions) might apply after the 2018 valuation. This was also the assumption applied in the future cash flow projections.

The USS Trustee has now responded to the proposals put forward by the Joint Expert Panel set up by employers and the UCU last year and a further update appears in the Secretary’s Report, indicating the University’s initial response to the suggested options.

The current consultation with USS employers ended on 30 May 2019. Looking ahead in terms of the process, we expect to receive further details from the USS Trustee on any conditions that need to be met in order to reach a valuation outcome. USS employers will then be consulted once again and over the month of June, to gain the views which UUK will take into stakeholder discussions on the conclusion of the 2018 valuation within the Joint Negotiating Committee planned for early July 2019.

The Joint Expert Panel, as part of its Phase 2 update, has advised that it would like to reiterate its latest call for evidence, and reassure all stakeholders that the Panel is on track to publish its second report in September 2019.

It is expected that a letter will be sent by USS to institutions in the next two weeks, with additional details regarding the contribution rates that apply for members and employers during the 2019/2020 scheme year. In particular, this will focus on the deficit recovery contributions during this scheme year, and the rates applicable for members that have made an Enhanced Opt Out or Voluntary Salary Cap election.

Items B: For Information

3. University Rankings

The Complete University Guide 2020 rankings were published on 1 May. The University has risen six places to 18th. The main table is based on ten measures: entry standards; student satisfaction; research quality; research intensity; graduate prospects; student-staff ratio; spending on academic services; spending on student facilities; good Honours degrees; and completion. 131 institutions are listed. In separate listings covering 70 subjects, only four universities come top in more than two subjects: Cambridge in 27 subjects; Oxford in nine. Glasgow is third and came top in the subject rankings in seven subjects: Veterinary Medicine; Dentistry; Education; Nursing; Accounting & Finance; Sports Science; and Drama, Dance & Cinematics.

The 70 subject tables are based on five measures - entry standards; student satisfaction; research quality; research intensity; and graduate prospects. 143 universities, university colleges and specialist higher education institutions are included.

The Guardian University League Tables were published on 7 June. The University has risen 10 places to 14th, and remains second in Scotland and has risen from 15th to 8th in the Russell Group.

For the first time since 2016 we are ranked 1st in a subject area – Sports Science.

Our strongest subjects, in terms of rank position out of the total number of institutions represented in specific subject areas are: Sports Science, 1st of 76; Nursing and Midwifery, 3rd of 71; Music, 4th of 80; Accounting & Finance, 6th of 101; Law, 6th of 101; Film Production & Photography, 5th of 67.

Within the Russell Group we rank within the top 10 in the Russell Group for the following measures: NSS Teaching Satisfaction (1st); NSS Overall Satisfaction (2nd); Career Prospects (3rd); Entry Tariff (4th).

4. Senior Management Group changes

At the last meeting, I advised Court about the re-appointment of Professor Neal Juster to the role of Senior Vice-Principal and Deputy Vice-Chancellor for a further 3 years. I also advised that there would be some portfolio changes among the other Vice-Principals. Professor Frank Coton's role is now VP (Academic Planning and Innovation) and covers our People strategy supporting the Executive HR Director, as well as annual budgeting, working together with Neal Juster and Robert Fraser in that area. A new role for Vice-Principal (Learning and Teaching) has been advertised and interviews will take place in early July.

Following interview, Professor Muffy Calder has been re-appointed VP and Head of College Science & Engineering for a further 5 years after her current term of office ends on 31 December 2019

The interviews for the new VP and Head of College Social Sciences took place on 11 June, the culmination of an extensive and consultative global search process.

5. Key activities

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

Academic Development and Strategy

11 April: I chaired interviews for the Cairncross Chair in Economics.

17 April: Via video conferencing, I took part in a Board meeting of the Guild of European Research-Intensive Universities.

15 May: I attended a Campaign Leadership Board Meeting in London and updated the Board on progress to date.

20 May: I chaired a short-listing meeting for the post of VP/HofC Social Sciences, and the interviews on 11 June.

20 May: I chaired interviews for a Professor in Finance.

3-4 June: I attended the Guild General Assembly held in Tübingen, Germany, and a Guild Board meeting.

Internationalisation Activities

30 April – 3 May: I attended the U21 Annual Presidents' Meeting and AGM, Maryland University, Washington.

8 May: I met with the UK High Commissioner-Designate Singapore who was visiting the University and meeting with colleagues to explore the connections and partnerships between the University and Singapore.

17 May: I met with and hosted a lunch for a delegation from UESTC. Consul General Pan and his attaché, were also in attendance. The purpose of the visit was to celebrate the progress of our partnership and in particular the official launch of the Research and Innovation Centre and our intention to work together to develop a flagship dual degree PhD programme. The focus for the research and innovation Centre will be 'Healthcare Technologies', with associated themes based on joint strengths in ICT, including: electronics; communications; imaging technologies; big data; image processing; and novel devices and sensors. In the initial stages, the collaboration will focus on research with the School of Information and Communication Engineering at UESTC and the School of Engineering at the University of Glasgow. The launch was formally marked by the unveiling of a plaque.

20 May: I met with the President of Khulna University, Bangladesh.

7 June: I met with Br Peter Bray, VC University of Bethlehem.

Lobbying/Policy Influencing and Promoting the University

Between mid-April and June I was involved in around 15 meetings with University, Industry and sector leaders in Scotland and the UK in connection with the work I am doing on the Muscatelli Report for Scottish Government on University-Business links.

11 April: I participated in a telephone interview with Francesca De Benedetti for the newspaper La Repubblica.

12 April: I attended a UUK Board meeting.

15 April: I participated in a telephone interview with Laura Rumbley for the EAIE Forum Magazine.

15 April: I met with Karen Watt, the new CEO, SFC.

17 April: I met with Cllr Ann McTaggart of Glasgow City Council.

17 April: I participated in a BBC interview in relation to the Govan Innovation Centre.

17 April: I welcomed attendees to the opening of the T-Rex in Town Exhibition, Kelvin hall.

24 April: I attended an SFC Strategic Dialogue meeting and on 25 April, an SFC Board Meeting.

8 May: I participated in a City Deal - Commission Meeting.

9 May: I took part in a Scottish Centre on European Relations (SCER) - Europe Day – Roundtable.

9 May: As a mentor on the Senior Women Leaders Programme co-sponsored by CBI and Scottish Power, I attended a Scottish Leaders Mentoring event at Bute House.

10 May: Via teleconference, I attended a USSL Investment Committee meeting and a USSL Trustee Board meeting on 16 May.

13 May: I gave a lecture on Brexit in the University of Milan-Bicocca, Milan, Italy and took part in a panel discussion.

15 May – I met with Paul Ramsbottom, Director of the Wolfson Foundation with our Director of Development and Alumni.

16 May: I chaired a Russell Group Board Meeting.

17 May: On the invitation of the Lord High Commissioner, I attended a dinner at the Palace of Holyroodhouse and the following day (18 May) the official opening of the General Assembly of the Church of Scotland.

22 May: I met with Linda Hanna, Managing Director of Scottish economic development, Scottish Enterprise.

23-24 May: I chaired CASE Europe Board Meeting, held in Cork, Ireland.

5 June: I welcomed delegates attending the James Watt Bicentenary Symposium and that evening presided over the Honorary graduation of Professor Dame Ann Dowling, President of the Royal Academy of Engineering. Professor Dowling then delivered the Royal Society of Edinburgh and Royal Academy of Engineering annual lecture.

6 June: I met with Will Dowson, Agent for Scotland Bank of England.

7 June: I attended the SFC Subject Weights Review Group.

10 June: I welcomed attendees to a Workshop on Migration, hosted by ASBS

10 June: I attended the UUK VC Dinner - Opportunities and Challenges – hosted by Edinburgh Napier University.

13 June: I met with Kevin Quinlan, Director of International Trade & Investment, Scottish Government.

13 June: I took part at an event at the Glasgow SEC, 'Building Scotland's Future Together' - and gave a keynote on the topic: "The Impact and Value of our Universities." The First Minister also attended to give a keynote address.

15 June: I took part in The Great Game, a world record-breaking model re-enactment for charity of the Battle of Waterloo organised by our battlefield archaeologists and attended the Great Game dinner in the evening.

17 June: I attended via teleconference a UKRI- AHRC meeting.

18 June: I chaired a meeting of the Commission for Economic Growth.

Internal activities and Communications and Alumni events

15 April: I met with the SRC sabbaticals as one of our monthly update meetings.

15 April: I hosted a reception for new staff in the Lodging and again on the 17 April.

23 April: With the VP/HofC MVLS, I visited the recently refurbished Anatomy Facility.

26 April: I gave the welcome address to the 20th Anniversary Celebration of the School of Education.

28- 29 April: I travelled to New York for various meetings with alumni and supporters. On 29 I attended a fundraising dinner to share our campus development plans.

3 May: I attended and gave a presentation at an Alumni reception held in Washington DC.

18 May: I attended the GUCSA end of Term Ball.

28 May: I gave the welcome address to the International Cancer Genome Consortium which was hosted by the University.

21 May: I hosted a dinner in the Lodging organized by MVLS on industry-university links.

28 May: I chaired a First Minister's Standing Council Plenary Meeting.

30 May: I attended and gave the welcome to this year's Stone Lecture in Rhetoric, which was given by Cameron McNeish. I hosted a dinner in the Lodging thereafter.

6 June: I hosted a Senate Assessors Dinner in the Lodging.

7 June: I participated in a film arranged by DAO to enhance alumni engagement.

10 June: I welcomed attendees to a Workshop on Migration, hosted by the University.

11 & 12 June: I attended the Honorary Graduands Dinner, and Commemoration Day the following day.

13 June: I gave the welcome presentation at the Offer Holders Day.

14 June: I presided at the Glasgow School of Art graduations in the Bute Hall.

17 June: I attended and spoke at the General Council Half Yearly/Open Court Meeting.

6. Senior Management Group business

In addition to standing (which now includes Brexit Contingency Planning) and regular items, the following issues were discussed:

SMG Meeting of 8 April

- Budget update
- Appointment Processes
 - Heads of School Appointment Policy
 - Directors of Research Institute Appointment Policy
- International fee waivers for studentships funded through Scottish Funding Council (SFC) Global Challenges Research Funding (GCRF)
- Non-submission of UoA34B to REF2021: Case for discussion
- Times Higher Education Awards: Call for entries

SMG Meeting of 16 April

- Estates Strategy and Capital Plan Review
- Update from the SRC
- Risk appetite
- Research Culture Survey
- R&T Academic Promotion Criteria
- Strategic Alignment
- Interim Research Review action plans
 - UoA 30, History
 - UoA 29, English Language and Literature

SMG Meeting of 23 April

- Research Environment: Academic Esteem Database
- Capital Plan: Minor Projects
- Proposed Risk Appetite Categorisation

SMG Meeting of 29 April

- Capital Plan: Minor Projects

SMG Meeting of 7 May

- Supporting a Data-Informed Research Strategy: Research Performance Dashboard
- Capital Plan
- PDR: Team Based Objectives and Reward
- UESTC Joint PhD Agreement

SMG Meeting of 13 May

- Budget Update

SMG Meeting of 21 May

- Advanced Payments update
- Strategic Recommendations for fee setting, discounting & scholarships
- Increasing the number of international students from Lower-and-Middle Income Countries
- PDR Team Based Objectives & Reward - Positioning Discussion Paper
- World Changing Glasgow update
- SMG Average Risk Scoring

SMG Meeting of 28 May

- REF2021: Institutional Code of Practice
- REF 2021: Communications to Research Only Staff

SMG Meeting of 3 June

- Review of Current IT Support in the College of MVLS

Court Context Card 18 June 2019 - 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
<i>Topic last discussed at Court</i>	Last report was to April 2019 Court
<i>Topic discussed at Committee</i>	NA
<i>Committee members present</i>	NA
<i>Cost of proposed plan</i>	
<i>Major benefit of proposed plan</i>	
<i>Revenue from proposed plan</i>	
Urgency	Low
Timing	Immediate where relevant
Red-Amber-Green Rating	Green
Paper Type	Decision/Discussion/Information
Paper Summary	Report from Secretary on a number of items for Court's discussion/decision and/or information. A Items are: A1 Convener appointment. Graeme Bissett will chair this part of the meeting A2 An update with respect to Brexit. A3 An update on recent communications relating to USS
Topics to be discussed	As above plus any A or B items Court members may wish to discuss
Action from Court	Specific decisions requested under: A1 Convener appointment B1 Court is invited to give final approval to the Ordinances on Court and Senate composition B1 Court's approval is sought for a short-term extension of term for employee representatives on Court, if required B2 Court's approval/endorsement is sought in relation to the re-appointments of June Milligan and Ronnier Mercer to Court B3 Court's approval is sought for the rules and nomination process relating to the Rectorial election 2020 B4 Court's approval is sought for the rules covering the nominations processes for the two trade union members and two student members on Court. B5 Court is invited to discuss the self-assessment paper and approve the recommendations
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 Item A2 all non-UK EU staff (950, 13.2% workforce) and non-UK EU students (3300, 12% students)
% of college	NA
Operating stats	
% of	
Campus	All locations
External bodies	UK and Scottish Governments; EU; CUC;
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	Pensions legislation; Climate Change (Scotland) Act 2009 ; HE governance legislation/Code of Good HE Governance
Equality Impact Assessment	
Suggested next steps	
Any other observations	



Court – Tuesday 18 June 2019

Report from the University Secretary

SECTION A - ITEMS FOR DISCUSSION / DECISION

A.1 Convener Appointment

Graeme Bissett, the Vice-Convener of Court, will chair this part of the Court meeting.

Ms Elizabeth Passey was appointed as Convener of Court for 4 years from 1 August 2016, with the possibility of reappointment for a further 4 years. A paper with a recommendation from the Nominations Committee in connection with this has been provided to Court members.

A.2 Brexit

The likelihood of a hard Brexit seems to be rising again. We are continuing to keep the situation under review, with support to staff and students who are EU nationals, and also to students and colleagues who have study or research/teaching relationships with the other EU states. The University website <https://www.gla.ac.uk/explore/euinformation/> continues to provide updates.

A.3 USS

As Court is aware, discussions have been ongoing for a significant time over the future of the USS. Staff were recently contacted with details of the USS Trustee's response to the proposals put forward by the Joint Expert Panel set up by employers and the UCU last year. The options regarding contributions were summarised as follows:

Option 1: Upper bookend – 33.7% (23% for employers and 10.7% employees) to apply from April 2020.

Option 2: Lower bookend but with a contingent contributions arrangement – initially contributions set at 29.7% (20.4% employer, 9.3% employee), but with three possible 2% contribution increases should scheme funding deteriorate, with the potential to take the required rate to a maximum of 35.7%.

Option 3: An initial contribution rate of 30.7% (21.1% for employers and 9.6% employees) to apply from October 2019. A 2020 valuation would be undertaken and, subject to that and ongoing discussions between stakeholders, the contribution rate would remain unchanged until 1 October 2021. In event of there being no agreement on an alternative Schedule of Contributions following the 2020 valuation, a default rate of 34.7% would apply.

Staff were also advised about three other points:

a) The contingent contribution arrangement in Option 2 is not the version UUK/pensions advisers Aon proposed – it is a much firmer version, as proposed by the USS Trustee.

b) If more than one employer decides that the risks associated with the scheme are too great and withdraws entirely from USS, the covenant rating could be downgraded, leading to a demand for higher contributions.

c) If no agreement is reached, the USS Trustee proposes to increase contributions to 32.9% from October 2019 (22.5% employer and 10.4% employee).

Staff were further advised that while none of the options were especially palatable, senior managers at the University had provided an initial response, expressing a preference for Option 3. This was based on the thinking that:

i) It keeps the increase in contributions for both employer and employees relatively low (at least until the 2020 valuation process has been completed).

ii) It avoids the chronic uncertainty inherent in option 2 (given the strong likelihood that under this option, employers and employees would be called upon to pay contingent contributions).

The UCU head office has also written to heads of institution warning of the risk of a formal dispute employees are required to pay higher contributions in order to keep the same benefits (as would be required by Option 3). We are in the process of responding to the UCU.

