



COURT

A meeting of Court will be held on **Wednesday 20 April 2022** at **2pm** in the Senate Room

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AGENDA

Item	Title	Lead	Paper No.	Page Nos	Action
1.	Welcome, Apologies, Introductions/Announcements, Declarations of Interest	Convener	Oral		
2.	Minutes of meeting held on Wednesday 16 February 2022	Convener	2.		For approval
3.	Matters arising not otherwise on the Agenda	Convener	Oral		
	Reports 4 to 8 below show some items as starred*. Starred items are the main items for discussion and/or approval.				
4.	*Annual Report on Research & KPIs Professor Chris Pearce, Vice-Principal (Research and Knowledge Exchange) will provide the annual update to Court.	Chris Pearce	4.		For discussion
5.	Report from the Principal <i>*Geopolitical Update</i> <i>*Higher Education Developments</i> <i>*SFC Indicative Funding allocations 2022/23</i> <i>*REF 2021 Results</i> <i>*University Rankings</i> <i>*SMG Update</i>	Principal	5.		For information /discussion
6.	Report from the University Secretary <i>* Gender Representation Objective</i> <i>*Lighthouse Lab</i> <i>*GBV update</i> <i>*Convener Appraisal</i> <i>*Organisational Change</i>	David Duncan	6. and annexes		Items for approval/ otherwise for discussion/ information
7.	*Student Matters, including: Rector update; SEC Report; SRC President update	Rector/Ella McCabe	7.		For information /discussion
8.	Reports of Court Committees				
8.1	Finance Committee Papers withheld FOI Exempt/Commercially confidential	Gavin Stewart	8.1 and annexes		For approval/ information /discussion

8.2	Estates Committee	Ronnie Mercer	8.2		For information /discussion
8.3	Information Policy & Strategy Committee Papers withheld FOI Exempt/Commercially confidential	Frank Coton	8.3		For information /discussion
8.4	Audit & Risk Committee Papers withheld FOI Exempt/Commercially confidential	Elsbeth Orcharton	8.4		For approval/information/discussion/
8.5	People and Organisational Development Committee	June Milligan	8.5 and annex		For information /discussion
8.6	Health, Safety and Wellbeing Committee <i>*to note the Annual report</i>	David Duncan	8.6 and annex		For information /discussion
8.7	Nominations Committee <i>*to note the appointment of a Co-opted member of Court</i> <i>*to approve the appointment of the Vice-Convener of Court</i>	Lesley Sutherland	8.7		For approval/information /discussion
9.	Senate Business	Jill Morrison	9 – to follow		For information
10.	Any Other Business Court members are asked to inform the Secretary of Court 2 days in advance of the meeting, if they have items of Other Business for discussion	Convener	Oral		
11.	Date of Next Meeting Tuesday 21 June 2022 at 1400 – Senate Room				



Court

Minute of Meeting held on Wednesday 16 February 2022

Present:

Elizabeth Passey (Co-opted Member (Convener of Court)), Heather Cousins (Co-opted Member), David Finlayson (Co-opted Member), Professor Carl Goodyear (Elected Academic Staff Member), Linda Hanna (Co-opted Member), Duncan Henderson (SRC Assessor), Professor Nick Hill (Elected Academic Staff Member), Professor Simon Kennedy (Elected Academic Staff Member), Laic Khalique (Co-opted Member), Jonathan Loukes (Co-opted Member), Ella McCabe (SRC President), Professor Kirsteen McCue (Elected Academic Staff Member), Paula McKerrow (Trade Union Nominee), Dr Morag Macdonald Simpson (General Council Assessor), Ronnie Mercer (Chancellors Assessor), June Milligan (Co-opted Member), Professor Sir Anton Muscatelli (Principal), Elspeth Orcharton (Co-opted Member), Mr Gavin Stewart (Co-opted Member), Lesley Sutherland (General Council Assessor), Dr Bethan Wood (Elected Academic Staff Member)

Attending:

Gregor Caldwell (Executive Director of Finance), Professor Frank Coton (Senior Vice Principal and Deputy Vice Chancellor (Academic)), Dr David Duncan (Chief Operating Officer [COO] & University Secretary), Professor Jill Morrison (Vice-Principal & Clerk of Senate), Amber Higgins (Executive Officer and Clerk to Court). Item 4 - Susan Ashworth, (Executive Director of Information Services), & Mark Johnston (Director of IT Services), Item 5 - Chris Green (Chief Transformation Officer)

Apologies:

Cllr Susan Aitken (Glasgow City Council Assessor), Dr Craig Daly (Trade Union Nominee), Christopher Kennedy (Elected Professional Services Representative), Lady Rae (Rector).

CRT/2021/26. Announcements

The Convener welcomed Linda Hanna and Jonathan Loukes, Co-opted Members of Court, to their first meeting. The Convener also welcomed Susan Ashworth, (Executive Director of Information Services), Mark Johnston (Director of IT Services), and Chris Green (Chief Transformation Officer) to the meeting.

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

It was recorded that Professor Sara Carter, Vice-Principal and Head of College Social Sciences had given a presentation on the challenges and opportunities within the College. Court's thanks for the briefing were recorded.

Court was reminded that papers and business were confidential.

CRT/2021/027. Minutes of the meetings held on Wednesday 24 November 2021

The minutes were approved.

CRT/2021/28. Matters Arising

No matters were raised.

CRT/2021/29. Information Services Strategic Plan

Court received a presentation by Professor Frank Coton, (Vice Principal Academic Planning and Technological Innovation), Susan Ashworth (Executive Director of Information Services) and Mark Johnston (Director of IT Services) on the Information Services Strategic Plan. The presentation provided an update on progress in relation to the University Technology Strategy and highlighted the next phase in the evolution of the strategy.

Court noted that the context of the strategy development had included a legacy of underinvestment in IT at a time of significant growth; operational structures that were not currently fit for purpose; the fact that the University was entering a new strategic cycle (with the plan being developed in parallel with IT plans), extending its physical infrastructure and engaging in transformation; and the declaration of a climate emergency.

Since the last update to Court in February 2021, significant progress had been made in progressing the two major foundational projects - Infrastructure as a Service (IaaS) and the Network Infrastructure Programme (NIP). Considerable work had also been done to flesh out IT Services' approach to the evolutionary phase of the strategy which addressed the systems and applications landscape together with work on cyber security and on our ability to leverage data. The presentation, also provide Court with a further update on progress of the implementation of the Technology Strategy together with visibility of planned future work.