Court will be kept updated.

SECTION B – ITEMS FOR INFORMATION / ROUTINE ITEMS FOR APPROVAL

B.1 HE Governance (Scotland) Act – Ordinances on Court and Senate Composition

At the December meeting, Court approved draft Ordinances relating to the composition of Court and Senate. The drafts received some minor technical drafting input from the Scottish Governance in March, with Court members advised of the details by email and provided with updated drafts. Following this, a two month consultation took place, with a deadline towards the end of May.

There was one item of consultation feedback received on the drafts, the main aspect of which related to suggestions about commitment to diversity and more Court members being drawn from community and minority organisations; it was explained that these areas are covered by the HE Code and by standing orders/recruitment processes. There were also two factual matters clarified relating to the requirement for the General Council to be consulted as part of the Ordinance process and to a lay majority being required on Court under the Code.

The draft Ordinances are the same as those circulated to Court following the Scottish Government's input in March. **Court's approval for these now to be formally submitted to the Privy Council is sought.** The Privy Council would be asked if the paperwork could be processed as soon as possible, but it may be that the changes take effect later than 1 August; the Ordinances allow for this eventuality. The election for a non-academic staff representative on Court will take place in anticipation of a 1 August start date but candidates will be advised that the start date is dependent on the grant of the Ordinance. The same will apply to the trade union nominees.

Court's approval is sought for a short-term extension of term for employee representatives Dave Anderson and Margaret Anne McParland, to cover the above eventuality. Dave and Margaret Anne have kindly agreed they would be willing to continue in this capacity.

*B.2 Nominations Committee Business
Chancellor's Assessor and Co-opted member*

Ronnie Mercer's and June Milligan's terms on Court end on 31 October this year. Both will have served 4 years and both are eligible - and willing - to continue for a further 4 years. In Ronnie's case (with the agreement of the Chancellor) it would be as Chancellor's Assessor; in June's case as a co-opted member of Court.

Ronnie and June would also continue as (respectively) the chairs of the Estates Committee and HR/Remuneration Committees. Ronnie would also continue as a member of the Remuneration Committee and Nominations Committee.

Nominations Committee recommends that June be reappointed for a further 4 years from 1 November 2019. **Court's approval is sought.**

The Chancellor is very pleased to re-nominate Ronnie as Chancellor's Assessor and Nominations Committee fully supports this. **Court is asked to note and endorse Ronnie's reappointment to this role.**

Information Planning & Strategy Committee

Since the last meeting and with Court approving a recommendation from the Nominations Committee via email, Dr Ken Sutherland has been appointed to the IPSC from 2 May 2019 until the end of his term on Court (31 December 2021).

B.3 Rectorial Election 2020

The election, which is run via the Senate, takes place every 3 years. The documentation has recently been updated ahead of the 2020 election. **Court is invited to approve these.**

B.4 Arrangements for SRC and Union nominees on Court

Under the terms of the Higher Education Governance (Scotland) Act 2016 Court is required to make rules covering the nominations processes for the two trade union members and two student members on Court.

Documents at **Annex** have been discussed with and agreed on behalf of the Joint Union Liaison Committee (which as previously advised will nominate the trade union members) and the SRC respectively. **Court is invited formally to approve the documents.**

B.5 Annual Court Self-Assessment

A questionnaire for Court self-assessment/feedback on performance was circulated after the February meeting. A summary of themes arising from the feedback and recommendations for action, which the Court Governance Working Group has considered, are at **Annex**.

Court is invited to discuss the paper and **approve the recommendations**, which will be taken forward as indicated.

B.6 Sustainability Working Group and Climate Change

At the last meeting, Court received details of the work of the Sustainability Working Group, including the Climate Change Adaptation Plan 2018-2028 and the University's commitment to working with partners as part of the Climate Ready Clyde initiative, to create a shared vision, strategy and action plan for an adapting Glasgow City Region.

Since the last meeting, the University has added its voice to those of other organisations in the UK and around the world in declaring a climate emergency. It was the first university in Scotland to do this and it followed the Committee on Climate Change proposing a UK target of cutting greenhouse gases to nearly zero by 2050. The Sustainability Working Group is currently preparing an action plan to follow up this declaration; we will give a presentation on the ongoing work of the group to Court in the autumn.

The University has also supported the actions defined in the recent statement by the Environmental Association of Universities & Colleges (EAUC) and will take steps to implement these. Further details on the statement are available here: https://www.eauc.org.uk/eauc_declares_a_climate_emergency The SRC has supported the decision to declare a climate emergency and will be involved in implementing actions defined by the EAUC.

With regard to divestment in the energy sector, the Investment Advisory Committee has already confirmed that the University is on track to achieve its interim 2019 target of under 6.4% of funds invested in fossil fuel companies.

B.7 Media Report

Court has previously agreed that a digest of media coverage and summary details of social media interaction with the University should be provided from time to time during the year.

B.8 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.9 Resolutions relating to Degree Regulations

In February, Court was advised that I had approved a large number of draft Resolutions relating to degree regulations, on Court's behalf. The text of the regulations had already had the benefit of Senate Office and General Council input. A formal consultation ensued, with no comments received during the consultation period. On Court's behalf I have now given final approval to the documents.

Rules relating to Nominations to the University Court by the Joint Union Liaison Committee JULC

1. For the purposes of these rules, the University recognises the following Trade Unions: GMB, UCU, UNISON, UNITE
2. Valid nominations of Trade Union members to Court by the JULC are those made in accordance with these rules, and members of Court are also be subject to the general provisions governing Court membership.
3. The nomination of such members by JULC will normally take place in the second semester to enable, whenever possible, an announcement of the successful candidates to be made at the latest by the last Court meeting of the academic year in which a nomination is due.
4. The term of office for the Trade Union members of Court nominated by the JULC will be four years, with no more than two contiguous terms of four years to be served by the same individual. A member of Court nominated by the JULC who ceases either to be a member of the Trade Union or a member of staff of the University will simultaneously cease to be a member of Court.
5. One nominee will be an academic staff and one nominee will be a member of support staff; the academic member to be from the Research and Teaching job family, with no grading constraints; and the support staff member to be from one of the remaining three job families (MPA, Technical and Specialist, or Operational) and restricted to grades 1 to 6.
6. The nomination of the member of academic staff who is a member of a recognised Trade Union and the nomination of the member of support staff who is a member of a recognised Trade Union shall be the responsibility of JULC in consultation with the applicable local branch of the relevant recognised Trade Union(s) referred to in paragraph 1 above. Unions shall devise procedures to ensure that the process of determining candidates for the JULC to consider for nomination to Court is fair, transparent and equitable.
7. Once candidates are selected for possible nomination, the JULC shall meet to agree the final nominations for each of the two nominated positions on Court. In reaching the final nomination, JULC shall have due regard to accepted principles of equality and diversity and will be mindful of the commitment of Court to achieving greater diversity in its membership.
8. Where a casual vacancy arises in either of the nominations from the JULC, the JULC will seek to make a new nomination as soon as possible in accordance with the provisions of these rules. The new nominee will begin a full term of office of four years.

June 2019

Rules and Process relating to Nominations to the University Court by the Students' Representative Council (SRC)

1. The nominees of the SRC shall be :
 - a. the President of the SRC (subject to 5a.) and
 - b. a member of SRC Council, who is not a Sabbatical Officer, elected for the purpose by Council members at a quorate meeting of SRC Council, to be known as the SRC Assessor on Court.
2. The procedures for nomination and election of SRC Assessor on Court shall be as prescribed by the SRC.
3. The period of office of students nominated to the University Court by the SRC shall be:
 - a. In the case of the SRC President they shall hold the position for the duration of their period of office.
 - b. In the case of the SRC Assessor they shall hold the position until the first full meeting of SRC Council in the following academic year after the SRC Autumn elections, where a new SRC Assessor shall be elected
4. A member of Court nominated by the SRC who ceases to be a student or ceases to be a member of SRC Council shall simultaneously cease to be a member of Court. (subject to 3b. where the SRC Nominee has completed their course of study)
5. If a casual vacancy arises in members nominated by the SRC to Court, the SRC Executive shall seek to make a new nomination as quickly as possible.
 - a. Where the casual vacancy arises due to the withdrawal of the SRC President then the Executive shall nominate one of its remaining number to fill the vacancy. That person shall hold office until 30 June of the academic year in question.
 - b. Where the casual vacancy is the SRC Assessor position, then the procedure for filling the vacancy shall be as per 3 (b) above. The successful candidate shall hold the position until the first full meeting of SRC Council after the SRC Autumn elections, where a new SRC Assessor shall be elected
 - c. Where the casual vacancy is the SRC Assessor position, and there is a scheduled meeting of University Court before the next full meeting of SRC Council, then the SRC Executive shall nominate one of its number to fill the vacancy until the next full meeting of SRC Council when the procedure for filling the vacancy shall be as per 5 (b) above.

Summary of 2019 Court self-assessment:

- A. A good number of improved average scores.
- B. Positive feedback about the changes/refinements made following the externally-facilitated review in 2018, including: refinements to papers, agenda order, induction programme, invitations to events.
- C. Points for action, based on scores/themes in the collated feedback; and recommended actions:-
 1. Further refinements to papers so Court focuses on high level matters/strategy [and not operational detail]. Includes both quality and volume of papers; and individuals not raising matters of detail at meetings.
Recommended Action: Court Office to further refine. Court members to note re meetings.
 2. Format/use of context cards – mixed views about usefulness; possible simplification.
Recommended Action: Court to discuss
 3. Further opportunities for Court members to meet together outside formal meetings.
Recommended Action: possible extension of Court day e.g. longer lunchtime. Court to discuss
 4. SMG visibility to Court – some comments about a reduction in this, given fewer Court attenders.
Recommended Action: being addressed in any event, through reintroduction of College briefings in 19/20 session; Heads of service e.g. HR, Estates do attend (if possible) if major item of business relevant to their area is on Court agenda.
 5. Provision of a Rector's report.
Recommended Action: Court Office to continue to ask for report/list of items.
 6. Content of lunchtime briefings. Some mixed views on usefulness, though lay members very supportive of these sessions in terms of 'CPD'
Recommended Action: To continue the sessions (and Heads of College will brief Court as per 4. above) , but Court to discuss if wishes
 7. More induction/assistance for student members – given short term on Court and in particular the SRC Assessor who is involved less than the SRC President in other Court related business such as Committees.
Recommended Action: Court Office to take forward.
 8. Diversity on Court (though note: opportunities have been somewhat limited since there are no lay vacancies on Court currently).
Recommended Action: will occur when lay vacancies arise and other constituencies to be asked to be mindful of this area.

Convener of Court

Summary of Business – 10 April 2019 to 18 June 2019

Date	Meeting	Location
30 April 2019	30% Club HE Working Group call	Conference Call
1 May 2019	Meeting with SFC, MSP Richard Lochhead and Committee of Scottish Chairs	Edinburgh – Apologies Given
13 May 2019	Meeting with Mrs Bonnie Dean, Vice-Principal for Corporate Engagement and Innovation	London
17 May 2019	Update with The Principal	Phone call
21 May 2019	Meeting with Jennifer Laidlaw re 30% Club	London – postponed
23 May 2019	Remuneration Committee	University of Glasgow
	Meeting with June Milligan, Lay Member of Court	
	Meeting with Scott Kirby, Incoming President of the SRC	
	Meeting with Professor Jill Morrison, Clerk of Senate	
24 May 2019	Trip up the Tower with the SRC	University of Glasgow
28 May 2019	Pre-Court Officer's Meeting	Conference Call
30 May 2019	Finance Committee	Conference Call
17 June 2019	University Court Open Meeting/General Council Half Yearly Meeting	University of Glasgow
18 June 2019	Meeting with Ebru Koksal, Scottish Football Association	University of Glasgow
	Pre-Court Briefing	
	Lay Members Briefing	
	Court *	
	Court Dinner *	

* Louise Ireland, Senior Editor and Mental Health Adviser from Reuters, attending as observer on Court.

Court Context Card - 18 June 2019 Finance Committee Report

Speaker	Graeme Bissett
Speaker role	Finance Committee Convener
Paper Description	Finance Committee Report to Court
<i>Topic last discussed at Court</i>	Apr-19
<i>Topic discussed at Committee</i>	May-19
<i>Committee members present</i>	Court members present at last Finance Committee meeting: G Bissett, N Hill, L McDougall, R Mercer, E Orcharton, E Passey (telecon)
<i>Cost of proposed plan</i>	
<i>Major benefit of proposed plan</i>	
<i>Revenue from proposed plan</i>	
<i>Urgency</i>	High
<i>Timing</i>	Immediate
<i>Red-Amber-Green Rating</i>	Green
<i>Paper Type</i>	Discussion
Paper Summary	
<p>FC/2018/88. The University Budget 2019-20 and Financial Forecasts were considered by the Committee. Members also received a presentation on the current position with the Capital Plan and a report on long term cash flow</p> <p>FC/2018/87 - Executive Summary</p> <p>FC/2018/91 - Six Capex applications, summary included in minutes - approved by Finance Committee</p> <p>FC/2018/92 - Update on the Capital Programme</p> <p>FC/2018/99 - Finance Committee noted a report showing the Overview of Performance as at 30 April 2019</p>	
<i>Topics to be discussed</i>	The University Budget 2019-20, Financial Forecasts ; Progress of Capital Projects; Capex Applications that were approved; Period 9 Overview of Performance.
<i>Action from Court</i>	Budget for approval. Other items for noting.
<i>Recommendation to Court</i>	The Budget is RECOMMENDED to Court, for approval.
<i>Recommendation to Court</i>	
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	5. Financial Resource
Risk register - college level	
Demographics	
<i>% of University</i>	<ul style="list-style-type: none"> 100% undergraduates 100% postgraduates 100% home students 100% overseas students 100% staff
Operating stats	
<i>% of</i>	<ul style="list-style-type: none"> 100% revenues 100% of costs 100% of profits 100% real estate - land 100% real estate - buildings 100% of total assets 100% of total liabilities
Campus	All
External bodies	
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	
Suggested next steps	
Any other observations	

University of Glasgow
Finance Committee
Minute of Meeting held on Thursday 30 May 2019
Melville Room

Present:

Mr Graeme Bissett (Convener), Mr Robert Fraser, Prof Nick Hill, Prof Neal Juster, Ms Lauren McDougall, Prof Sir Anton Muscatelli, Ms Elspeth Orcharton, Ms Elizabeth Passey (via teleconference), Mr Iain Stewart

In attendance:

Mrs Ann Allen, Mr Gregor Caldow, Dr David Duncan, Mr Ronnie Mercer, Ms Fiona Quinn

Apologies:

Ms Heather Cousins, Dr Simon Kennedy, Mr Gavin Stewart

FC/2018/84. Summary of main points

1. The Committee received the University Budget 2019-20 and accompanying Financial Forecasts through to 2022-23 (“the Budget”). Members also received a presentation on the current position with the Capital Plan and a report on long term cash flow. The Committee considered these matters together as the Budget, Forecasts and Capital Plan formed the basis for the review of long term cash flow and financial sustainability. Work done since the previous Committee meeting had resulted in the Budget falling close to the over-arching University targets for operational cash flow. The Committee considered the underlying assumptions to the Budget and concluded they were a reasonable basis on which to prepare the Budget, acknowledging the significant variables which continue to be monitored, including those related to the Capital Plan and external features such as the effect of Brexit, USS pension costs, Scottish Government funding outcomes and rUK fee levels. The Committee agreed to recommend the Budget to Court.
2. The Senior Vice Principal gave a presentation outlining the current position in the development of the updated capital plan. Full review of the capital plan is underway – including increases in the cost of projects identified for Phases 1a and 1b together with new strategic opportunities. There were substantial decisions under review, hinging on a complex set of dependencies. Accordingly, the Capital Plan remains work-in-progress and the Committee is not in a position to offer Court a definitive view on the capital spend programme. It was noted that the Budget reflected the most up to date estimates for Campus Development Programme Phases 1a and 1b, aggregating to £608m of expenditure against the Plan approved in 2018 of £531m, though with further increases anticipated. It was agreed that this was the only reasonable basis on which to finalise the Budget, but understood also that material changes in the composition, phasing and cost of the programme may emerge. In addition, routine capital maintenance programmes and ICT infrastructure, not directly related to the Campus Development, were also under review. There continues to be a substantial portion of c£200m not yet contractually committed, although initial design work was underway. The main components (being the Business School, the Arts Building and phase 1 of the Engineering Building) remained subject to Committee and Court assessment of the relevant business cases. It is expected that a more definitive view will be available to the Estates and Finance Committees in September.
3. The Committee noted the long term cash flow forecast, updated from March and based on the 2019/20 Budget, including the current Capital Plan estimates. The Committee noted that revisions to operating assumptions discussed at the workshop in May had been incorporated in the updated projections out to 2035-36. Because of the material effect of the Capital Plan on forward cash flow, the Committee is not in a position to offer Court a definitive view on overall affordability and phasing, additional funding requirements and risk factors. However, the

approach being adopted to assessing overall affordability is comprehensive and provides transparent presentation of the effect of changes in key variables and risk factors. The long-term cash flow forecasts will be updated as the Capital Plan is finalised and this will also be reassessed in September.

4. Six Capex applications were considered and approved, with aggregate capital spend of £4.24m. In addition the Committee had previously approved a request for £4.32m of spend to install a fire suppression system in the James McCune Smith Learning Hub.
5. Finance Committee received an update on current capital projects and a summary of progress of the capital plan as at 30 April 2019. Total value on committed projects within the campus masterplan is unchanged from March, although there are changes in spend profile and probable cost increases (of c£12m) had been identified in the infrastructure work.
6. The Committee noted reports providing a view of endowment investment performance and money market fund performance against targets, which were in line with previous reports.
7. The outlook for the full financial year was discussed and it was noted that underlying surplus outlook was £13.7m ahead of budget at £16.3m. Cash from operations was forecast to be £43m, £12.8m ahead of budget.

FC/2018/85. Declarations of Interest

No new declarations were made.

FC/2018/86. Minutes of the meeting held on Wednesday 27 March 2019

The minutes of Finance Committee held on 27 March 2019 were **approved**.

FC/2018/87. Executive Summary

Finance Committee noted the Executive Summary, confirming that it was a useful document.

FC/2018/88. University Draft Budget 2019-20 and Four Year Forecast (paper 6.1)

Finance Committee received an update on the proposed budget for 2019-20 and financial forecasts to 2022-23. The budget rounds were complete, with significant gaps closed since the previous report to the Committee. The outlook for 2019-20 was now £0.8m ahead of target – although a gap of £0.7m remains over the four years. International income continued to grow and there was significant investment planned over 2019-20 to support the student experience.

Finance Committee **agreed to recommend** the budget to Court, noting that the longer term picture was developing and needed further thought and that the Capital Plan in particular remained work-in-progress.

FC/2018/89. Capital Plan update

The Senior Vice Principal gave a presentation, outlining the current position in the development of the updated Capital Plan. There was a major review underway with some substantial decisions to be made, hinging on a complex set of dependencies. There were large cost movements in comparison with the Capital Plan approved by Court in 2016: broadly speaking the cost of Phase 1a and 1b had increased to £608m, from £531m, with further increases anticipated. There continues to be a substantial portion of c£200m was not yet contractually committed, although initial design work was underway. The main components (being the Business School, the Arts Building and phase 1 of the Engineering Building) remained subject to Committee and Court assessment of the relevant business cases.

The Committee also noted potential additional projects which had emerged and which represented significant spend if the University made a decision to prioritise them. The Committee was interested in the slides showing projections of capacity of students, and requested that for future meetings it would be useful to match this up with capacity of staff needed to teach them. It was also noted that competent delivery of JMSLH, Research Hub, Institute for Health and Wellbeing and infrastructure project was critical.

In order to fund additional projects, the University would need to consider options including borrowing and debt capacity; rephasing of spend; re-prioritisation of projects; and/or accelerating growth to generate more income.

FC/2018/90. Long-term Cash Flow update (paper 7.2)

The Committee received a report on long-term cash flow, following on from the Workshop in March, showing updated details for high, medium and low scenarios. Members agreed the low cash point needs to be monitored and provision made for an overdraft facility to act as a buffer for the low points during the year. The Director of Finance noted £25m overdraft facility was in place. The Committee agreed that leverage analysis may be useful in determining the financial framework against which debt capacity could be assessed.

FC/2018/91. Capex Application Summaries (paper 5.4)

Finance Committee received six capital expenditure applications, 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
Western / New Build / Adam Smith Business School	Fees Only	£83m	Yes (£44.8m)	Nil	£610k	Approval sought
Tay House / Level One / East Wing Fit Out	Full Business Case	£1.2m	Nil	£25k Landlord contribution	£1.2m	Approval sought
Gilmorehill / James Watt / JWNC Silicon Etch Tool	Full Business Case	£830k	£530k from JWNC CapEx Plan	Nil	£830k	Approval sought
Gilmorehill / SAWB / Levels 1 & 3 Reconfiguration	Full Business Case	£776k	Nil (proposed for Capital Plan Update)	Nil	£776k	Approval sought

Gilmorehill / James Watt / JWNC Semiconductor Etch Tool	Full Business Case	£622k	£550k from JWNC CapEx Plan	Nil at present	£622k	Approval sought
Purchase of Irradiation Platform (SARRP)	Full Business Case	£524k	Nil	£349k	£200k	Approval sought

The Committee had previously approved a Capex application requesting £4.32m of funding for a fire suppression system in the James McCune Smith Learning Hub.

Finance Committee **approved** the Capex applications.

FC/2018/92. Capital Programme Update and Campus Redevelopment Spend (papers 8.2 and 8.3)

Finance Committee received an update on current capital projects and a summary of progress of the capital plan as at 30 April 2019. Full review of the capital plan and budgets are underway – including identifying new strategic opportunities.

Total value on committed projects within the campus masterplan is unchanged from March, although there are changes in spend profile. Changes in infrastructure will see a cost increase.

4 Projects have moved to red RAG Status:

Arts – On hold pending review of capital plan; ASBS – Significant increase in size and cost being considered as part of the capital review; JMSLH – Currently red due to fire suppression work – however as cost has now been secured will move to green in the future; JBB – Delays in relocation of Pathology / Toxicology.

Glasgow City Council had approved changes to the masterplan (section 42).

No change in outlook of spend for this year, but significant difference to budget (£52m lower) due to reprofiled spend on JMSLH and Research Hub.

The Committee noted that there had been a detailed review of the infrastructure project, and the Programme Governance Board would discuss the risk associated with this.

The Committee discussed the contingency usage reported on the Research Hub. The Director of Estates confirmed that there was a major focus on containing costs.

The Committee **noted** the reports.

FC/2018/93. Status of Capital Grant Funding (paper 8.4)

Finance Committee **noted** the position with regard to capital grants relating to previously approved Capex applications. Committee members were reminded that capital projects linked to external grant applications would proceed only if the bids were successful.

There had been five applications in the period since September 2018, of which four were still pending and one had been unsuccessful.

FC/2018/94. Key Dates and Timeline (paper 8.5)

The Committee noted the timeline of key dates, incorporating campus development milestones, key dates of possible changes to pension costs, and Committee and Court meeting dates.

FC/2018/95. Investment Funds Performance (paper 9.1)

Finance Committee **noted** the report on money market investments.

The Committee noted that performance continues to be behind benchmark by £2.5m, due mainly to the Insight Libor+ fund (£2.3m). The total actual return was £3.9m, split between Insight performance (£2.1m) and Royal London performance (£1.8m). Rates of return over the investment period remain higher than term deposits. Discussions with the investment managers had confirmed that no change is recommended in current holding profile. Fund managers noted they would welcome annual review with Investment Advisory Committee in late summer.

FC/2018/96. Endowment Funds Performance (paper 9.2)

Finance Committee **noted** the report on endowments.

The Committee noted that both endowment funds continue to significantly outperform the FTSE, with returns against benchmark improving. The total return year-to-date was showing a loss of £5.9m. The Committee noted that the endowments have had significant gains in each of the last two years.

FC/2018/97. Donations Forecast (paper 9.3)

Finance Committee **noted** a brief report on donations, updated to show the split between the campus development vs other areas. The outlook in the outer years had increased from £6.6m to £10.8m.

Regarding the University Trust, HMRC feedback had confirmed that new Gift Aid forms would be required to be collected from each donor if the Trust was wound up. Therefore a back-up plan was being pursued to route new donations to the University.

FC/2018/98. Student Finance Sub-Committee Minutes (paper 10.1)

Finance Committee received the minutes of the meeting of the Student Finance Sub-Committee held on 26 April 2019.

The Committee **noted** the end of year positions and grant allocations for the Students' Representative Council (SRC), Queen Margaret Union (QMU), Glasgow University Sports Association (GUSA), and the Glasgow University Union (GUU).

The Committee noted the main concern was the financial position of the QMU. Cash flows would be monitored monthly and the Union would be supported by the University through a programme of change.

FC/2018/99. Overview of Performance as at 30 April 2019 (paper 11.1)

The Committee received the overview of performance for Period 9.

The full year underlying operating surplus outlook stood at £16.3m, £13.7m higher than budget, primarily due to increased international students, offset by increased depreciation. Cash from operations is forecast to be £43m, a £2.7m increase from March and £12.8m ahead of budget. The short term cash flow was **noted**.

FC/2018/100. Debtors Reports as at 30 April 2019 (paper 11.2)

Finance Committee received an update on debtors as at 30 April 2019. Overall debt stood at £56.8m in comparison to £52.8m at April 2018. This was in line with increased sales in both student & sponsor, and commercial areas.

The total population of aged debt (over 60 days) was £18.5m, an increase of £0.7m on prior year, mainly due to Sponsor debt from Embassies of Kuwait, Saudi Arabia, and Libya. These sponsors require validation of student attendance before release of payments which tends to take place during the second half of the semester.

FC/2018/101. AOB – Farewell

The Convenor thanked Iain Stewart, Professor Nick Hill, and Lauren McDougall for their service and contribution to the Committee. The Committee added their thanks, noting that Iain was stepping down from the Committee after eight years, Prof Hill was coming to the end of his term as a Senate Assessor, and Lauren would soon hand over the SRC Presidency to her successor.

FC/2018/102. AOB – Self-evaluation

The Convenor confirmed that he would instigate a light-touch self-evaluation process for the Committee in September.

FC/2018/103. Dates of Meetings 2019-20

Finance Committee noted the dates as follows:

- 19 September 2019, 2.00pm
- 19 November 2019, 2.00pm
- 28 January 2020, 2.00pm
- 31 March 2020, 2.00pm
- 3 June 2020, 2.00pm

FC/2018/104. Table of Actions

Action	Date Due	Notes
Provide information on the amount and percentage of budget that is drawn down following approval of capital expenditure. This information to be added to the Capital Expenditure applications summary sheet	Following March meeting and going forward	Director of Estates/Group Financial Controller
Provide update on administrative savings to inform long term cash flow forecasts	May or September meeting	Group Financial Controller
Consult fund managers on holding recommendations, following finalisation of Capital Plan	June/July	Group Financial Controller
Follow up on TRAC discussion, providing sight of TRAC returns ahead of submission	September or November meeting	Group Financial Controller

Carry out Committee self-evaluation	September	Convenor/Clerk
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Prepared by: Fiona Quinn, Clerk to Committee, Fiona.Quinn@glasgow.ac.uk

Court Context Card - 18 June 2019 - Report from Estates Committee

Speaker	Mr Ronnie Mercer
Speaker role	Estates Committee Convener
Paper Description	Report from Estates Committee (7 May 2019 meeting)
Topic last discussed at Court	Apr-19
Topic discussed at Committee	Various
Committee members (on Court) who were present	Mr R Mercer (Convener), Mr D Milloy, Dr B Wood, Prof L Farmer, Ms L McDougall
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. An in depth presentation and discussion took place regarding the Capital Plan Review, with committee members giving support for continuation of the review prior to the next Estates Committee meeting.
Topics to be discussed	
Action from Court	<p>Court is asked to note Estates Committee's approval of CapEx applications as follows:</p> <p>New Build Adam Smith Business School for additional funding for fees in the sum of £610,796.53 (EC/2018/39.2.1 refers); James McCune Smith Fire Suppression Installation in the sum of £4.32million (EC/2018/39.2.2 refers); SAWB/Level 1 & 3 Reconfiguration in the sum of £776,000 (EC/2018/39.2.3 refers); Tay House Level 1 East Wing Fit Out in the sum of £1.2million (EC/2018/39.2.4 refers); Equipment JWNC Semiconductor Etch Tool application in the sum of £622k (EC/2018/39.3.1 refers); Equipment JWNC Silicon Etch Tool in the sum of £830k (EC/2018/39.3.2 refers); and Equipment Purchase of SARRP Irradiation Platform in the sum of £549k (fully funded by grants & external funding) (EC/2018/39.3.3 refers).</p>
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
Risk register - college level	Not Applicable
Demographics	
% of University	100% staff and students
Campus	Entire University Estate (all campuses)
External bodies	Glasgow City Council; external contractors
Conflict areas	Not Applicable
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	Building and Planning legislation
Equality Impact Assessment	On a building by building basis/by CapEx, where applicable
Suggested next steps	
Any other observations	

UNIVERSITY of GLASGOW

Estates Committee

Minute of the meeting held in Turnbull Room on 7 May 2019

Present: Mrs A Allen, Dr D Duncan, Professor N Juster, Mr R Mercer (Convenor), Mr D Milloy, Dr B Wood, Professor L Farmer, Ms L McDougall, Mr R Fraser, Mr D Smith, Mr A Seabourne

In Attendance: Mrs M Hipkin (Clerk), Professor A Muscatelli (Principal), Mrs N Cameron, Mr D Hall

Apologies: Ms L McDougall, Mr P Haggarty

EC/2018/36 Minute of the meeting held on 5 March 2019

The minute was approved as an accurate record.

EC/2018/37 Matters Arising

There were no matters arising.

EC/2019/38 Capital Programme Update

EC/2018/38.1 Capital Plan Update

EC/2018/38.1.1 Capital Plan Review – Major Projects

A presentation was given on the current review of the capital plan.

The committee noted the 2019/20 Capital Plan review is still in progress with a number of substantive changes occurring since 2016. These changes include potential budget increases arising from more detailed design and higher than anticipated inflation; faster growth in student numbers; new strategic opportunities; increased investment demands on the digital infrastructure and new disruptors impacting the sector.

Additional costs for projects in delivery, where noted. These were installation of fire suppression in James McCune Smith Learning Hub and additional work within the infrastructure packages. The movement in costs for the Infrastructure work is under review and subject to University governance

The Committee noted the potential for new projects. Some projects support teaching/growth ie new Teaching Lab Block, Boyd Orr refurbishment; and Glasgow International College. Other projects support innovation ie Church Street Innovation Zone and CWIC in Govan.

The Committee noted that the capacity to accommodate additional overseas students and therefore support income growth will increase with the opening of the James McCune Smith Learning Hub and if approved by Court the Adam Smith Business School & PGT space. Based on current information the University has capacity accommodate growth in student numbers up and until 2033, if EU students are removed from the Home numbers this will further increase capacity for growth.

The Committee also noted the growth in FTE teaching numbers, with significant growth in Post-Doctoral Teaching Staff. The opening of the Research Hub will provide additional space as will the Adam Smith Business School and PGT. The estate should be able to accommodate this growth however because of the configuration of the campus it cannot. It was noted that there is immediate capacity pressures on the Estate which are leading to short-term solutions. These can be costly.

It was noted, that currently available space types do not match demand. Future flexibility needs to be built into the Estate moving from space “owned” by school to University space such as James McCune Smith Learning Hub and the Research Hub, although always recognising the need for students to be able to identify as being their own. James McCune Smith Learning Hub will address the issue for undergraduates but there is currently no space readily identified for Postgraduates other than the space provided in the Adam Smith Business School proposal.