Court noted that the strategy continued to focus on three themes: community, connectivity and challenges. It was noted that there were significant challenges to overcome, such as: out-of-date business systems and end-of-life infrastructure; complex future IT landscape requiring greater flexibility; and staffing capabilities and capacity. Court also noted that progress was being made on the foundations for the future and that a structured approach to change and development was being taken. A business systems roadmap was being created to facilitate better longer-term planning and collective understanding of key decision points. Information security was also seen a key part of the strategy with a cyber security strategy and action plan being developed.

During the discussion it was noted that development of internal talent was part of the strategy and although key appointments were due to be made, there would be clear career pathways and training programmes for staff. It was also reported that SMG had agreed that all staff would be required to complete mandatory training modules on Moodle and would be required to use Multifactor Authentication (MFA).

Court thanked Professor Coton, Susan Ashworth, Mark Johnston and all IT staff for all their hard work on the strategy and their support for staff and students over the last year.

CRT/2021/30. Report from the Principal

CRT/2021/30.1 Transformation Programme update

Court members received a paper and presentation by Chris Green (Chief Transformation Officer) which updated members on progress in the transformation programme over the last 12 months. It was reported that COVID19 had disrupted the original timescales, in some cases accelerating rather than hindering progress. A revised set of priorities had been identified for future years. Key areas of activity since September 2020 had been:

- Project Aurora – Return to Campus/admissions. Supporting our senior leadership to engage, plan and design changes;
- Teaching & Timetabling support, including exam sustainability and Online assessment management;
- Digital solutions such as - UofG Life app;
- People & OD – enquiry management system and automation of HR activities;
- Finance – supported staff to identify solutions that could improve the Purchase to Pay (P2P) process; for Purchasing Officers, Procurement & Finance colleagues, and suppliers.

It was noted that for 2021/22, the focus was on continuing to improve the student and staff experience and, increasingly, making step change improvements to core business processes. One of the small-scale implications of Covid had been the need to respond to requests for support from the team for activity outside of the core transformation portfolio. Next year was seen as a period of consolidation and confident delivery; building back from COVID19, looking to scale work that had been piloted in one area (for example, automation) and increasingly making connections across solutions (for example, UofG Life app and its relationship with the MyGlasgow student portal).

During the discussion a query was raised about equality and diversity and the risks of automation in relation to HR process. It was noted that the automation was not linked to shortlisting candidates but addressed repetitive tasks; even so the work would be monitored for unintended consequences. Court also raised a query about the level of cost savings and financial targets set as part of the projects. It was noted that it was important to be transparent and realistic in terms of any cost savings.

Court thanked Chris Green for the presentation.

CRT/2021/30.2 Higher Education Developments & Scottish Government Budget

Court received the report from the Principal – Paper 5 and the following areas were noted:

- Admission updates – SMG had had the opportunity to review UCAS application data, following the UCAS deadline on 26 January 2022 for the majority of undergraduate courses. The overall picture for 2022 Undergraduate entry was positive, with applications up 1% overall on last year. It was confirmed that a package of enhanced scholarships to incentivise EU applicants, particularly those who are highly qualified, with the aim of maximising conversion had been agreed. PGT forecasts based on applications, offers, acceptances and deposits would be available from April.
- Scottish Government Budget – Within the Education and Skills Portfolio, the Scottish Funding Council had been allocated £1.97bn in 22/23, up from £1.91bn in 21/22. For

Higher Education, combined financing for Resource and Capital had risen 2% or by £22.3m.

- Higher education developments – Levelling UP White Paper and Horizon Europe

The Principal also reported that Senate had formally approved Professor Martin Hendry's appointment as the next Clerk of Senate. Court noted that Professor Hendry was a former Head of School of Physics and Astronomy and a member of the Nobel Prize winning LIGO scientific collaboration which made the first ever detection of gravitational waves in 2015. Court's congratulation to Professor Hendry's were noted.

The Convener thanked the Principal for the update.

CRT/2021/31. Report from the University Secretary

Court noted the report from the University Secretary - Paper 6. The following areas were discussed in further detail by Court.

CRT 2021.31.1 Disability Services Review

At the Court meeting in November 2021 Court received an update on an ongoing Disability complaint and review actions. Court noted that since the last update the University had undertaken a thematic review of support for disabled students, considering the experiences of disabled students (undergraduate, taught postgraduate, postgraduate research and visiting students) throughout the student life cycle, from application to graduation.

It was noted that due to recruitment and absence challenges it had been necessary to focus the remaining resources (2 advisers and D&I lead) on supporting students during Semester 1. All project work had therefore been suspended, and contingency plans put in place to ensure that needs assessment and the implementation of support arrangements were prioritised. The service recorded 2300 registrations in Semester 1 of 2021/22; total registrations at year end in 2020/21 were 2460.

The following interim practices were implemented during Semester 1:

- Students making repeat support claims were able to do so without attending for an appointment. (SAAS students have to renew their claim each academic year)
- Where possible students were offered shorter appointments, to maximise the use of the remaining adviser's time.
- The service worked with an external contractor to support needs assessment, in order to process registrations as quickly as possible.
- By reviewing the evidence that students submitted, the service was able to implement certain standard provisions without first seeing the student, for example extra time in exams. These provisions were added to My Campus and followed up with an appointment as soon as one became available.

The Disability Review Working Group would be reconvened in February 2022 to oversee the work that had recommenced following the onboarding of new staff to the service. New and returning colleagues had already begun working on projects which had been paused while staffing issues were resolved.

Court noted the update on the Disability Service Review and that progress was starting to be made. It was reported that there was a separate Mental Health Working Group and that this group would be asked to look at issues which related to neurodiversity.

CRT 2021.31.2 Glasgow Green – The University of Glasgow’s Climate Change Strategy and Action Plan

Court received an update on the Glasgow Green - The University of Glasgow’s Climate Change Strategy and Action Plan. The paper summarised the progress that had been made in reducing carbon emissions in recent years and highlighted other work that had been carried out on campus over the past year relating to the broader commitments made in *Glasgow Green*. Implementation of the strategy continued to be overseen by a working group co-chaired by the University Secretary & Chief Operating Officer and the Director of the Centre for Sustainable Solutions. The working group included senior academics, professional support staff and students from across the University, and met bi-monthly.

Court thanked the University Secretary for the update and noted the report.

CRT 2021.31.3 USS and Strike Action update

Court noted update on the USS national discussions and the UCU announcement of further strike action.

CRT 2021.31.4 Honorary Fellowship

Court approved the award of an Honorary Fellowship to Dr Stanley Naismith.

CRT 2021.31.5 New and continuing Court Members

Court noted that Jonathan Loukes and Linda Hanna had began their terms on Court on 1 December 2021 as Co-opted members of Court, for four years.

Court noted that Alan Seabourne had been extended for a further year as an External Member of Estates Committee until January 2023.

CRT 2021.31.6 Organisational Change

Court noted that following a 10-year review in Engineering earlier this year, a decision had been taken to rebrand and restructure the Division of Aerospace Sciences as 'Autonomous Systems & Connectivity'.

Court approved the name change to the Division of Autonomous Systems & Connectivity.

CRT 2021.31.7 Directors of Research Institutes and Heads of School Appointments

Court noted the following changes:

College of MVLS

Director of the Institute of Infection, Immunity & Inflammation

Professor Andy Waters had been appointed as the Director of Institute, Institute of Infection, Immunity & Inflammation, from 1 Feb 2022 for 5 years.

Interim Director of Institute of Infection, Immunity & Inflammation

Prof Paul Garside had his appointment as the Interim Director extended by a further month to 31 January 2022.

Interim Head of School of Psychology & Neuroscience

Prof Gregor Thut had been appointed as the Interim Head of School of Psychology & Neuroscience from 1 January 2022 for 6 months.

Interim Director of Institute of Cardiovascular & Medical Sciences

Prof Christian Delles had his appointment as the Interim Director of Institute extended until

31 July 2022.

Interim Director of Institute of Molecular, Cell & Systems Biology

Prof Helen Walden had her appointment as the Interim Director of Institute extended until 31 July 2022.

College of Social Sciences

School of Interdisciplinary Studies

Professor Fabrice Renaud had been appointed as the Head of School from 1 August 2022 for 4 years.

The Convener thanked the University Secretary for the update.

CRT/2021/32. Student Matters, including: SEC Report; SRC President update

The SRC President highlighted that an SEC Strategy was currently being developed and would focus on extracurricular activity and student experience outside of L&T. A query was raised from a Court member about the impact of inflation on students; the SRC President reported that this issue would be discussed at the next SRC Council meeting and they would work with the NUS on a response.

The Convener thanked SRC President for her report.

CRT/2021/33. Reports of Court Committees

CRT/2021/33.1 Finance Committee

Gavin Stewart, chair of the Committee outlined the report from the Committee. Court noted that the Committee had undertaken its annual review of the University's cash flow assumptions. Court noted that a proposal had been put forward to the Finance Committee in relation to the University holding £50m in working capital. The proposal outlined would supplement the existing policy, with a contingency to cover short term demand shocks, set at 25% of international fees plus an additional £50m for unplanned capital expenditure. The working capital and unplanned capital expenditure would rise with inflation over the lifetime of the cash flow. It was noted that this represented a significant change in the minimum cash level.

Court approved this change in policy in the working capital held by the University as outlined in the Finance Committee papers.

Court noted that an additional paper had been circulated to members which outlined the development of a student accommodation nominations proposal. The University of Glasgow currently had 3,399 bed spaces within its current portfolio, whilst an additional 203 bed spaces were purchased from Unite Students to accommodate residents who were unable to secure accommodation within the existing portfolio. It was anticipated that demand would continue to exceed supply, and as a result, the University of Glasgow would purchase bed spaces to mitigate the risk of students not joining or withdrawing from the University due to a lack of accommodation. The proposal was to purchase 826 bed spaces for academic year 2022/2023, rising to 1,000 for the four subsequent years resulting in a total contractual period of 5 years, with a break clause after 3 years that only the University of Glasgow could initiate.

During the discussion the SRC President raised concerns about the increase in student numbers and the impact on the student experience, with several support services already

stretched to capacity. It was reported that student number projections were being held level and would be back to pre-covid levels for 22/23 and then would see a modest growth at a lower level than there had been historically. It was also noted that the University was engaging with the Glasgow City Council in relation to student homelessness and private rental accommodation.

Court approved the nominations proposal as outlined in the paper.

The report was noted.

CRT/2021/33.2 Estates Committee

Ronnie Mercer, chair of the Committee, outlined the report from the Committee and reported that the draft Carbon Management Plan had been discussed. Further work was required before it would be finalised.

Court approved the changes to the remit of the Committee and the report was noted.

CRT/2021/33.3 IPSC

Frank Coton, chair of the Committee, outlined the report from the Committee. Court noted that Laic Khaliq had agreed to be the Vice-Chair of the Committee.

The report was noted.

CRT/2020/33.4 Health Safety and Wellbeing Committee

Court noted the report and approved the changes to the remit of the Committee.

CRT/2021/33.5 Remuneration Committee

June Milligan, chair of the Committee, reported that the key matters were discussed at the last Court meeting and indicated that the report was for noting.

Court noted the report and no substantive items were raised.

CRT/2021/34. Annual Complaints Report – 2020-21

Court noted the annual report on complaints activity during the academic session 2020/21, noting also a comment from Dr Duncan that the emphasis of the procedure was on resolution and a 'lessons learned' approach. Court agreed that it was important that staff dealing with complaints were supported to ensure that their wellbeing was not adversely affected, particularly in the case of serial complainants targeting staff.

It was agreed that future reports to Court should include more detail on lessons learned and what changes were being implemented as a result of the complaints and outcomes.

CRT/2021/35. Senate Matters

Court noted the report from the Senate meetings held on the 9 December 2021 and 1 February 2022. The Clerk of Senate reported that Senate had received the Library Annual Report and it was noted that the Library had faced a challenging year, having to tailor services at short notice in response to changing guidance from the Scottish Government. This had required a complex balancing of service needs, whilst maintaining a safe environment for study. Court thanks were noted to the Library staff for the way in which they risen to these challenges.

The Clerk of Senate reported that Senate had received updates on the Western Site development and the COP26 Legacy. Court also noted that Senate had approved the appointment of the new Clerk of Senate, Professor Martin Hendry, as a replacement to Professor Jill Morrison, who was due to step down in August 2022.

The Convener thanked the Clerk of Senate for the report.

CRT/2021/36 Other Business

No substantive items were raised.

CRT/2021/37. Date of Next Meeting

The next meeting of Court will be held on Wednesday 20 April 2022 at 2pm in the Senate Room. A Pre-Court briefing will take place at 12pm.

Research KPIs

The following research-related KPIs were presented to SMG in Nov 2021.