The Committee noted and agreed with the recommendation for the Adam Smith Business School & PGT to proceed to Full Business Case and to be the next project taken to Court for approval.

The committee also noted that more work was required to complete the full review of the capital plan and the committee supported that led by the Senior Vice-Principal this review progresses, with a focus on income growth, research and innovation. The new strategic projects should be included within the review.

The committee noted that the executive looked at alternative offsite locations as well as improving existing space. It was noted that short term space will require funding as it is not currently budgeted for. Work is progressing on Asset Plans.

The Committee noted that agile working could support better utilisation of the Estate. This would need an adequate Technology Plan to support it. It was noted that agile working should be maximised where possible, though must support interactions and collaborations in order to be effective.

The Committee noted that the University was reviewing benchmarking against other Russell Group institutions charges to students.

It was acknowledged that when the Capital Plan Review is next presented to the Committee it will revisit the identified constraints; how agile working practices may be introduced and which Building should progress through the design phase only at the current time. To facilitate this further analysis is required on the pressure points on campus; opportunities within the existing estate; means to improve space utilisation; and methods to increase futureproofing and flexibility of space.

EC/2018/38.1.2 Capital Plan Minor Projects 2019-21

The committee noted the approval from SMG to the allocation of capital spend on minor projects for 2019/20 and 2020/21 in place of the traditional five-year Capital Plan. The focus for spend in 2019/20 would support income growth. These proposals are fully contained within the £15million per annum spend for minor projects as approved by Court in the 2016 Capital Plan.

The revenue budget of £15.7million has been fixed for five years. It was acknowledged there is currently a substantial backlog maintenance works with spend priority focusing on Health and Safety and Fire Safety Improvement. Once the Capital Plan review is complete an informative report of the backlog maintenance is to be provided, with distinction between building types where possible.

EC/2018/38.2 Programme Governance Board Update

EC/2018/38.2.1 Convenor's Update

The report was noted. A paper reviewing the procurement strategy was considered by Programme Governance Board with an agreement to continue with the current strategy. This is to continue to be reviewed subject to the identified benefits being clearly demonstrated.

EC/2018/38.2.2 Lay Members' Update

The report was noted.

EC/2018/38.2.3 Summary Report

The Committee noted the summary report and key activities during the last two months. A full review of contingencies is being undertaken by the finance team

EC/2018/38.2.4 Major Project Dashboard Reports

The Committee noted the current **green** status of Workstreams 1a (Master planning), 8 (Strategic Investment) and 9 (Strategic Travel & Transport) and the **amber** status of Workstream 1b (Infrastructure).

EC/2018/38.2.5 Cost Report

The report was noted. The Committee acknowledged the inclusion of the addendum provided by the Cost Consultant.

EC/2018/38.3 Capital Projects Governance Board

EC/2018/38.3.1 Convenor's Update

The report was noted. A RIDDOR reportable accident was noted by the Committee. This has been investigated and early reports indicate this has was a genuine accident and therefore limited improvement is required.

EC/2018/38.3.2 Lay Members' Update

The report was noted. The target price which is within the approved project budget has been agreed with the Contractor and the subsequent appointment completed.

EC/2018/38.3.3 Summary Report

The Committee noted the summary report and key activities during the last two months

EC/2018/38.3.4 Dashboard Reports

The Committee noted the current status of all major projects.

EC/2018/39 CapEx Committee Report

EC/2018/39.1 CapEx Application Summary

The summary was noted.

EC/2018/39.2 Estates CapEx Applications

EC/2018/39.2.1 Western / New Build / Adam Smith Business School

The Committee approved the application in the sum of £610,796.53 for additional funding for fees for the new Adam Smith Business School.

EC/2018/39.2.2 James McCune Smith Fire Suppression Installation

The Committee approved the application in the sum of £4.32million for the University's contribution to the design and installation of a fire suppression system at the James McCune Smith Learning Hub.

EC/2018/39.2.3 Gilmorehill / SAWB / Level 1 & 3 Reconfiguration

The Committee approved the application in the sum of £776,000 for the creation of academic office space, enhancing the student experience and creating space for research student growth.

EC/2018/39.2.4 Tay House / Level 1 / East Wing Fit Out

The Committee approved the application in the sum of £1.2million for the fit out of space at Tay House to accommodate University Services staff.

EC/2018/39.3 Equipment CapEx Applications

EC/2018/39.3.1 Gilmorehill / James Watt / JWNC Semiconductor Etch Tool

The Committee approved the application in the sum of £622,000 to purchase a semiconductor processing machine which will unpin JWNC pioneering research in compound semiconductor plasma etching.

EC/2018/39.3.2 Gilmorehill / James Watt / JWNC Silicon Etch Tool

The Committee approved the application in the sum of £830,000 to purchase a semiconductor processing machine. This application was noted to be a resubmission following returned tender costs coming back at a sum greater than the £530,000 previously approved

EC/2018/39.3.3 Purchase of SARRP Irradiation Platform

The Committee approved the application in the sum of £549,000 for the investment in a new platform for targeted irradiation of small animals.

EC/2018/40 Control and Monitor Reports

EC/2018/40.1 RAG Report

The report, containing details of fifty-six live project was noted.

It was acknowledged that the Director of Programme Office will join Estates in early June. One of the first tasks to be undertaken is a review, with the team the format of reporting.

EC/2018/40.2 Risk Register

The Committee noted the current Risk Register which contained eight *red* risks.

EC/2018/40.3 Programme

The Committee noted the current Master Programme.

EC/2018/40.4 Health and Safety Dashboard

The Committee noted the Health and Safety Dashboard. The RIDDOR reportable fall was noted.

EC/2018/40.5 Fire Protection Historic Buildings

The Committee noted the paper of Fire Protection in Historic Buildings

EC/2018/40.6 Delegated Authority for Summer Recess

The Committee noted the report for Delegated Authority for Summer Recess

EC/2018/41 Any Other Business

EC/2019/42 Schedule of Meetings for 2019/20

The schedule of dates was noted:

Tuesday 3rd September

Thursday 31st October

Tuesday 14th January

Tuesday 3rd March

Tuesday 5th May

Court Context Card 18 June 2019 - Audit & Risk Committee

Speaker	Ms Heather Cousins
Speaker role	Audit & Risk Committee Chair
Paper Description	Minute of Committee meeting 22 May 2019
<i>Topic last discussed at Court</i>	Last Audit & Risk Committee report April 2019
<i>Topic discussed at Committee</i>	See paper summary section.
<i>Committee members present</i>	Heather Cousins, Lindsay Farmer, Lesley Sutherland
<i>Cost of proposed plan</i>	
<i>Major benefit of proposed plan</i>	
<i>Revenue from proposed plan</i>	
<i>Urgency</i>	Low
<i>Timing</i>	NA
<i>Red-Amber-Green Rating</i>	Green
<i>Paper Type</i>	Information
<i>Paper Summary</i>	The Committee noted a review of the Admissions process was to be undertaken; and received internal audit reports on: Transparent Approach to Costing (TRAC), Donations Process, Secure Migration of IT Services to the Cloud and Sub-Leasing arrangements. The Committee received an update on a whistleblowing case; agreed the 2019/20 internal audit plan; approved an update to the Risk management policy; received the updated University Risk Register. The Committee approved the proposed External Audit approach for the year to 31 July 2019. The Committee received an update on Implementation of Outstanding Recommendations from prior internal audits.
<i>Topics to be discussed</i>	As Court wishes
<i>Action from Court</i>	To note and discuss if desired.
<i>Recommendation to Court</i>	To note.
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% Cross University application on several items
Operating stats	
% of	
Campus	All
External bodies	external Auditors including overseas (for University financial statements)
Conflict areas	None Highlighted
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	Statements of Recommended Practice (for audits); Accounting regulations/Statements of Recommended Practice (for University financial statements)
Equality Impact Assessment	
Suggested next steps	N/A
Any other observations	

UNIVERSITY OF GLASGOW
Audit & Risk Committee

Minute of Meeting held on Wednesday 22 May 2019
in the Melville Room, Main Building

Present:

Mr Simon Bishop (SB), Ms Heather Cousins (HC) (chair), Professor Lindsay Farmer (LF), Ms Lesley Sutherland (LS), Mr David Watt (DJW)

In attendance:

Dr David Duncan, COO & University Secretary (DD), Mr Gregor Caldwell, Group Financial Controller (GC), Mr Robert Fraser (Director of Finance) (RF), Ms Denise Gallagher (PwC) (DG), Mr Rob Jones (Ernst & Young) (RJ), Ms Deborah Maddern (Clerk) (DM), Professor Sir Anton Muscatelli (Principal) (AM), Mr Stephen Reid (Ernst & Young) (SR), Mr George Scott (PwC) (GS), Dr Dorothy Welch (Deputy Secretary) (DAW)

Apologies: Mr Vincent Jeannin (VJ), Ms Lindsey Paterson (PwC) (LP)

AUDIT/2018/30. Welcomes and Declarations of Interest

Mr George Scott, PwC, was welcomed to the meeting.

Professor Lindsay Farmer was attending his last meeting. He was thanked for his contributions to the Committee's business. Another Senate Assessor would be appointed to the position in the summer.

There were no declarations of interest.

AUDIT/2018/31. Minutes of the meeting held on 20 February 2019

The minutes were approved.

AUDIT/2018/32. Matters Arising

32.1 Audit-related policies/information for Committee (standing item)

DD advised that there was no new information for the Committee. Since the last meeting, the Committee had received a report on a whistleblowing case, about which the Committee had been informed at the same meeting. The report was also provided for the current meeting. PwC were looking at additional comments received from the individual concerned and would advise management of their conclusions.

32.2 GDPR (Brexit matters)

DAW had been requested to provide an update on GDPR in connection with Brexit. In the event of a no-deal Brexit, the University would still be able to transfer data to EEA countries, as at present, since the UK Government had given an undertaking that current arrangements (pre-Brexit) would continue. However, the UK would become a '3rd country', therefore any transfer of personal data to the UK would require to be based on a legal instrument, normally a set of model clauses which the University should be asked to sign up to in a data sharing agreement. The University currently asked non-EEA countries to do this.

AUDIT/2018/33. Internal Audit

33.1 Internal Audit Update Reports

The summary report was noted. There had been some minor changes to the 2018/19 plan.

Management has requested that PwC undertake a review of the Admissions process. This had been approved by the Chair subject to the review being covered by the contingency in the plan. An initial scoping meeting had been held, with fieldwork to start in June 2019. The review had been requested ahead of the new head of service starting and would be both advisory and audit-related in its scope. It had also been proposed that the Purchase to Payable (Procurement) Process and Student Mobility reviews be deferred to the 2019/20 plan. Management were currently reviewing the Purchase to Pay cycle and had already identified a number of improvements. The student mobility review would be performed early in the FY20 cycle such that the timing of the review was not significantly delayed. It was noted that the Chair required to be kept informed about, and agree, such changes. It was requested that a copy of the terms of references for the Admissions review be provided to the Chair.

ACTION PwC

It was noted that since the last meeting, PwC had facilitated the Senior Management Group risk workshop and had collated the average scores.

The Audit Charter was now attached to all Terms of Reference. PwC were in the process of summarising performance against KPIs to date and would present this to the Committee in September. Feedback forms had been issued to all employees who were key contacts for the reviews conducted to date. PwC would collate and present a summary to the Committee in September.

ACTION PwC

It was noted that E&Y would include KPIs for the November meeting.

33.1.1 Transparent Approach to Costing (TRAC)

The review, which the SFC required to be undertaken every 3 years, had examined the controls in place around the Transparent Approach to Costing (TRAC) process used in the preparation of the final return submitted by the University for 2017/18. Overall, areas of good practice had been identified, noting that: a robust system was in place to gather the necessary data for the return and analyse this in an effective manner; a strong governance structure existed for review of key information and the final return prior to submission; and that there was a bespoke IT model for use in this area to ensure information was gathered efficiently and effectively.

The overall report rating was Low risk. Management had addressed a finding relating to ensuring that more than one staff member had knowledge of the process, and to process notes being produced.

The good practice noted in the report would inform other areas of University business.

33.1.2 Donations Process

The review had looked at the design and operating effectiveness of the controls relating to the donations process, covering both the University and the Development Trust.

The overall report rating was Low risk, with the processes and controls in place found overall to be well designed and operating effectively. Some possible control design improvements had been identified, including one connected to a Medium risk finding about a lack of resource and policies to guard against money laundering. A recommendation had been made that management consider appointing an officer or introducing an anti-money laundering reporting form, and policies updated or introduced to incorporate anti-money laundering procedures. Management had agreed the recommendations.

33.1.3 Secure Migration of IT Services to the Cloud

The review had assessed the processes and controls in place to migrate University systems to a Cloud-based service on a secure basis. Two sample projects had been selected to establish how relevant processes and controls were being applied in practice: the implementation of Ivanti, an IT service management and asset management solution; and the migration of the existing CoreHR system, which provided HR and Payroll services.

Overall there had been examples of good practice found, with a number of controls noted as appropriately designed. However, there had been instances where expected controls were either absent

or required strengthening. The overall report rating was High risk, and included two high risk and one medium risk finding, relating respectively to technical security controls for suppliers; a lack of ongoing assurance to confirm that controls applied by suppliers remained effective; and matters relating to multi-factor authentication. The Committee noted management comments from Information Services, which had been agreed to improve tender specifications and future-proof authentication methods, leading to a stronger position from an information security perspective. The IPSC was also involved in arriving at solutions.

In discussion, it was noted that Ivanti itself did provide an audit report demonstrating controls in place. It was also noted that the location of the Cloud system, which was outside the UK, could have a potential impact on the University in terms of Brexit. The impact would be examined and the Committee updated at the next meeting.

ACTION DAW/DD

33.1.4 Sub-Leasing arrangements

The review had examined the controls in place for sub-leasing arrangements, the report noting that the Estates and Commercial Services team was currently undertaking a process of review and reform to improve the current practices for lease and licensing arrangements, particularly where the University was landlord. The Committee noted good progress in this regard.

The overall report rating was High risk, and included two high risk and one medium risk finding, relating to, respectively: a lack of formal contracts for a number of areas reviewed, leading to risks for the University; a lack of clarity about the completeness and accuracy of the tenancy schedule, including in relation to arrangements entered into by Colleges, with insufficient controls being in place, again leading to risks to the University; and formalised policies and procedures not being in place, in particular governing incubator space allocation, which hindered operational effectiveness. There were value for money issues in relation to the incomplete tenancy schedule, given the potential for rent reviews being missed and for dilapidations costs to increase.

Management had accepted the findings and were actioning the recommendations.

33.1.5 Report relating to whistleblowing case

The report had been issued to the individual involved, who had provided some further observations for the attention of the auditors and Committee. The observations were being reviewed by the auditors. The Committee would be kept informed.

33.2 Internal Audit Risk Assessment and Plan 2019-20

At the previous meeting, the Committee had heard that ahead of the current meeting, PwC would revisit the 3-year plan, in discussion with senior management; and that this exercise would factor in outputs from the Risk Workshop and sector horizon-scanning undertaken by PwC.

The plan was driven by the University's organisational objectives and priorities and the risks that might prevent the University from meeting these. The methodology included: analysis of an 'audit universe' through identification of all of the auditable units within the University, be they functions, processes or locations (the Committee noting that these remained unchanged since the previous year); assessing the inherent risks in these areas, based on impact and likelihood criteria; assessing the strength of the control environment within each auditable unit to identify auditable units with a high reliance on controls; and calculating an audit requirement rating which would inform the finalised plan. Determination of the timing and scope of audit work would also be based on the University's risk appetite.

Internal audit work would be performed in accordance with PwC's Internal Audit methodology, which was aligned to Public Sector Internal Audit Standards and Scottish Funding Council assurance requirements.

In discussion, it was requested that value for money considerations be included in all terms of reference

and reports where applicable. It was also agreed that information security matters should be included where relevant.

ACTION PwC

It was agreed that in the sphere of wellbeing, a review of the Disability Service would be included in the 2019/20 plan, using the contingency allocation.

ACTION PwC

It was requested that the submission of reports to the Committee be timed so as to provide as even a spread of report numbers as possible across the meeting schedule.

ACTION PwC

The Committee approved the plan subject to the above matters.

AUDIT/2018/34. Risk Management (Strategic Risk Summary)

34.1 Updated Risk Management Policy

The Committee was invited to approve a change to the policy, involving the addition of a section on Risk Appetite.

The addition was approved subject to augmentation of the narrative around the 'Open' risk appetite category for Compliance; and to review of the final paragraph, which might be covered instead by the general statement in 7.1. It was also requested that minor changes be made to the existing text, relating to (ss 2 & 3.1) consistency of references to both risks and opportunities; and (ss 4 & 5) to clarifying that risk management was the responsibility of the Principal and the SMG team.

34.2 University Risk Register

The register had been reformatted and also now included both initial and residual impact times probability details, together with dates for implementation or review.

In the context of the register not being fully complete, the Committee noted that SMG would be updating the information in the coming week and that it would also be compiling a refreshed register following discussion of outputs from the 2019 Risk Workshop. The Committee noted that the scoring method was in transition, with scores to show more granularity in the next iteration.

The Risk Register was noted, with the Committee's thanks recorded for the work on the format and presentation. With regard to risk 4 it was requested that wording about both academic and non-academic experience be included, in the interests of clarity.

34.3 Risk Workshop 2019

The workshop had been held on 11 March. SB, VJ and DJW had attended from the Committee, SB noting that the timing had been good in the context of the University's new strategic plan being developed. The Committee noted from management that many of the risks identified at the event had already been in the register but that a small number of new ones had been added.

AUDIT/2018/35. External Audit – Planning Report

The Committee received a report setting out the proposed External Audit approach for the year to 31 July 2019, in accordance with the requirements of auditing standards and other professional requirements.

This report summarised E&Y's assessment of the key issues which drove the development of an effective audit for the University and its subsidiaries (collectively 'the Group'), considering relevant market factors coupled with the operational, finance, and business risks which drove the University's and the Group's financial statement risks. The audit approach and scope had been aligned with these areas.

The audit would include the mandatory procedures that external auditors were required to perform in

accordance with applicable laws and auditing standards. When planning the audit, the auditors would take into account several key inputs: strategic, operational and financial risks relevant to the financial statements; developments in financial reporting and auditing standards; the quality of systems and processes; changes in the business and regulatory environment; and management's views on the aforementioned areas.

The approach would involve the identification and understanding of the key processes and internal controls, supplemented by substantive tests of detail of transactions and amounts. This included consideration of IT and automated controls, in particular around the design and implementation of non-payroll expenditure controls. To gain greater assurance over the populations to be tested, bespoke data analysers would be used to enable capture of whole populations of financial data, in particular journal entries. The findings from the process and analytics work, including any significant weaknesses or inefficiencies identified and recommendations for improvement, would be reported to management and to the Committee. The auditors would also review and consider the findings from internal audit reports, together with reports from any other work completed in the year, where these raised issues that could have an impact on the financial statements.

The Committee received a 'dashboard' overview summarising the significant accounting and auditing matters outlined in the report. This sought to provide the Committee with an overview of the auditors' initial risk identification for the upcoming audit and any changes in risks identified in the current year. The main risks connected to fraud related to misstatement due to fraud or error, and risk of fraud in revenue recognition. There were also inherent risks, including: those relating to property, plant and equipment (capital expenditure and impairment); accounting for defined benefit obligations in pension schemes; accounting for Universities Superannuation Scheme provision; and disclosures relating to senior management remuneration/benefits. The auditors' response and proposed approach to each of the risks were narrated in more detail.

The report discussed levels of materiality that would be applied; these would be held at the 2017/18 level in terms of %. It was noted that these levels would continue to be reviewed annually, based on University growth. A separate materiality level would be used for the subsidiary entities, reflecting both the key drivers of their activity and the scale of their operations.

With regard to the audit of the University's Singapore subsidiary, E&Y would provide the local auditors with group instructions in respect of the procedures that required to be completed.

Specialists (E&Y actuaries) would provide input in respect of the pensions valuations.

In discussion, and in response to a question about (capitalisation) treatment of fixed assets in the context of the significant capital programme, it was confirmed that a detailed schedule was provided for each project and a fixed asset policy was in operation; this included cut-off matters. The auditors would receive and consider the details.

The report also contained a summary of the 2017/18 audit debrief held by E&Y with management. Key actions related to areas including: building on the improvements to the subsidiary audit process; provision of support around the USGAAP financial statements process; and communications between the University and auditors in the event of any likely changes to timing of information provision.

The report contained proposed KPIs for the 2018/19 audit.

The Committee approved the External Auditor's proposed approach to the audit of the University's accounts.

AUDIT/2018/36. Implementation of Outstanding Recommendations

The update on implementation actions was noted. DAW advised that the outstanding actions list was reducing. Since the papers had been issued, an action relating to a high risk recommendation from the capital procurement review, associated with change control processes, had now been completed.

AUDIT/2018/37. Any Other Business

The Committee's thanks were extended to those who had provided information to assist with the self-assessment. The chair would be contacting management in relation to how value for money matters were addressed.

AUDIT/2018/38. Date of Next Meetings

Tuesday 17 September 2019; Thursday 7 November 2019; Wednesday 11 March 2020; Wednesday 27 May 2020. All 2pm with 12.30pm briefing/private meeting beforehand; Venue TBC

Court Context Card - 18 June 2019 Report from HR Committee

Speaker	Ms June Milligan
Speaker role	HR Committee Chair
Paper Description	Reprot from HR Committee meeting held on 6 June 2019 Papers Include minute of the JCCN of May 2019
Topic last discussed at Court	Last HRC report to Court April 2019
Topic discussed at Committee	See paper summary section.
Committee members present	
Cost of proposed plan	N/A
Major benefit of proposed plan	N/A
Revenue from proposed plan	N/A
Urgency	N/A
Timing	N/A
Red-Amber-Green Rating	N/A
Paper Type	Information
Paper Summary	Minutes of meeting held on 6 June 2019. Susan Ashworth and Craig Chapman-Smith spoke to the Staff Student Service Design (S3D) Programme. Lorna Campbell and Claire Williamson presented an update on the Facilities Service Review. Christine Barr spoke to the HR Directors strategic update which included briefings on USS Pension Developments, National Pay Negotiations 2019-20, Latest Brexit News, HR Strategic Events, PPR – HR Excellence in Research Award, Technician Commitment, Strategic Talent & Acquisition and Equality & Diversity. Elise Gallagher and Ann Hastings presented an update on HR Systems Developments and spoke to the latest HR Analytics. Further details can be found in full minute of the meeting. HR Committee also reviewed the minute of the JCCN (annex).
Topics to be discussed	None
Action from Court	None
Recommendation to Court	To note
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	3a,3b, 1b, 4, 7a
Risk register - college level	
Demographics	
% of University	100% staff
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	
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 6th June 2019.

Present: Dr June Milligan (JM), Mrs Christine Barr (CB), Dr David Duncan (DD), Professor Dame Anna Dominiczak (AD), Dr Morag Macdonald Simpson (MMS), Professor Kirsteen McCue (KM), Mrs Elise Gallagher (EG), Professor Carl Goodyear (CG), Ms Margaret Anne McParland (MAP), Mr Rob Goward (RG), Ms S Ashworth (SA), Mr Chris Branney (CBr)

By Invitation: Mr Craig Chapman-Smith (CCS) – Item 3, Ms Lorna Campbell (LC) – Item 4, Mrs Claire Williamson (CW) – Item 4, Mrs Ann Hastings (AH) – Item 6

Apologies: Professor Frank Coton (FC), Mr Shan Saba (SS), Mr Martin Glover (MG)

Executive Summary:

- The Committee received a presentation on the Staff Student Service Delivery Programme (S3D) including the newly introduced service delivery model, its alignment with the new Enterprise Management System (ESM) and the Facilities Service Review and plans to develop a fresh brand to complement the new operating model.
- The Committee received a presentation on the Facilities Service Review, noting progress from the initial project discovery stage and plans to move forward with a co-creation approach to designing and implementing the preferred cluster-based operating model.
- The Committee received an update from the Executive Director of Human Resources on headline items including the latest position on USS Pension Developments, a progress update on the 2019-20 Pay Negotiations, a summary of the latest UKVI/Brexit position and an update on strategic HR planning activity.

HR/19/10 Welcome & Apologies – Opening Remarks

JM welcomed the Committee and noted apologies from SS and MG. JM also noted that apologies had been received from Professor Frank Coton, who will now attend the Committee in place of Professor Neal Juster. Elise Gallagher was introduced as the new Deputy Director of Human Resources.

HR/19/11 Update from Court

JM provided a verbal update from Court, noting opportunities for the Committee to influence the development of the next University Strategy. JM noted

discussion around IT strategy aligned to the development of an enabling culture. JM also advised that since the meeting of HR Committee in March 2019, the Remuneration Committee had met to review core principles for feeding back to Court ahead of the decision-making process in August 2019.

CB also noted an increasing level of engagement by Court arising from last year's Staff Survey Action Plan across the following themes: Culture & Values; Communication & Engagement, Workload & Work-life Balance; Leadership Visibility & Managing Change.

JM advised that Committees have been reminded to ensure that nothing falls between gaps with regards to overlapping Committee/Court dates.

HR/19/12 Staff Student Service Design Programme (S3D)

SA and CCS presented an overview of the S3D programme noting alignment with broader workstreams under the World Changing Glasgow Transformation programme, specifically the Facilities Services Review and the new Enterprise Service Management (ESM) system, aligned to the development of the James McCune Smith Learning Hub. The S3D programme will aim to deliver services to students where and when they want them and in a more intuitive way, underpinned by a new service model and the new ESM technology.

CCS summarised the proposed new service model which is split across multiple tiers of support, ranging from self-service through 'first contact' to resolution, referral and targeted or specialist support. The self-service element will be driven by the new ESM system.

SA added that the new service model will be complemented by the freshly branded 'Reach Out', which emphasises the key messages 'always connected', 'always learning' and 'always here' and will lead to students knowing that they can access help wherever they see the brand.

SA noted that a key consideration for the Committee is the potential move away from a Monday to Friday (9 to 5) operation. Acknowledging that such a model is not sustainable, an approach must be identified which delivers more seamless provision which supports a campus which is alive in the evenings and weekends. SA also noted the potential loss of service identity as another key challenge, however the trade-off would be simplification for students. KMcC acknowledged overlaps with the Facilities Service Review, noting the potential impact on people (including collaborative opportunities) across various workstreams. Resource implications were identified around both the creation and ongoing management of content, alongside the potential for introducing new ways of working. AD suggested consideration be given to generational differences, particularly around attitudes towards work-life balance set against the potential for broader opening hours (or even 24-hour opening). SA noted significant communication activity had been undertaken around the benefits realisation with regards to the interfaces between technological enablement and people which will continue to grow with the project.

JM thanked SA and CCS, noting no objections from the Committee to the principles presented. JM asked SA and CCS to take away two key

considerations, firstly how to avoid any disappointment at the time of launch and secondly, how to change the working model whilst also balancing gender pay issues and occupational segregation considerations.

HR/19/13 Campus Development Update / Facilities Service Review

LC and CW presented an update on the Facilities Service Review which will reshape the Facilities Service to ensure the future needs of staff, students and visitors are met, aligned with the S3D programme.

LC outlined a staged approach to discovery, co-creation, design, launch then test and learn. The discovery stage created design principles which have informed a preferred service model - a 'Cluster Service Model' which operates through multi-skilled teams based on geographical clusters of buildings. Benefits of this approach include a greater customer focus, increased flexibility and the potential to create new career pathways across simplified structures.

622 individuals will be included in the scope of the project (amounting to 437 FTE staff). LC noted that high numbers in the age 50+ demographic profile are in scope. The review provides an opportunity to effectively manage contractual arrangements in a more sustainable way whilst reflecting work-life balance considerations. This will thereby create more sustainable employment opportunities and the potential to address occupational segregation and realise diversity related obligations.

LC expressed a commitment to co-create the new model with relevant stakeholders, including Trade Union colleagues. Dedicated resources have been allocated to the project and oversight will continue from CW, the World Changing Glasgow Transformation team and SMG. The Committee will have a further update in September, with a particular focus on reviewing terms and conditions.

DD noted that the approach sounds appropriate and recognises the fantastic group of staff that are in scope. MAMcP acknowledged the opportunities for staff to access more interesting enriched job roles on appropriate rates of pay, although challenges may arise given potential changes to working patterns/shift patterns/reductions in overtime. CB emphasised the importance of co-creation and noted that CB and SA had visited the University of Swansea who utilised a customer service excellence model to recruit people based on behaviours, an approach worthy of further consideration alongside other potential options. RG suggested that it may be helpful to introduce reference to diversity as a driver to the relevant charter documentation.

MMS also stressed the importance of regular updates being given to the Organisational Change Governance Group (OCGG) given the scale of this project and the potential reputational risks of any negative outputs.

AD referred to the presented service model and suggested that the language "staff/academics" be avoided. Discussion also took place around the use of the word "outsourcing" which refers to limited business partnering to complement existing service provision, terminology around this will be reviewed. CB also noted the experience of MG on similar scale projects and suggested further discussions may be helpful.

JM thanked CW and LC and offered HRC support in the ongoing progress of the project in delivering key services. JM requested that the review remain a regular agenda.

HR/19/14 Strategic Update from the HR Director

USS Pension Developments

CB advised that the USS Pension developments continue to roll on. The USS Trustee recently outlined three options regarding future contributions and the University has indicated preference for the third of these. This would see an initial contribution rate of 30.7% (21.1% for employers and 9.6% for employees) to apply from October 2019. This would then be subject to the planned 2020 valuation. In any case, all options depend on the employer's covenant remaining strong and CB will continue to keep the Committee apprised on progress.

2019-20 Pay Negotiations

CB advised that a full and final pay offer was made by UCEA at the end of April, at a sector cost of 1.85% on a proposed pay uplift ranging from 3.65% (on the lowest point) to 1.8%. UCEA now await the response of the Trade Unions. MAMcP advised that Unison are scoping the potential appetite for industrial action however the applicable legislation (regarding the need for a 50% turnout) presents a real challenge. Available metrics do not suggest that staff are leaving as a result of low pay. DD also reiterated that pay negotiations are held at a national level and pay is constrained by affordability across the HE sector.

UKVI & Brexit

CB noted that the University continues to provide assistance and support to non-UK EU nationals seeking settled and pre-settled status however there is no direct visibility over the extent to which staff have applied for such status. EU national staff numbers have continued to grow since the referendum although CG stressed the global nature of the challenges posed by Brexit, particularly around the attraction and retention of talent. AD also reinforced the level of risk around recruitment particularly aligned to the funding landscape.

Concerns continue regarding future immigration rules and systems particularly if EU nationals are required to go through similarly cumbersome and costly processes as non-EU colleagues, although positive developments have seen the announcement of exemption from the Tier 2 visa cap for PhD-level occupations.

The committee will continue to monitor develops in this area.

World Changing Glasgow Transformation Projects

CB gave an update on the workstreams covered in the World Changing Glasgow transformation project, noting that the HR Recruitment Process has now progressed to delivery phase and has begun to look at embedding behavioural change. It was noted that Chris Green (Chief Transformation Officer) will attend in September to present a more detailed strategic update.

HR Strategic Events

The Committee was sighted on continuing HR strategic events to inform ongoing strategy development and nomenclature around the function. Recent events have seen the function focus on a range of strategic topics ranging from contributing to the development of 2020-25 Strategic Plan, influencing the development of the People and Organisational Development function, and reflecting on continuous professional development aligned to the CIPD Profession Map.

Performance, Pay and Reward

CB noted that modest but steady progress has been made with the Gender Pay Action, comparing favourably across the sector. Success has been seen around tackling vertical segregation, through increasing the proportion of female Professors by 3% (since 2016) to 28% and decreasing our pay gap by 1.2% to 16.2% over the same period. JM requested that the Committee continue to remain sighted, with additional information to be provided on how the University is performing across the protected characteristics.