KPI		15-16	16-17	17-18	18-19	19-20	20-21	Target
Research Income (£k) / Staff R&T FTE	UofG	149.9	156.5	156.7	160.8	135.5		5 th in RG
	RG Rank	5 th	5 th	5 th	6 th	7 th		
Doctoral Degrees Awarded / Staff R&T FTE ¹	UofG	0.30	0.44	0.45	0.41	0.43		RG UQ
	RG UQ	0.47	0.48	0.51	0.51	0.47		
Quality of Research Publications (across 3 metrics)	Ave RG Rank	12	11.3	10.3	10.3	8.3		Continuous improvement
Large Grant Capture (number of funding bodies) ²	UofG						4	≥ 5 of 9
Collaborative and contract research income (as % of total research income) ³	UofG					33.6%		RG median
	RG median					52.8%		

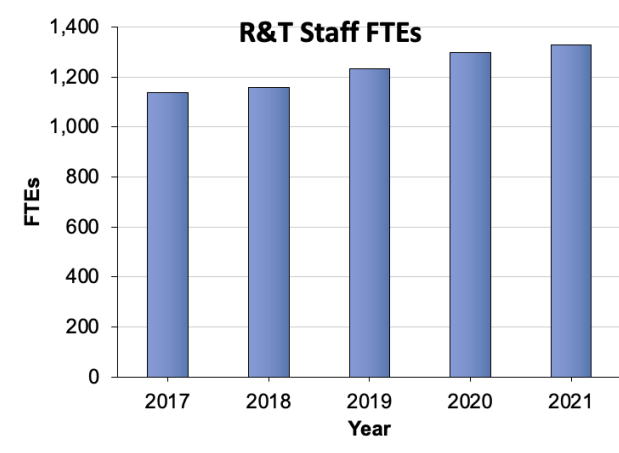
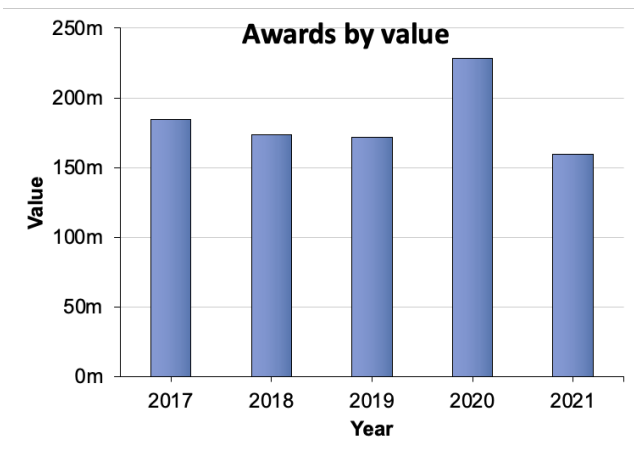
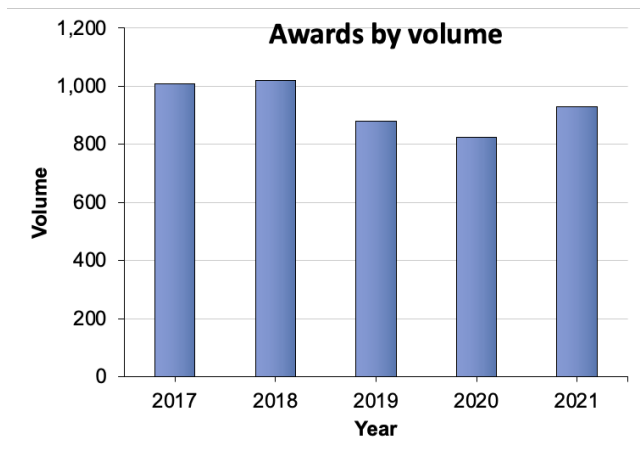
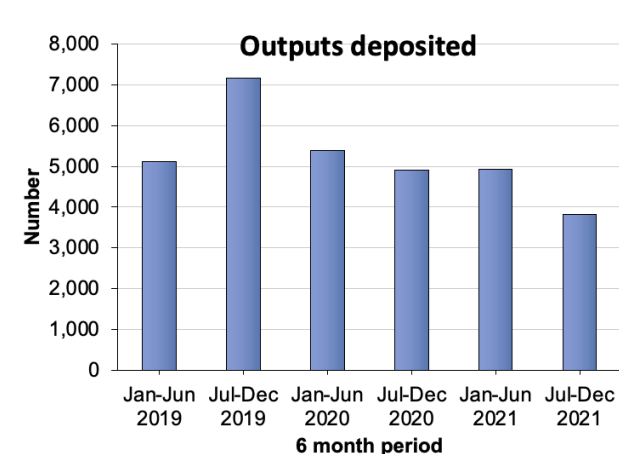
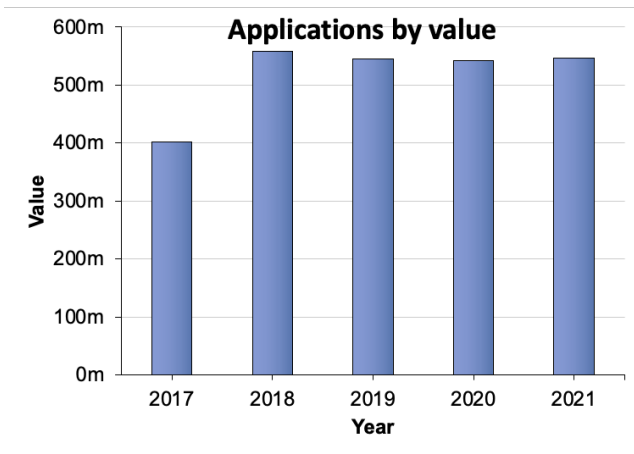
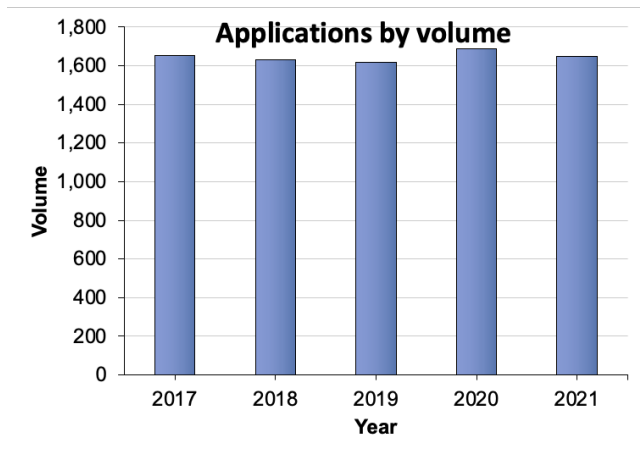
¹ PGRs (i.e. PhD students) / Staff R&T FTE has been replaced by Doctoral Degrees Awarded to place more emphasis on the student experience and completions.

² The number of funding bodies where UofG ranks in the upper quartile of the RG for the award value of the top 10% of grants won over a three-year period.

³ A new KPI to measure collaborative funding and non-academic interactions.

Impact of the pandemic and mitigation

Research grant applications, research grant awards and research outputs (deposited in Enlighten) are monitored as a measure of research activity.



Points to note:

- The charts show data for calendar years. There was clearly an impact of COVID on our activities in 2021.
- There is a ~6 months lag between submitting an application and an award being received.
- Applications and awards data are inherently “lumpy”. Success in one year can restrict capacity to apply for grants in subsequent years.
- Grades 7/8 (entry level for academic staff) differentially affected by the pandemic.