HR Excellence in Research Award

CB noted that the University had recently secured the renewal of its HR Excellence in Research Award. Strengths include our Early Career Researchers development programmes, Athena Swan progress and work relating to Research Integrity in particular.

Technician Commitment

CB updated the Committee on the recent Technician Commitment launch event in May 2019. The Committee has previously received an overview of the Commitment which recognises the significant contribution our Technicians make to the life, success and achievement of our University and involves an institutional action plan developed by Technicians for Technicians. The commitment is designed to address five key themes: visibility, recognition, career development, sustainability and evaluating impact.

Strategic Recruitment & Talent Acquisition

CB noted that work continues across a range of high-level appointments, including the appointment of VP/Head of College for Social Sciences. The University has recently confirmed the re-appointment of Professor Neal Juster as Senior VP and Deputy Vice Chancellor for a third term of office until August 2022 whilst Professor Frank Coton has assumed additional responsibilities in his new role as Vice Principal – Academic Planning & Technological Innovation. Work is now underway to recruit a new Vice-Principal, Learning & Teaching and to finalise the reappointment of VP/Head of College (Arts) and VP/Head of College (Science and Engineering).

JM added that it would be helpful to draw more focus to internal talent/succession planning and recruitment and suggested this as an agenda item at the next meeting of the Committee in September.

Equality & Diversity

CB reported a wide range of activity in this area. Professor Frank Coton (in his capacity as Disability Champion) is leading a series of focus groups for disabled staff and preparation is progressing ahead of the University's submission for its Silver Athena SWAN submission in November 2019. Consultation has also begun on a follow up to our award winning 'Full Stop' campaign in tackling bullying and harassment and work continues to benchmark against the University's Race Equality Charter.

The Committee was advised that Rachel Sandison, Vice Principal, External Relations has been appointed as Refugee and Asylum Seeker Champion, Professor Jill Morrison, Clerk of Senate & Vice Principal, Academic Services as Gender Champion and Professor Muffy Calder, Vice Principal & Head of College of Science & Engineering as Age Champion.

HR/19/15 HR Systems/ESM Update

EG provided an update on the CoreHR system upgrade, e-recruitment and the HR Helpdesk.

The Core upgrade to version 26 is now complete. The upgrade was largely successful although investigation continues into ongoing issues with speed. The system is now cloud-based, which will improve the upgrade process in the future and also paves the way for the development of the e-recruitment module and the online portal.

Plans are now being finalised for the implementation of the e-recruitment module in the Autumn as part of the wider HR Recruitment review. Benefits will include a more streamlined and intuitive experience for candidates as well as improved tracking and management information.

EG referred to the presentation on Staff Student Service Design Programme and the progress made with the Enterprise Service Management System at a University level. Planning work was now underway to scope the implementation of this technology as part of the creation of an HR Service Desk. CG questioned whether the system will present opportunities to streamline various forms which are required around the point of recruitment and into probation. EG noted that systems and processes are key enablers which drive efficiency, effectiveness and user experience. CB added that the Professional Services Review will also drive a review of functional alignment, which will be expected to streamline every element of service delivery.

HR/19/16 HR Analytics

EG spoke to the regular presentation of management information and noted that the format was under development to provide the Committee with appropriate insight.

Discussion progressed around headcount aligned to growth in student numbers and DD noted that Professor Frank Coton is chairing a group with responsibility for income/student growth, which will identify appropriate staffing levels.

The Committee sought further data analysis with regards to recruitment data for further discussion at the next meeting of the Committee. It was agreed that the Committee would major on further exploring particular datasets on a quarterly basis which may drive change, efficiency or improvement, subject to available capacity. JM suggested that further analysis of recruitment data could be discussed at the next meeting.

The Committee also discussed the challenges around absence data, particularly the levels of confidence in the accuracy of recording in academic areas. CB reaffirmed the importance of accurate reporting in line with the University's duty of care to employees, particularly around such areas as mental health related absence.

HR/19/17 Draft Minute of Joint Committee of Consultation & Negotiation (JCCN) and Equality & Diversity Strategy Committee (EDSC)

The draft minutes of the May JCCN meeting and the March EDSC meetings were noted. CB advised that the most recent meeting of the EDSC had just taken place on Wednesday 6th June with this update being taken to the September meeting of the Committee.

DD noted that Jeanette Findlay of UCU had requested a correction to item JC159, noting that this had been amended.

HR/19/18 Minute of Meeting & Matters Arising

The minute of the meeting of the HR Committee on 11th March 2019 was noted and agreed subject to the following additional points:

Under item HR/19/04, the discussion around the Early Career Development Programme (ECDP) was intended to reflect the levels of stress experienced by a small number of participants around the process. Action has been taken since the meeting to explore this and improve communications accordingly acknowledging appropriate support is in place.

MAMcP also noted that, within HR/19/03 on the National Pay Negotiations (Page 2, paragraph 3, line 3, relating to constraints due to financial reality) the reference was not fully accurate of the discussion. DD clarified that the comment was referring to the financial reality across the sector and not just within the University. This amendment was agreed.

HR/19/19 Closing Remarks

MMS noted that it was apparent that there are a lot of significant projects with inherent people and reputational risks in which communication is key. DD noted that discussions have looked at this matter and the Committee agreed that a greater focus of this angle would be helpful in any presented papers.

There being no further business, JM thanked the members of the Committee and the meeting closed.

HR/19/20 Date of Next Meeting

The next meeting is scheduled to take place on Wednesday 25th September 2019 at 10:00, with the venue to be confirmed.

**Joint Committee of Consultation & Negotiation (JCCN)
Minute of the Meeting
15 May 2019
Melville Room, Main Campus**

Attendees: Mr Alan MacFarlane (AMacF) – Independent Chair, Dr David Duncan (DD), Mrs Christine Barr (CB), Prof Neal Juster (NJ), Mrs Elise Gallagher (EG), Mr Chris Branney (CBr), Mr Jim Spence (JS) - GMB, Mrs Jeanette Findlay (JF) & Dr Craig Daly (CD) – UCUG, Mr John Neil (JN) – Unite, Mrs Margaret Anne McParland (MAMcP) – UNISON, Ms Marta Mauri (MM) Administrative Assistant (Minute)

In Attendance: Mrs Carolyn Murray (CM) - Head of OD & Change (Item 4)

Apologies: Ms Cindy Callaghan - Unite

JC156	<p>Welcome & Apologies AMacF welcomed everyone to the meeting and apologies were noted as above. AMacF welcomed EG to her first meeting of JCCN as Deputy Director of HR with introductions round the table. JN attended in place of CC. CM was welcomed to the meeting to present Item 4 - Employee Engagement Update.</p> <p>AMacF requested advance notice of any items not previously advised under AOCB; MAMcP asked that Pay Spines and Enforcement of Parking Fines be added and DD wished to provide a Pensions Update.</p>
JC157	<p>Approval of Previous Minute of 6 February 2019 The minute of the meeting 24 October was approved as a true record.</p>
JC158	<p>Matters Arising from 6 February 2019 Outstanding items from the previous meeting were updated as below:</p> <p>JC147: Bullying & Harrassment - CB noted that broader discussions around the topic of bullying and harassment were ongoing and that the Professional Services Review outputs may address some of the concerns raised at the last meeting.</p> <p>JC149: Employee Engagement will be covered on today's agenda.</p> <p>JC151: Redeployment Register - CBr reiterated that the status quo would remain in place until the e-Recruitment module within CoreHR was fully implemented. CB noted that implementation is currently scheduled for September 2019.</p> <p>JC152: Postgraduate Research Administration - CBr noted that Fergus Brown (HOHR – MVLS) had followed up directly with the trade unions on this change project.</p> <p>JC154 – Union Rep Shadowing Request - CBr noted that the request had been approved by the HoHR and would be covered further under Item 5 – Recognition Agreement.</p>
JC159	<p>Employee Engagement Update CM provided an overview of actions currently under way in support of the Outcome Driven Action Plan, following the 2018 Staff Survey. CB noted there would be SMG sponsors for</p>

	<p>each key theme within the overarching plan. Key elements of ongoing work/plans are:</p> <ul style="list-style-type: none"> • Engagement sessions will be hosted across the year, giving staff the chance to ask questions of a rotating group of SMG members • Strategic planning sessions have taken place as part of the consultation on the new University Strategy, led by NJ. • A Professional Services Staff Conference is being planned for Autumn 2019 • A Research Culture roadshow is under way, led by Professor Miles Padgett • Work is proceeding to plan a 'Full Stop 2' campaign to continue to address issues around bullying and harassment. • A programme of work is exploring a comprehensive approach to leadership development and associated behavioural change required to deliver on the new University strategy, including the WCGT programme. • A review of the University's approach to flexible working is under way alongside the development of a new Carers' policy. • The Engagement Leads network continues to be developed in support of wider culture change. • Examples of 'engagement objectives' have been created, for wider consideration (for leaders/managers) as part of the annual PDR process. <p>CB outlined that actions are clustered around a number of key themes: Culture & Values; Communication & Engagement; Workload & Worklife Balance; SMG Visibility & Managing Change. The full action plan is attached for information.</p> <p>In relation to 'Full Stop 2', JF asked if the project would address anti-Irish racism and anti-Catholic bigotry. CB clarified that this project would cover all of the protected characteristics including bullying and harassment and welcomed input from the unions in shaping the campaign.</p> <p>CB summarised other activities in progress aligned with staff feedback with a view to addressing those aspects of our employment experience on which we can improve. This includes: our PDR processes continuing on the basis of meaningful discussions and individual development plans, the Technician Commitment has a comprehensive action plan, efforts continue to enhance wider face-to-face communication as well as considerable work under way to strengthen our change management capability, aligned to the World Changing Glasgow Transformation Programme. In addition, various technological solutions are under development to free staff up to deliver value-add service excellence in their work which will lead to job enrichment and development to current roles.</p>
<p>JC160</p>	<p>Recognition Agreement (Update)</p> <p>JCCN approved the addition of a new clause at 6.4, noting that representatives or colleagues may attend relevant meetings for shadowing purposes on a case by case basis.</p> <p>Elements of the Recognition Agreement will require amendment to acknowledge the suggested move to a rotating chair, following the end of AMacF's tenure. MAMcP raised concern about the approach, expressing a desire to see JCCN continue to be chaired by a Court representative. DD reminded the meeting that AMacF had not been a member of Court during his period as chair. DD noted the rotating chair approach is adopted at many other Universities. Discussion took place around the visibility of JCCN discussions and CB clarified that JCCN updates are tabled at HRC as a sub-committee of Court. On this basis, it was agreed that the rotating chair approach would be trialled for a period of 1 year.</p> <p>JS also raised the matter of facility time allocation for GMB (there is currently no formal allocation). CB clarified that facility time was historically based on membership level.</p> <p>Action – JS to raise directly with EG.</p>

	<p>CD noted that section 5.1 of the Recognition Agreement only refers to Grades 8 and 9 coverage for UCU and not Grade 10. CB clarified that there are no formal recognition rights at Grade 10 and that this is common across the sector, the University has tended to adopt good practice and has consulted UCU on topical areas of interest</p>
JC161	<p>Policy Review Group Update</p> <p>CBr presented an overview of the ongoing work to review the University's approach to flexible working as outlined in the circulated paper. Consultation was ongoing and would feed into the development of any new approach, scheduled for September 2019. JF wished to note concern in relation to some academic areas starting to have conversations around staff being required on campus at certain times.</p> <p>CBr summarised progress relating to the development of the new Carers' policy, specifically that a survey of Carers was now live and that the results would inform future developments.</p> <p>CB noted that the March PRG was boycotted by the Joint TUs following circumstances in which they felt a number of policies had not been applied correctly or as agreed in the context of ACAS Codes of Practice in relation to a specific staff case. CB noted that dialogue has since taken place to resolve this matter and advised that relevant assurances have been given. CB would follow up in writing to Trade Union colleagues accordingly. Action – CB</p>
JC162	<p>Update on Organisational Change</p> <p>EG spoke to the paper circulated in advance of the meeting and summarised the broader change landscape, highlighting the key workstreams of the World Changing Glasgow Transformation programme. EG was keen to build broader awareness of ongoing change projects. HR colleagues have been briefed on expectations around change consultation proposals and consultation.</p>
JC163	<p>AOCB</p> <p>MAMcP raised a matter specific to the current pay scales and potential erosion and overlaps at the lower grades. MAMcP noted a particular desire to see discretionary points opened up and overlap points removed. DD advised that he is involved in national negotiations and that this issue has been raised. Recent years have seen 'bottom loading' and as a result the differential between points has been narrowed. There has previously been a suggestion of reinstating a 3% differential, but this would have led to a 10%+ add-on to the pay bill which was deemed to be overly costly. CB added that the review of pay scales is a considerable piece of work and is being discussed at a national level, with other potential tools available in the meantime. MAMcP noted that she was keen to secure commitment for this to be explored further. CB noted that the Pay, Performance and Reward (PPR) Team is already reviewing our pay scales, which is at an early stage of review.</p> <p>MAMcP raised the matter of parking fines, specifically around the process behind fine collection (relating to an incident involving perceived harassment by Security staff towards a student). DD noted that this was a serious allegation, and should further information emerge then appropriate discussion would need to take place with relevant Security staff to gather more information. DD noted that there is no desire to fine people but there must be enforcement in place and fines are the final element of this process (after warnings).</p> <p>DD provided a brief pensions update relating to a recent all staff email communicating on the current position with USS. The Trustee has given three options and asked for employer views, to which the University has responded (as noted in the email) with the preferred option that which the University believes to have the least negative impact.</p> <p>AMacF brought the meeting to a close and noted that after a period of 5 years as Independent Chair he was retiring from his position. AMacF noted that within that time, a great deal had been discussed and agreed and that he was pleased to have served on the</p>

	<p>committee. AMcF also commented that the understanding of each other's points of view, resulting in the generally harmonious atmosphere of Committee meetings, had been significant in sustaining the general principles of the JCCN over its five year existence. AMacF noted his thanks to all involved for their support and wished everyone well for the future.</p>
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CB thanked AMacF for his dedication to the JCCN over the last five years and presented him with a token of our appreciation from the University.

The next meeting of the JCCN will be held on 2 October 2019

DRAFT

Court Context Card 18 June 2019 - Student Experience Committee report

Speakers	Dr David Duncan and Lauren McDougall	
Speakers' roles	Joint Conveners of the Committee	
Paper Description	Report of the meeting of the Student Experience Committee (SEC) held on 16 May 2019	
Topic last discussed at Court	Apr-19	
Topic discussed at Committee	See paper summary section below.	
Court members present	Lauren McDougall	
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	Report of the third meeting of the Student Experience Committee (SEC), held on 16 May. Court is invited to note the items, which include: Developments in understanding the BAME student experience (item 1); Services for Student Support and Wellbeing, and the development of a Student Wellbeing Framework (items 2 and 3); Student intake numbers for 2018-19 (item 4).	
Topics to be discussed	As Court wishes	
Action from Court	To note and discuss if desired.	
Recommendation to Court	To note.	
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

Court: 18 June 2019

Student Experience Committee: Report from the meeting held on 16 May 2019

Dr David Duncan and Ms Lauren McDougall (Co-conveners)

1 Understanding the BAME Student Experience (For Noting)

In follow up to discussion at the previous meeting it was noted the SRC was taking forward the development of a consultation/survey questions for BAME students, and this would now be trialled with a focus group of students from the BAME student society. It was also noted that there were some resource considerations required for the development of systematic data gathering on BAME students which would be undertaken by Planning & Business Intelligence, and Equality and Diversity.

2 Student Support and Wellbeing – Presentation (For Noting)

Robert Partridge gave a presentation on the current wide-ranging developments in Student Services which focussed on improving student support and wellbeing across the University. He outlined the principles for providing support and enhancing student wellbeing which are now recognised to be critical factors in the student experience and noted the correlation between good wellbeing and positive student engagement. Members were also reminded of the recent external review of the University's Student Services which had been reported in detail to SEC at the meeting in January. The risks and priorities identified in the review had been considered and actions were being taken forward to allow development of provision. This encompassed five broad areas: leadership capacity; development of a Wellbeing Framework; revised service model; development of the Fraser Building; and training for advisers and professional support staff.

In terms of the first area, it was noted that a restructuring of the current Student Services was underway to create a revised Student Support and Wellbeing Service with a new leadership structure for both generalist and specialist student support; this would be implemented for the beginning of the new academic session in September 2019. Aligned to this was the planned refurbishment and re-configuration of the Fraser Building to allow co-location and greater accessibility of the University's central specialist services in student support (such as the Disability Service and Counselling and Psychological Services). This would involve movement of student-facing operations into the Fraser Building and re-location of areas with less face-to-face activity with students to other buildings. Completion was now estimated to be in time for the start of academic session 2020-21.

SEC heard that the new service model was due for a soft launch in the autumn of 2019 with pilots in a number of Schools including the Vet School and Interdisciplinary Studies. The aim of the new model was to offer seamless information for students under the "Reach Out" banner at three key sites: the new James McCune Smith Learning Hub, the Library, and the Fraser Building. Staff at all sites would provide guidance to students on the basis of a shared knowledge base, providing information directly or signposting to appropriate levels of support

to ensure that students received information at the point of query, with signposting to appropriate levels of support depending on need.

It was also noted that a roll-out of a widespread training programme for advisers and professional support staff was planned for completion over next summer (2020). Discussion on the development of the Wellbeing Framework was taken under the next item (see below).

3 Development of Student Wellbeing Framework (For Noting)

Robert Partridge advised the Committee that following consideration of a very early draft Wellbeing Framework at its last meeting, there had been further discussion with Lauren McDougall, Fatemeh Nokhbatolfoghahai, Jill Morrison and Helen Butcher to consider development of the Framework. It had been agreed that a holistic approach was needed to bring about a culture change across the institution and that the Framework should provide an evidence base to demonstrate that student wellbeing was a concern for all members of the University. Practice elsewhere in the sector and from external organisations would be used to inform the preparation of the Framework. Members also noted that a session on this topic was planned for the forthcoming Away Day which would focus on the question of how learning and teaching activity can affect student wellbeing, positively and negatively.

SEC welcomed the ongoing development in this work, noting that a revised version of the Wellbeing Framework would be brought to the next meeting in September. In discussion it was agreed that the learning and teaching aspects of wellbeing were a significant element which needed to be covered, particularly in terms of the pressure these could place on students, and that there was a need for cultural change to enhance understanding of the prevalence of mental health issues in the wider population, as well as the University context.

It was requested that a response from the SLWG be reported back to SEC members by email and if implemented, a final draft of the policy should be made available for comment prior to final sign-off from the co-conveners of SEC.

4 Update on Student Numbers – Applications and Admissions for 2018-19 (For Noting)

Jonathan Jones introduced the above report which outlined end of cycle numbers for student applications and admissions to the University in the current session, 2018-19.

It was noted that overall, the University received an increase of 6,823 applications (9.11%) compared to 2017 and that the new student intake for 2018 was 11,744 which was up by 626 (5.63%) compared to 2017. These increases came from postgraduate taught (PGT) applications and admissions where applications had grown to 46,007 reflecting an increase of 6,806 from 2017 with new registered students increasing by 744 to 6,419. Of these, 618 were international fee students and the remaining 156 were UK/EU fee students. Numbers for both undergraduate and postgraduate research (PGR) had fallen with undergraduate admissions at 235 under target, and overall 51 fewer new PGR students registered in 2018 compared to 2017.

SEC also noted that there had been discrepancies between the end of cycle numbers and forecasting, and that the position was being reviewed by the Planning & Business Intelligence and Admissions teams to allow any course correction in the current cycle. It was also noted that for future reporting, undergraduate study abroad figures would be included, and that online PGT numbers would be reported separately from the on-campus numbers. In response to a query, Jonathan Jones confirmed that a Qlikview model was under

development to provide live information for Schools on application figures throughout the admissions cycle.

Members were advised that measures were being taken to achieve undergraduate admission targets for 2019 by increasing the number of offers made. It was reported that the number of acceptances was higher than last year, although the number of conditional offers was also up, which gave less certainty in final figures.

SEC noted that the increase in international applications was positive in terms of the University's reputation, although it was agreed that increasing numbers also presented challenges for the University. Members were advised that the Adam Smith Business School was taking steps to control numbers although this was at the expense of diversity in the international student community due to the varying admissions timescales in different international locations.

5 SEC Action Plan: Update (For Noting)

Members received an update of the SEC Action Plan Tracker which included a number of amendments where progress reports had been provided. Members noted the various updates to the Action Plan highlighted on the paper.

5.1 New Working Groups

SEC noted the remits and memberships of three newly established working groups:

Content Warnings Working Group
International Student Experience Working Group
Residential Strategy Working Group

6 SEC/LTC Away Day – 31 May 2019 (For Noting)

Lauren McDougall reminded members of the forthcoming joint away day for the SEC and the Learning and Teaching Committee. The agenda had already been circulated to members and other attendees.

7 Chief Advisers Sub Committee: Report from meeting held on 11 April 2019 (For Noting)

Jill Morrison introduced the report from CASC, which had met on 11 April 2019. It was noted that following some concerns raised at the increasing levels of parental involvement with student matters, work had been undertaken to raise student awareness of the University's guide for parents of students, and that this document had been retitled to 'A Guide for Parents and Carers of Glasgow University Students'. It had also been agreed that challenging cases would be directed to the Clerk of Senate for consideration. After some discussion, SEC agreed that these measures were appropriate and represented a balanced approach where concerns of parents would be responded to proportionately while ensuring student confidentiality and that the University's prime focus remained with students rather than parents.

Court Context Card - Remuneration Committee Report to Court 18 June 2019

Speaker	Dr June Milligan
Speaker role	Remuneration Committee Convener
Paper Description	Remuneration Committee Report to Court (meeting of 23 May 2019)
Topic last discussed at Court	Dec-18
Topic discussed at Committee	
Committee members present	Court members present at last meeting: David Anderson, Dr June Milligan (Convener), Elizabeth Passey, Ronnie Mercer (by conference phone)
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	Low
Timing	Immediate
Red-Amber-Green Rating	Green
Paper Type	For information
Paper Summary	Minutes of the meeting of Remuneration Committee 23 May 2019 at which was discussed: current operating principles; P&DR and Recognising Contribution Outcomes 2017/18; the current landscape relating to Vice-Chancellor Remuneration; SMG expenses; Voluntary Severance and Salary Augmentation Approvals since the last meeting
Topics to be discussed	As Court wishes
Action from Court	
Recommendation to Court	
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	
Operating stats	
% of	
Campus	
External bodies	
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	
Suggested next steps	
Any other observations	

University of Glasgow

Remuneration Committee

Minutes of the Remuneration Committee held on 23 May 2019 at 1000 hours in the Principal's Meeting Room

Present: David Anderson, Dr June Milligan (Convener), Elizabeth Passey, Rob Goward, Ronnie Mercer (by conference phone), Scott Kirby (representing Lauren McDougall)

Attending: Christine Barr, Dr David Duncan, Lee McClure (Clerk)

Apologies: Kerry Christie, Lauren MacDougall, Professor Sir Anton Muscatelli

1. Welcome and Introductions

The Convener welcomed, Scott Kirby (incoming President of the SRC), who was representing Lauren McDougall on this occasion and would subsequently become the SRC representative. Members introduced themselves.

2. Notes from the meeting held on 28 November 2018

The notes from the meeting held on 28 November (not 28 October as indicated on the agenda) were approved as an accurate record.

3. Matters Arising

There were no matters arising.

4. Remit and Terms of Reference

Paper 2 was noted, with the Convener reminding all that the membership had been updated in the last year to include staff and student representation. Members agreed that it should be updated further to make reference to the Lay Member of Court being Vice-Chair of the Committee.

Action: DD

5. Current Operating Principles

The Committee noted the current operating principles and agreed that it would be sensible, given recent broader conversations in the sector and frequent discussions regarding the depth and breadth of the potential talent base, to add the following points:

- To draw on and be informed by good practice from across and outwith the sector.
- To take account of national HE pay settlements.

- To take account of internal talent management and succession planning considerations and the wider issues of recruitment and retention at a senior level.

The Chief Operating Officer, David Duncan, would advise if the changes required Court approval.

Action: DD

Time was spent reflecting on the University's position in applying and maintaining market median. The Committee discussed institutional trends relative to a small number of KPIs where recent performance is consistent with RG upper quartile comparators. Members noted this position and acknowledged key individuals' significant contribution against these metrics which include substantial income generation and recognised the importance of ensuring appropriate compensation packages. Following discussion, the Committee agreed to maintain our current organisational positioning to the market median in terms of senior remuneration, broadly consistent with institutional performance.

The Convener of Court, Elizabeth Passey, noted that income tax for higher earners was 46% in Scotland (compared to 45% in England) and that consideration might need to be given to this in respect of senior recruitment assignments.

6 P&DR and Recognising Contribution Outcomes 2017/18

Members recalled the decision to approve an uplift of 2% for SMG members based on exceptional team performance in 2017/18. As a result, the salary bill for this group of staff increased by 1.3% as a consequence of all eligible staff receiving a consolidated salary uplift. The team-based approach taken by SMG had worked well and it was hoped that this could be rolled out more widely across the University in the future.

The Committee felt that the remuneration trends set out in Graph 1 looked disproportionate but noted that this was due to the addition of 3 new SMG members and in-year uplifts. Members sought like-for-like data in future without any caveats and the measure of inflation included.

The Director of HR reported that there were talks at a national level regarding incremental progression. The Committee noted that any review of the University's substantive pay and grading structure, which may include revising the approach to incremental progression, would be undertaken in consultation with the Campus recognised trade unions.

The Committee went onto to consider current remuneration trends of Grade 10 professorial and professional services staff, with the Convenor of Court seeking further information and fuller reports across all of the protected characteristics including gender analysis, in the future. This was supported by the Chair.

The distribution of awards by grade was noted, along with the low use of 'inconsistent performance' compared to previous years. The Director of HR was confident that those in this category were being supported through performance improvement and personal development plans but was mindful of the need to demonstrate that these conversations were taking place and would consider reflecting them in future analysis. The Convenor suggested the Committee should signal any concerns/questions regarding the distribution of awards.

Debate continued regarding the P&DR 4-point performance assessment scale for PDR purposes. Further, the Committee noted that the University is exploring the potential to disaggregate performance assessment outcomes from reward at an individual level. The Committee will be kept apprised of developments in this regard.

The Committee was reminded of the University's Market Supplement Policy which provides for recruitment, retention and market premia where this proved to be relevant with regards to particular subject disciplines or professional roles in which the potential talent pool maybe restricted. The Director of HR assured the Committee that the policy is applied where appropriate and, in which case the relevant market data is regularly reviewed in such cases. It was noted that the majority of those in receipt of such payments are currently based in the Adam Smith Business School. The Committee was mindful of plans to grow the School and agreed that any issues relevant to the ongoing Campus developments, with regards to attracting particular talent pools, should be considered by the Estates Committee in the development of business cases, etc.

7. Vice-Chancellor Remuneration – Current Landscape

The remuneration of University Vice-Chancellors continues to dominate the headlines within HEIs across the UK. Members noted comparative salary data across Scotland, the Russell Group and more globally within and outwith the sector. The Committee noted the data with interest and recorded its value in appropriately referencing VC remuneration levels accordingly.

The Committee noted recent press attention regarding the existence of exit packages for VCs. The Chief Operating Officer confirmed that the University strictly complies with the obligations outlined within the Scottish Code of Good HE Governance which place particular restrictions on potential termination packages. Further, he confirmed that there are not any such specific provisions within the current contractual arrangements for the Vice-Chancellor.

8. SMG expenses

The Committee was provided with a high-level summary of SMG expenses incurred by SMG members over the period from August 2018 - January 2019. Further data analysis has been undertaken, to include expenses incurred whilst on University business through the University's preferred service provider for travel and accommodation purposes based of previous feedback from the Committee. Expenses are processed in accordance with relevant University policies provided for information. The Committee welcomed the information and agreed this consideration represented good practice and we should retain this approach in the future. It was agreed historical trend information will be provided in future for comparative purposes.

The incoming SRC President, Scott Kirby, sought additional granular information with regards to expenses. The Director of HR undertook to discuss this outwith the Committee meeting.

Action: CB

Information was sought regarding University policy with regards to live-in accommodation and related benefits for staff (Appendix item 28 of the University's Travel Policy). The Committee noted a small number of employees engaged as Wardens in University residences are provided with living accommodation for which they receive a reduction in rent. Further, there are contractual obligations on the VC which

provide for the Principal to reside on the premises in the Principal's Lodgings, rarely utilised in practice. The Chief Operating Officer reported that HMRC had recently withdrawn the exemption that it was 'customary' for employers in the FE/HE sectors to provide living accommodation to Vice-Chancellors upon which the University is seeking advice.

9. Voluntary Severance and Salary Augmentation Approval.

The University has approved a total of 9 voluntary severance cases consistent with the standard terms of the University's Voluntary Severance Scheme in the period since the Committee last met on 28 November 2018 as follows: -

- Arts 0
- MVLS 0
- Science & Engineering 3
- Social Science 0
- University Services 6

The total cost of the packages equated to £323,685 with an average payback period of 7.5 months.

The Salary Augmentation Policy in lieu of Pension Contribution provides an opportunity for high earning staff who have withdrawn from the relevant occupational pension schemes to apply to receive a salary enhancement in lieu of their pension contributions, subject to satisfying criteria. This operates on a cost-neutral basis. Since the last meeting of the Committee, the University has approved 3 such requests. Financial workshops are provided to those who might seek financial advice in this regard. The scheme was introduced in 2016, 25 members of senior staff are participating in the scheme.

The Salary Augmentation policy would be circulated to members for information.

Action: CB

10. Any Other Business

The Convenor advised the Committee that she was encouraging Court Committees to work together to ensure issues were not inadvertently missed and asked that this happen in the case of the HR and Remuneration Committees.

11. Date and time of next meeting

The next meeting would take place in November. Date to be circulated.

Action: LM

Court Context Card - 18 June 2019

Speaker	Dr David Duncan
Speaker role	Convener of HSWC
Paper Description	Minute from HSWC meeting held on 28 May 2019
<i>Topic last discussed at Court</i>	April 2019
<i>Topic discussed at Committee</i>	For information only
<i>Committee members present</i>	None
<i>Cost of proposed plan</i>	
<i>Major benefit of proposed plan</i>	
<i>Revenue from proposed plan</i>	
<i>Urgency</i>	For Information only
<i>Timing</i>	Immediate
<i>Red-Amber-Green Rating</i>	Green
<i>Paper Type</i>	For Information only
<i>Paper Summary</i>	At its meeting on 28 May, the Committee received: and update on meetings with onsite contractors. The Committee covered its usual range of business in reviewing standard reports on Occupational Health activities, Audit updates, Accident reporting and Employee counselling. The Committee discussed a paper relating to lessons learned from an incident involving a suspicious package received at the University. The Committee heard a summary of a recent emergency planning exercise. The Committee heard that the HSE are looking for input from HEIs into the benchmarking for a management standard approach to managing stress at work proactively. The request is being forwarded to the Director of Health, Safety & Wellbeing.
<i>Topics to be discussed</i>	None highlighted
<i>Action from Court</i>	For information/discussion if desired
<i>Recommendation to Court</i>	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	
<i>% of University</i>	100% All staff and students, relevant to all
Operating stats	
<i>% of</i>	
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 Tuesday 28 May 2019 at 10:00 AM in the Melville Room

Present: Ms Louise Stergar, Dr David Duncan, Mr Paul Fairie, Mr Peter Haggarty, Mr George Hepburn, Mr Christopher Kennedy, Ms Paula McKerrow, Mr David McLean, Mr Deric Robinson, Ms Aileen Stewart, Mr Dave Thom, Mr Graham Tobasnick, Ms Fatemeh Nokhbatolfoghahai

In Attendance: Ms Debbie Beales, Mr David Harty, Mrs Janice Thompson

Apologies: Mr James Gray, Mr William Howie, Ms Julie Summers, Ms Selina Woolcott, Mr Tom McFerran

HSWC/2018/1 Minutes of the Meeting held on Monday 4 March 2019

The Minute of the meeting held on Monday 4th March 2019 was approved.