Some context:

1. UofG made extensive use of the Coronavirus Job Retention Scheme (i.e. furlough scheme), and more extensive than many peer universities, furloughing >400 research staff on 100% salary. This allowed us to protect staff careers and protect projects. While this was the right long-term solution, it also led to a significant pause in many of our research activities and a reduction in spend.
2. Lockdown has had a concertina effect – significant attention is still on current projects as they are restarted and re-energised, thereby reducing capacity to seek new awards.
3. The Glasgow region experienced longer periods of lockdown and tougher restrictions than many other areas of the UK, impacting UofG disproportionately to many in our peer group.
4. Academic staff continue to adapt their teaching and are now planning for the 2022/23 academic year. This will be the third academic year in a row that teaching has had to be adapted to a changing environment. The impact of this on academic staff cannot be underestimated. Research is a long-term activity, requiring dedicated research time.
5. Our staff are exhausted (physically and emotionally).
6. The impact of the pandemic on people is very differential, depending on the nature of research being undertaken and/or personal circumstances.
7. Full recovery will take a few years. Despite the actions we put in place for our PGRs, we are experiencing a significant increase in the number of requests for no-cost extensions and issues of mental health amongst our PGR community.

Some of the actions we've taken:

- **A survey** of R&T staff was undertaken in Summer 2021.
- **Scheme 1:** Learning and Teaching Resource to Support Research. **Scheme 2:** COVID-19 Researcher Support Scheme. Across these two schemes, £681k was awarded in support of 164 researchers. 77% success rate (by value and number).
- **Scheme 3:** Supporting the Furlough Scheme (£6m). 440 RAs furloughed on 100% salary; restarted LKAS Fellowship scheme (>100 applications supported).
- **Scheme 4:** 600 PGRs (25%) have now received a stipend extension (£3.5M). The hardship fund was boosted by £200k.
- **Scheme 5:** Ambitious research projects to support research reinvigoration (>£2m). 160 applications received. Managed by the Colleges. Three mechanisms: 1) Ambitious Collaborative Grants; 2) Ambitious Fellowships; 3) Research sabbaticals (including fellowship extensions). A total of 68 proposals were selected for funding (42% success rate). 40% of projects were awarded to female PIs. The largest number of awardees applied for funding to support an external grant application.
- **Communications** to all researchers focusing on the importance of returning to on campus research - supporting the collaborative and creative nature of research, as well as for wellbeing - and to emphasise the need for teams to have discussions that balances personal circumstances/preferences with the requirement for a smooth transition to full research productivity.
- **Monthly update for PGRs and Research staff.** VP R&KE continues to provide the PGR and Research staff with a monthly live update, inclusion a Q&A, that is recorded and shared.

Advanced Research Centre

The ARC (Advanced Research Centre), will be the creative and collaborative heart of research at the University of Glasgow. The building has been specifically designed and built to promote open and collaborative research. In addition to housing 500-600 researchers across five research themes, it will also be a facility for the whole UofG research community. It will support the priorities of the Research Strategy 2020-2025, for example:

Collaboration – the ARC will bring people together (from within and out with the University) to tackle bigger challenges and this will be supported through a structured programme of networking and sandpit events.

Creativity – the ARC will be a welcoming gateway into the University research for communities and partners, supporting the co-creation and generation of new ideas.

Careers – the ARC will be home to the Researcher Development Hub, providing training and networking events for postgraduate and early career researchers. These will be coupled to follow-through engagement activities with clear career development and leadership outcomes.

The five research themes housed in the upper floors (levels 3-5) are:

1. Creative Economies & Cultural Transformation
2. Digital Chemistry
3. Global Sustainable (previously *International*) Development
4. Quantum and Nanotechnology
5. Technologies Touching Life.

The ground floor (level 2) will be open to everyone, including the general public, and offer a mix of multi-purpose spaces for events and conferences, as well as team building and networking activity and public engagement. The ARC has already hosted visits from Government, Wellcome, AHRC, IUK.

The ARC will formally open in June, followed by a festival of research in September.



Research Strategy Update

The following dashboard provides an update on delivery of the University's Research Strategy 2020-2025.

Research Strategy 2020-2025 - Dashboard

<https://www.gla.ac.uk/research/strategy/ourstrategy/>

By working in teams, building on each other's ideas and making Glasgow the best place to develop a career, our research transforms lives and changes the world

Delivery - the Research Strategy acts as a north star to guide our plans, projects, decisions and investments with respect to research, knowledge exchange and research impact.

Priorities - to fulfil this vision, we will focus on three priorities:

- **Collaboration** – by combining our ideas with those of others, we can tackle important problems and identify new questions.
- **Creativity** – by recognising the fundamental role of ideas in academia, and the need to create the conditions that foster new ways of thinking
- **Careers** – by building an environment in which students and staff, at any stage, can develop skills and fulfil their career ambitions, and by supporting each other to succeed.

Principles - the strategy will adhere to our existing principles for research:

1. We value the quality of our research over its quantity
2. The University succeeds when our individual researchers succeed
3. How research is done is as important as what is done

Implementation Workstreams – the strategy will be delivered through four workstreams:

1. Talent	Attract and develop potential
2. Collaboration	Incentivise, reward and support collaboration
3. Creativity	Drive new ideas
4. Invest in our strengths	Raise our research profile and our research impact



Chris Pearce, Vice Principal (Research & Knowledge Exchange)
April 2022

Implementation summary

To achieve our ambition we need to support our staff in every way we can to:

1. Have good ideas, think ambitiously, and work collaboratively
2. Have the skills to attract large funding and turn that into strong outputs and impact

The institutional actions required are therefore to:

1. Strengthen our culture of creativity and collaboration
2. Enhance professional support to go after grants and derive societal impact
3. Give people time and space to think creatively
4. Increase research leadership skills and capacity
5. Focus our investments (in people or thematic areas)
6. Align priorities with Colleges

Approach - in implementing the strategy, we will:

1. Be transparent about the plans and priority actions, and how they link to the strategic aims.
2. Coordinate the implementation of the strategy across our organisational units (Colleges, Schools, Research Institutes, and Services), so that the ambitions of the strategy are fulfilled consistently but are in line with local priorities.
3. Ensure more staff in institutional decision-making, for example in scoping some of our priority projects.

We'll know we have succeeded if we:

1. Grow our share of large grants
2. Increase the number of external fellowships
3. Increase our measures of collaboration (e.g. outputs with non-academic partners; industrial income)
4. Improve the experience of our staff and students
5. Emerge strongly from the pandemic

Workstreams and Projects

Below is a brief description of projects (and their status) across the four workstreams. This is not an exhaustive list of relevant activities or contributions across the institution but should provide a good indication of current progress.

Research Strategy 2020-2025



University of Glasgow

Workstream 1: Talent - attract and develop potential. Build a highly skilled research community and advance our research culture.

Project 1a: Talent Lab (Kay Guccione, Rachel Herries, James Hamilton, R&I Researcher Development Team)	Status
Talent Lab: Research Staff. Targets career management and career development for research-only staff, to maximise the value of their time at the University by becoming career informed and proactive from the outset. Part of our commitment to the Researcher Careers Concordat.	Delivery
Talent Lab: Research Leaders. Targets Gr9 and Gr10 (zone 1) R&T staff. To equip researchers with the leadership skills, knowledge and behaviours required to be more ambitious and attract large-scale strategic funding. The programme is being delivered by 64 Million Artists following a similar programme delivered at KCL and UofE. In the first year, there will be 36 participants in two parallel cohorts.	Delivery
Talent Lab: Glasgow Crucible. Targets senior postdoctoral researchers, research fellows and new academic staff. A leadership development programme designed to support research staff in taking the next step in their career.	Ongoing
Talent Lab: Catalyst. A 6-month career and leadership mentoring programme designed specifically for Research Staff, centred on making an excellent mentor match for each mentee who joins the programme. Catalyst Mentors are all academic staff volunteers.	Being designed
Researcher Development. https://www.gla.ac.uk/myglasgow/ris/researcherdevelopment/ The Researcher Development team in R&I continues to deliver and review training and development for both PGRs (with Graduate Schools) and research staff. Initiatives include: supervisor community of practice; associate supervisor pilot; thesis mentoring pilot; PGR supervisor buddying. The ARC will be home to the Researcher Development Hub.	Ongoing
Project 1b: Strategic Recruitment (Lynne McCorrison, Kristy Bremner, Heather Lambie, Richard Hartley, Mary Beth Kneafsey)	Status
LKAS Leadership Fellowship - approved by SMG and funding released by Investment Committee. (a) a refreshed LKAS Leadership Fellowship scheme (identifying and supporting applicants, improved pre-application support, updated fellowship terms and continuation policy and improved support for successful fellows). (b) three pilot initiatives that aim to support diversity, collaboration and non-academic partnerships.	(a) Delivery
	(b) Ongoing
LKAS Professors. Strategic professorial recruitment scheme to support our strategic ambitions. A refresh is under consideration.	Being designed
JMS PhD Scholarships. 8+2 PhD Scholarships (plus support and development programme) for UK domiciled black students.	Delivery
Project 1c: PGR Experience Project (Mary Beth Kneafsey, WCGT)	Status
Three priorities: PGR governance; PGR policy and practice; PGR systems and data. The project has become a WCGT project to assist with its scoping, development and delivery. New PGR governance is in place.	Being designed
Project 1d: Research Culture (Miles Padgett, Elizabeth Gadd)	Status
Delivery of the 2020–25 Culture Action Plan - https://www.gla.ac.uk/media/Media_705595_smx.pdf : research integrity, collegiality, career development, research recognition and open research. A review of research integrity is underway - update to RPSC in April 2022.	Ongoing

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Workstream 2: Collaboration - incentivise, reward and support collaboration.

Project 2a: Develop an integrated research support ecosystem (Maria McPhillips, Sunil Hutchin-Bellur, Cross-College Research Support team)	Status
<p>To deliver a robust, resourced framework for large and/or strategic funding to: influence funding strategy and call development; gather intelligence about large or strategic funding; coordinate support for strategic bid development. This will also capture the priorities presented in the post-TRM strategy. A scoping exercise is complete.</p> <p>A new Strategic Research Support Unit within R&I is being created (led by Grade 9) that will be responsible for leading these activities and for mobilising support across the Colleges and University Services.</p>	<p style="text-align: center;">Being designed</p>
Project 2b: Grow collaboration within and across disciplines and sectors	Status
<p>Four mechanisms to support collaborations are being explored and which link in with other initiatives being delivered through the research strategy. The ARC will play a critical and vital leadership, support and delivery role:</p> <p>Grassroots Collaboration Support, encourage, catalyse – with space, expertise, funds. e.g. ARC Connect and ARC SPARC.</p> <p>Facilitated Collaboration Focus on strategic areas (see integrated research support ecosystem). Take coordinated approach to facilitation, investment, support for ambitious grants, etc.</p> <p>Networks & Centres These are formal university structures to support collaboration that are already in place. The number of and quality of Centres is under review. The future of Networks needs to be reviewed.</p> <p>Research Futures Institutional, cross-cutting areas that address big societal challenges (see Workstream 4 below).</p>	<p style="text-align: center;">Being designed</p>
Project 2c: Continue to build <i>International Development</i> research collaborations (Mary Ryan, Dan Haydon)	Status
<p>The University of Glasgow is a leader in International Development research, working in collaboration with organisations and individuals across LMICs. There is uncertainty around current ODA funding. Nevertheless, given our investment in the ARC theme (Global Sustainable Development) and a projected increase in R&D research (including investment in ODA funding), it is more important than ever that we maintain our competitive position as a research leader in International Development through resilient and sustainable international partnerships and capacity building.</p> <p>A university-supported small grants fund (pump-priming fund) is being developed (approved by SMG) to partially mitigate the loss of GCRF and ODA cuts.</p> <p>In addition, a short-term post is being created (approved by SMG) to support development of guidance for conducting research at a distance in a post-COVID world, utilising our lessons learnt during the pandemic.</p>	<p style="text-align: center;">Delivery</p>

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Workstream 3: Creativity - drive new ideas