HSWC/2018/2 Matters arising

HSWC/2018/2.1 Contractor Activity (verbal update DH)

Mr Harty informed the Committee that there continues to be collaborative working between the University and all main contractors. The Safety and Compliance team within E&CS have completed 80% of leadership inspections with 3 areas revisited due to issues raised. The Safety and Compliance Team work closely with contractors to resolve issues as they arise to ensure that all contractors are working safely.

HSWC/2018/2.2 Maiden Voyage travel safety services (verbal update SW)

The Committee noted the update paper that was tabled in the absence of Ms Woolcott. A sub group, consisting of members of the HSWC, had attended a demonstration of the materials provided and found them impressive. The group are happy to recommend this software and the Convenor agreed to discuss this further with Ms Woolcott.

HSWC/2018/3 OH Report (Paper 1)

The Committee noted the Paper that was circulated. Ms Stewart informed the Committee that Management referrals were up slightly on the same period last year as were student referrals/electives. Vaccinations and bloods were up substantially on the same period last year as the Hep B vaccine is again available. OH held extra vaccination clinics this year and all vaccinations are now up to date. Compliance in health surveillance continues to improve due to better ownership by managers as well as the use of the self-booking system for appointments. The level of compliance is now sitting at 84%, the highest yet, with no-one requiring referral to the OH Physician or notification to HSE.

HSWC/2018/4 SEPS Report (Paper 2)

The Committee noted the Paper that was circulated. Mr McLean informed the Committee that there were no unusual anomalies to report.

HSWC/2018/5 Audit update (Paper 3)

The Committee noted the Paper that was circulated. Mr McLean informed the Committee that there will be 7 audits this year (5 audits have already taken place with a 6th due this week). Final reports have been issued to Human Nutrition and SCENE and draft reports have been prepared for Transport Services and Cleaning Services. An audit of Hospitality Services has been provisionally agreed for early June. A draft report has also been prepared for the Queen Elizabeth University Hospital Teaching & Learning Centre which will be issued to relevant staff within CMVLS and the NHS safety team. Outstanding actions from previous audits continue to proceed well although a review of the IT Services action list may be appropriate following restructuring of the service. An external audit, involving the School of Life Sciences, will be undertaken by Royal Sun Alliance on 6th June 2019. The final report will be sent to the underwriters and not made available to SEPS.

HSWC/2018/6 EAP Report (Paper 4)

The Committee noted the Paper that was circulated for information only. The Committee noted the rise in counselling sessions provided and the fact that website queries were mainly for stress and anxiety.

HSWC/2018/7 Fire at Notre-Dame (Paper 5)

The Committee noted the Paper that was circulated. Mr Harty informed the Committee that this report was created to describe the status and actions in relation to fire safety in the Gilbert Scott Building. The Committee asked that deadlines be assigned to the actions listed in the next steps section of the report. The Committee also discussed the issue of asbestos dust in the roof of the Bute Hall. E&CS are tendering the process of removing this dust as well as compartmentalising the roof to increase fire safety and will feedback to the Committee at the next meeting.

HSWC/2018/8 Suspicious package, lessons learned (Paper 6)

The Committee noted the Paper that was circulated. Mr Harty informed the Committee that this was a note of the meeting held in March to discuss the outcome of incident involving a suspicious package at the mail room as well as lessons learned. The Committee discussed this issue in detail and additional lessons learned were:

- The mail room in the main library is not monitored by the central mail room and the Committee felt that mail room staff at the library should have been given the same information/instructions regarding the suspicious package as the staff at the central mail room.
- Whilst the Emergency Services dictated what communications were distributed to staff and students, perhaps the information given via social media and email could also be shared via mass texts to reach a wider audience.
- All entrances and exits to evacuated buildings should be secured to prevent people from going back into the building before it is safe to do so.

HSWC/2018/9 Any Other Business

Emergency planning exercise

E&CS hosted an emergency planning exercise on Friday 24th May 2019. The event, attended by over 60 staff, consisted of 2 scenarios - the evacuation of a building that houses animals

and the cancellation of graduations. The workshop event consisted of table top exercises designed to make staff think about how their areas would deal with these issues if they arose. The event was a success with it becoming clear which areas did or did not have a robust business continuity plan in place. This event will continue to be held annually.

Work related stress

The Committee discussed the fact that, in the latest HSE survey, 17% of all recorded work-related stress instances in the UK were within the education sector. As a result, HSE are looking for input from HEI's into the benchmarking for a management standard approach to managing stress at work proactively. The Convenor agreed that this request should be forwarded to the Director of Health, Safety & Wellbeing.

HSWC/2018/10 Date of Next Meeting

The next meeting of the HSWC will take place on Thursday 19th September 2019 at 10am in the Melville Room.

Created by: Miss Debbie Beales

DRAFT

University of Glasgow

University Court – Wednesday 19 June 2019

Communications to Court from the meeting of the Council of Senate held on 6 June 2019

Dr Jack Aitken, Director, Senate Office

(All matters are for noting)

1. Draft Budget – Presentation by Senior Vice-Principal

Professor Neal Juster (Senior Vice-Principal and Deputy Vice Chancellor) provided the Council of Senate with a summary of the 2019-20 Draft Budget and four-year financial forecast. The final Budget would be received by Court for approval on 19 June 2019. It was reported that the University was generally in a good financial position and that the key focus was on how much cash was available to be invested in the capital base of the University. Professor Juster also noted areas which had been identified for investment and matters which produced financial pressures, together with mitigation measures which would be taken forward.

Following Professor Juster's presentation, Council of Senate members enquired about the potential financial impact on the University of the 'Augar' review of post-18 education, which recommended a reduction in university tuition fees from £9250 to £7500 for English students. If the reduction in fees was not replaced by Government funding, it was expected that this would result in a significant funding cut for English universities. Professor Juster noted that the proposal would have less of an impact on Glasgow than other Scottish universities due to the fact that Glasgow currently charged English students the equivalent of under £7000 per year for a four-year degree programme, compared with £9250 at many other Scottish universities. It was also asked whether the draft 2019-20 budget was based on any assumptions regarding the expected increase in employer pension contributions following the recent Universities Superannuation Scheme (USS) consultation. Professor Juster confirmed that the draft budget had assumed that employer contributions would rise from the current rate of 19.5% to the 'upper bookend' of 23.7%.

Members enquired about the rationale behind the University's current expansion plans. Professor Juster noted that the University could only compete with its competitors and cater for the needs of existing students by increasing the size of its campus. The planned expansion would also allow the University to respond to the needs of future students. Members of the Council of Senate questioned whether future increases in student fee levels for high demand courses could set the University on a problematic trajectory where students were admitted to the University based on their ability to pay rather than their academic ability. Responding, Professor Juster reminded the Council of Senate that increasing student fee levels would also allow the University to increase the number of scholarships and fee discounts for high achieving students and students from disadvantaged backgrounds.

2. Mental Health Group – update from Secretary of Court

Dr David Duncan (Chief Operating Officer and University Secretary) informed the Council of Senate that a Mental Health Action Plan had been established in September 2017, aimed at both staff and students. The Plan was jointly owned by the University and the Students' Representative Council (SRC) and was overseen by a working group consisting of academics, professional support staff and students. Dr Duncan outlined the following actions that had been taken since the introduction of the Action Plan:

- Introduction of online support, through which students and staff members could make contact with trained advisers within 30 minutes, 24 hours a day, 365 days a year.
- Training of 300 volunteer members of staff as Mental Health First-Aiders.
- Introduction of a new service for members of staff, offering online, telephonic and face-to-face counselling and advice (www.bigwhitewall.com).
- Reorganisation and expansion of Counselling and Psychological Services (CAPS), to ensure prompt service for the most urgent cases and reduced waiting times overall.
- Drafting of a wellbeing strategy for students.
- Drafting of a wellbeing plan for staff.
- Further extension of peer-to-peer support training led by the SRC.

In addition to these actions, Dr Duncan informed the Council of Senate that the working group was in the process of developing an online awareness raising package which would be accessible to all members of staff. The working group also planned to extend peer-to-peer support training across the University.

Dr Duncan informed the Council of Senate that a further update on the Mental Health Action Plan would be provided to Senate in a year's time.

3. Student Experience Committee: Report of the meeting held on 16 May 2019

The Council of Senate received a report from the Student Experience Committee (SEC) meeting held on 16 May 2019. The Council of Senate noted the following items from the Committee's report:

- Student Support and Wellbeing - Presentation
- Development of Student Wellbeing Framework
- Retention and Student Commuting Times
- Update on Student Numbers – Applications and Admissions for 2018-19
- SEC Action Plan: Update
- SEC/LTC Away Day – 31 May 2019
- Chief Advisers Sub Committee: Report from meeting held on 11 April 2019

4. REF2021 Code of Practice

Professor Miles Padgett (Vice-Principal for Research) informed the Council of Senate that several minor changes had been made to the University's REF2021 Code of Practice based on feedback received from members of Senate since the April meeting.

The Council of Senate approved the University's REF2021 Code of Practice.

5. Convener's Business

5.1 Scottish Higher Education Budget for 2019-20

The Principal reminded the Council of Senate that, at the last meeting, he had provided details of the indicative funding allocation from the Scottish Funding Council. In mid-May, the final allocations for the Scottish Higher Education sector were issued. For Glasgow, the figures were as expected, with the following headlines, as previously noted:

- The University's overall funding for Research, Teaching and Innovation had increased by 0.8% from last year.
- The University's Teaching Grant had decreased by 0.1%, driven by a reduction in our Main Teaching Grant.
- The University's Research Excellence Grant (REG) had increased by 1.8%.
- The University's Postgraduate Research funding had increased by 5%, driven by an increase in student numbers.

The Principal informed the Council of Senate that 10 of Scotland's 19 Higher Education Institutions would face cuts to their Research, Teaching and Innovation grants in 2019-20, with cash cuts of up to 1.2%. Universities Scotland estimated that the sector had received a 2% real terms reduction in funding since 2018-19.

5.2 Universities Superannuation Scheme (CS/2018/63.3 refers)

The Principal reminded the Council of Senate that the Universities Superannuation Scheme (USS) had completed its valuation of the Scheme's funding position as at 31 March 2018 and was in the process of formally consulting Universities UK (UUK) on behalf of employers on its updated funding assumptions. At the last meeting of the Council of Senate, members had been provided with details of two options that had been submitted to UUK for consultation:

- A combined contributions rate of 33.7%, which would be fixed and reviewed in 2021/22. In the event that the Joint Negotiating Committee (JNC) could not decide on an alternative approach, the default cost-sharing rule would see members paying 10.7% of salary and employers paying 23% from 1 April 2020. The next scheduled valuation would be as at 31 March 2021 (the outcome of which would be expected in 2022).
- A combined contributions rate of 29.7%, which could be increased in certain conditions and would be reviewed in 2021/22. If sufficiently strong contingent contribution arrangements were agreed, members would pay 9.3% of salary under the cost-sharing rule and employers would pay 20.4%. Contingent contributions could be triggered in certain conditions (which, in a 'worst case' scenario, could see the overall rate increase annually by 2%, up to a maximum of 6%). The next scheduled valuation would be as at 31 March 2021 (the outcome of which would be expected in 2022).

Since then, a third option had been issued by USS:

- A combined contribution rate of 30.7% (21.1% for employers and 9.6% employees) to apply from October 2019. A 2020 valuation would be undertaken and, subject to that and ongoing discussions between stakeholders, the contribution rate would remain unchanged until 1 October 2021. In event of there being no agreement on an alternative Schedule of Contributions following the 2020 valuation, a default rate of 34.7% would apply.

Dr Duncan informed the Council of Senate that, while the University would prefer to see no increase in employer and employee contributions, senior managers at the University and the University's branch of the University and College Union (UCU) expressed a preference for option 3. This was based on the following rationale:

- It would keep the increase in contributions for both employer and employees relatively low (at least until the 2020 valuation process had been completed).
- It would avoid the uncertainty inherent in option 2 (given the strong likelihood that under this option, employers and employees would be called upon to pay contingent contributions).

5.3 Funding for EU students

The Principal informed the Council of Senate that the Scottish Government had confirmed that EU citizens who chose to study in a Higher education course in Scotland in the 2020/21 academic year would be charged the same tuition fees and receive the same fee support as Scottish students for the entirety of their courses.

Members of the Council of Senate enquired about the status of EU students in the event of a no deal Brexit. The Principal informed the Council of Senate that the UK Government's policy position on immigration after Brexit was that, in the event of a no deal Brexit, EU students arriving in the UK before 31 December 2020 would need to apply for European Temporary Leave to Remain, which would only allow them to remain in the UK for three years. After this point they would have to apply for a study visa, which would be the same as the current student visa for non-EU international students. Given that the standard degree length in Scotland was four years, the Principal expressed concerns that these proposals would have a disproportionate impact on the Scottish HE sector and would create uncertainty for EU students wishing to study in Scotland after Brexit.

6. Clerk of Senate's Business

6.1 Higher Education Governance (Scotland) Act and establishment of the new Senate

Dr Aitken reminded the Council of Senate that the Higher Education Governance (Scotland) Act 2016 had implications for the composition of Senate and that the Council of Senate had agreed terms of reference for the 'new' Senate, which were intended to bring Senate into line with the 2016 legislation. Dr Aitken also reminded the Council of Senate that the composition of Senate was a matter that was required to be expressed in an Ordinance, which would need to be approved by the Privy Council.

In line with the procedure for developing ordinances, following informal consultation with the Scottish Government, Senate had been formally consulted over an eight-week period which ended on 23 May 2019. No significant objections had been received so the proposed ordinance would now be submitted to the Privy Council for final approval. During the consultation, one comment had been submitted, suggesting that the ordinance should include a commitment to diversity in the Senate membership. While it was unlikely that the Privy Council would agree to this, Dr Aitken noted that other means would be explored to ensure that appropriate measures were implemented to enhance diversity in the Senate membership. The Senate Office would investigate ways whereby this could be achieved and recommendations would be made to Senate in the autumn.

Regarding transitional arrangements, Dr Aitken informed the Council of Senate that it was anticipated that the new Senate would come into being on 1 August 2019, with its first meeting scheduled for Thursday 10 October. It was proposed that the current Council of Senate would be retained until the first meeting of the new Senate. At this meeting, it was

proposed that the Council would be dissolved, and that the new Senate would assume its full responsibilities from that point onwards.

In terms of the membership of the new Senate, the terms of reference of the new Senate would closely follow those of the Council of Senate, so there would be little perceptible difference between meetings of the Council of Senate and that of the new Senate. Specifically, elected members of the Council of Senate whose membership was due to continue into 2019-20 would automatically become elected members of the new Senate and complete the remainder of their three-year period of appointment.

Dr Aitken informed the Council of Senate that, although they would no longer automatically be members of Senate ex officio, the induction of new professors would continue at Senate meetings. The first meeting of the new Senate would also receive draft Standing Orders for consideration and it was proposed that the operation of the new body would be reviewed after the first year. A reception would also be held after the meeting to mark the event.

The Clerk of Senate noted that the current membership of Senate had played a pivotal in the culture of the University as an academic community and that the improvements in governance that the new Senate would provide were essential to the long-term health of the University. Professor Morrison also expressed her thanks to current and past members of Senate for their outstanding contributions to the academic life and well-being of the University.

7. University Court: Communications from the meeting held on 10 April 2019

The Council of Senate received and noted the report from the University Court meeting held on 10 April 2019. The following items were included for information:

- Report from the Principal
- Report from the University Secretary
- Reports from Court Committees: HR Committee
- Communications from Meeting of Council of Senate on 4 April 2019