Project 3a: An ARC that serves the whole research community (Neil Bowering, Andrew Tobin, John Harris, Maria McPhillips)	Status
ARC Governance. A Steering Group has been established (chair by VP R&KE). A governance structure is currently being designed.	Ongoing
ARC Purpose & Mission: “To achieve the ambitions of the Research Strategy 2020-25, the ARC will activate and advance collaboration, teamwork and innovation, drawing from all sectors and disciplines inside and outwith the University”.	Complete
ARC Activities - a range of activities are being designed, costed and prioritised. These include: ARC Connect; SPARC - support for new ideas; LKAS Symposium series; ARC Visitors programme; Strategic approach to developing collaboration and connecting communities; Public engagement with research; Researcher development activities; Research events, seminars and workshops; Enterprise; ARC-XR. ARC Research Festival is being planned for September 2022	Being designed
Project 3b: Centre for Data Science Research (Ana Basiri) and Research Computing as a Service (AAB Consulting)	Status
Establish a Centre to lead world-changing, impactful, creative, collaborative, and ethical research in data science to tackle and support grand challenges. The Centre will provide an inclusive environment that will build capacity, bring the UofG data science community together, and improve the pipeline of experts in data science. A Turing Network Development grant has been awarded. A “pathfinder” project (18 months, £1.5m) to build <i>Research Computing as a Service</i> has been approved and is underway.	Being designed
Project 3c: Managing the impact of the pandemic (DoRs, DoGs, College Research Support teams, short-life working groups)	Status
To stabilise our research and strengthen our future research. A survey of R&T staff was undertaken in Summer 2021. Initiatives include: Scheme 1: Learning and Teaching Resource to Support Research, and Scheme 2: COVID-19 Researcher Support Scheme. Complete. £681k was awarded in support of 164 researchers across these two schemes. 77% success rate (by value and number). Scheme 3: Supporting the Furlough Scheme (£6m). 440 RAs furloughed on 100% salary; restarted LKAS Fellowship scheme. Complete. Scheme 4: PGR students (£3.5M). 600 PGRs (25%) have now received a stipend extension; hardship fund boosted by £200k. Complete. Scheme 5: Ambitious research projects to support research reinvigoration (>£2m). 160 applications received. Managed by the Colleges. Ongoing. Three mechanisms: 1) Ambitious Collaborative Grants; 2) Ambitious Fellowships; 3) Research sabbaticals (including fellowship extensions).	Ongoing
Project 3d: Research Facilities Review plus LEAF framework for Sustainable Research Labs (WCGT, Estates, CfSS, R&I)	Status
A strategic review of our research facilities and infrastructure is being planned to: ensure efficient use of available infrastructure and our estate; better access for researchers to key equipment; reduce impact on the environment; improve attraction and retention of researchers, including ECRs; putting the University in a stronger position to bid for funding for additional equipment; make it easier to find space for new pieces of kit that are acquired in the future. Implementation of LEAF as a standard for sustainable laboratory operations also in scope, including the option of sustainability grants to support equipment upgrades.	Being designed

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Workstream 4: Invest in our Strengths - raise our research profile and our research impact

Project 4a: Strengthen high-quality outputs and impact (PIA, Library, R&I)	Status
<p>Review research strengths – a research metrics dashboard is being developed by PIA, R&I and the Library. This will cover >20 metrics for Schools / RIs and demonstrate trends in performance against each of the metrics. PIA have developed a metric datastore that will drive the reporting arrangements. The purpose is to improve senior level understanding of our research strengths, to undertake a deeper dive into one College each quarter and to shine a spotlight on those areas doing well and those that require support.</p>	Delivery
<p>Post-REF 2021 Reflective Analysis (RA) for each academic unit – light touch, unit-led, analysis to be complete by Sept 2022. In addition to recognising, celebrating and learning from areas of success, we will take stock of those areas that did not perform well or performed less well than expected. This analysis will be undertaken in the context that the University and our staff are still experiencing the impact of the pandemic. In future years, any review is likely to include a celebration of a unit's research activities and will serve as an ongoing learning process and discussion for academic units on the ingredients of good research. The dashboard (above) will play an integral part.</p>	Delivery
<p>Embed impact – undertake a College-level, post-REF2021 'impact audit', implemented to a common UofG format. Colleges have committed to capture information on the impact pipeline using a comprehensive and consistent University-wide approach. The model for impact support introduced during REF2021 is being continued, in which impact has been College-led, centrally coordinated, and embedded within central College research support and business development functions. Further work is needed on a shared data collection system that underpins monitoring, support, management, evidence collection and reporting on impacts.</p>	Ongoing
Project 4b: Invest in cross-cutting areas that address big societal challenges – Research Futures	Status
<p>Identify and develop a few institutional-level strategic research areas that are driven by the need to solve pressing problems, signal our commitment to societal challenges, that are grounded in our distinctive strengths and develop cross-disciplinary collaboration. These should be additive, complimentary and different to what we already do. Recognising the priorities of the Research Strategy, they should drive collaborative and creative advantage for the University. A Steering Group has been established The initial focus will be:</p> <p>Sustainable Solutions to the Climate Emergency – climate change is an existential problem for the planet. We need to play our part in ensuring the legacy of COP26 and delivering on the commitments in the Glasgow Climate Pact. The Centre for Sustainable Solutions (led by Jaime Toney) provides a good foundation (including recent NERC GALLANT project award (£10M)) on which to build but we need to evolve our distinctive contribution and address specific problems.</p> <p>Health Inequalities – a pressing problem for Scotland, the City and beyond, exacerbated by the pandemic. Over the last decade there has been a slowdown in life expectancy growth in Scotland and currently has the lowest average life expectancy at birth of all UK nations, and one of the lowest in western Europe. The gap in life expectancy between the richest and poorest areas has widened over the last five years. An opportunity to bring different approaches, disruptive thinking, and new ideas to complement existing expertise (not least IHW and MRC/CSO SPHSU).</p>	Being designed

Court Context Card 20 April 2022 - Principal's Report	
Speaker	Professor Sir Anton Muscatelli
Speaker role	Principal
Paper Description	For information / discussion
Topic last discussed at Court	Last report to Court was February 2022
Topic discussed at Committee	NA
Committee members present	NA
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	NA
Timing	Various
Red-Amber-Green Rating	Various
Paper Type	For information / discussion
Paper Summary	<p>Updates on areas listed in the paper as follows:</p> <ol style="list-style-type: none"> 1. Geopolitical Update 2. HE Developments and Political Update 3. SFC Indicative Funding Allocations 22-23 4. REF2021 Results 5. University Rankings 6. Senior Management Group changes 7. Key activities 8. Senior Management Group business
Topics to be discussed	In line with paper's headings
Action from Court	To note/discuss if wished
Recommendation to Court	
Relevant Strategic Plan workstream	Empowering People, Agility, Focus
Most relevant Primary KPI it will help the university to achieve	NA
Most relevant Secondary KPI it will help the university to achieve	NA
Risk register - university level	Items touch on all university level risks
Demographics % of University	Items mainly relate to the University as a whole
Operating stats % of	
Campus	All locations
External bodies	UK Government, Scottish Government, Russell Group, UUK, UUKi, The Guild, CIVIS, Universities Scotland, SFC, UKRI
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	
Suggested next steps	
Any other observations	



Court - Wednesday 20 April 2022

Principal's Report

Items A: For Discussion

1. Geopolitical Update

Court will find below a summary of some of the main issues in the external landscape which I and senior colleagues are factoring into our decision-making at present. In this section I also set out the University's current actions and considerations relating to Ukraine. Court members are asked to note that this remains a fast-moving space and we expect things to evolve quickly as we adapt to requirements.

Ukraine

As the deplorable war in Ukraine continues to unfold, universities across the UK and Europe are working together to coordinate collective action in areas such as the repatriation of students and staff, wellbeing support for all those affected, immigration requirements, student finance and the impact of sanctions.

The University of Glasgow has signed public statements with our network, the Guild for European Research-Intensive Universities, and CIVIS, our European Civic University Alliance, and communication platforms have been established. The University has made clear it stands in solidarity with the people of Ukraine and denounces in the strongest terms the actions of the Government of the Russian Federation. We understand that unfolding events are deeply distressing for our community, and many of our colleagues and students are understandably anxious and concerned for their own wellbeing and that of their friends and family. SMG took the decision to issue several communications to all students and colleagues to denounce the actions of the Russian Government and provide reassurance that we will do all we can to support our community at this time. Not all Universities are taking the same line, but we felt that we had to take a position which was congruent with our values, and one which reflected that of the vast majority of our student and staff community.

We have reinforced the importance of treating everyone in our community – regardless of their nationality or their views – with respect and dignity at all times, and we have reached out directly to all of our students and colleagues we are aware of with links to Ukraine, the Russian Federation and Belarus.

Humanitarian Effort for Ukraine

The following activities are ongoing at the University to support the humanitarian effort for Ukraine:

- We have provided additional hardship funds for students directly affected, and we are actively exploring with the Scottish and UK sector, partner Universities in Europe, and with organisations such as the Council for At-Risk Academics (CARA), what we can do to support Ukrainian students and academics. UofG has so far disbursed £11k hardship funding to assist with travel for those leaving Ukraine, and subsistence costs for those in the UK.
- We continue to engage with Universities Scotland and Scottish Government on plans to support students from Ukraine who wish to join Glasgow either as new students or to complete courses of study begun in Ukraine. We await a definitive announcement from Scottish Government on the fee status of Ukrainian students in 2022/23, but as an institution we have committed to apply fee waivers for enrolments next year and are increasing our humanitarian scholarships offering.
- We have established a working group, convened by Rachel Sandison, which meets weekly to determine what more can be done to support the humanitarian effort in Ukraine, support our community in Glasgow and to coordinate all the aspects of our response.
- The University has also committed to supporting staff members who wish to participate in the Homes for Ukraine scheme and will match volunteers offering accommodation with refugees fleeing Ukraine. We expect some Ukrainian students completing their studies in Glasgow to use the UK Government scheme to apply for a new visa and find accommodation, depending on individual circumstances.
- Donation hubs have been established at our Gilmorehill campus at the Queen Margaret Union (QMU) and by our Student Representative Council (SRC). The donations collected will be transported via Edinburgh AUGB (Association of Ukrainians in Great Britain) which has an established route through Europe and onto Poland and Ukraine. Academic and professional services colleagues have rallied to provide pastoral support, and this has been hugely welcome. A particular thank you goes to Peter Skabara, Lesia Davidson and their team of staff and student volunteers who established the donation hub in QMU over the last few weeks, with more than 300 boxes of vital supplies now *en route* to Ukraine.
- Development and Alumni colleagues launched a campaign with our alumni network to fundraise for additional student hardship funds and this has so far raised more than £100,000. Staff at the University are also welcome to contribute to this campaign and I thank those colleagues who have done so.
- MVLS colleagues are offering medical consultation services and the College stands ready to support the completion of medical training for Ukrainian students if possible. Colleagues are also working with our local NHS partners to establish whether medical supplies can be transported via the University's donation hubs to the Ukrainian border.
- The Student Engagement team has reached out to all those students who are most likely to be directly affected by the conflict, and our network of Student Support Officers continues to engage and signpost students to relevant support services.

Impact on UofG

We continue to discuss matters relating to the war on Ukraine at weekly SMG meetings. We are continuing to monitor the impact the war could have on our students, colleagues and University activity, for example issues with supply chains, investments, cyber-security risks.

By headcount, we currently have 45 Ukrainian students, 73 Russian students and 6 students from Belarus for AY 2021/22. At present, we are aware that one Ukrainian student has returned to

Ukraine to volunteer for conscription, and we know that our Russian students have been impacted by the sanctions on banks and SWIFT transactions. Students from Russia and Belarus have been notified that debt chasing will be suspended, but that tuition fees remain due. Those who will be continuing their studies next year have expressed concern that outstanding debt may prevent their progression and that they will also be unable to access funds to pay fees for the following session. We are remaining flexible to support our students and SMG will continue to monitor the situation closely.

The war in Ukraine has sharpened our awareness of the plight of those affected by conflict around the globe, and the University is very clear in our aspiration to be a university of sanctuary for all those seeking refuge from war-torn countries. To that end SMG recently approved a package of support and investment, including a bolstered portfolio of humanitarian scholarships. As mentioned above, we have also confirmed additional investment in our partnership with CARA.

In terms of the impact of the war on University activity, at present we have not experienced any problems with supply chains or procurement, and we have no links to investments in the Russian Federation. For research partnerships, following a statement published by the Russian Union of Rectors in early March in support of the Russian Federation Government's invasion of Ukraine, we have taken the decision to suspend our partnerships with Russian and Belarusian academic institutions. We have also suspended any Russian and Belarusian partner engagement across events or activities that the University is hosting or leading. This was not a decision that was taken lightly, but it is in line with our peers in the sector as Universities UK International (UUKi) suspended their strategic Memorandum of Understanding (MoU) with the Russian Union of Rectors and the European Universities Association (EUA) has suspended membership of 12 Russian universities.

For cyber-security risks, we have issued staff-wide communications making clear that we expect staff to enact multi-factor authentication on all University devices and accounts, and we have issued fresh alerts to staff on the dangers of phishing.

Inflation & Energy Prices

Court will of course be aware of the mounting concerns around the cost of living and increasing inflation rates. Post-pandemic inflation was already increasing before the impact of the war in Ukraine hit. We are seeing inflation at unprecedented levels, particularly in the UK, US and Eurozone and the causes of the shock are multiple.

First, supply chain bottlenecks. The initial lockdown in 2020 caused a slowdown in production in key areas such as microchip and electronic components. These supply shortages had knock-on effects in the costs of consumer goods including mobile phones, computers and motor vehicles. Second, and more generally, global supply and transport chains were already strained prior to the pandemic. Many businesses have, over the years, developed production models which rely on 'just in time' ordering of inputs, relying on last-minute purchases triggered by demand signals. We saw the impact of this early in the pandemic with widespread shortages in PPE equipment and chemical reagents for lab testing. Third, labour markets are tight in many economies, putting pressure on wage costs. Jobs were protected by government schemes in most industrialised economies, and in some major economies like the UK and US the pandemic also brought about a reduction in job-market participation through retirement. In many northern European economies, the flow of

temporary migrant workers in key sectors such as food, transport, construction and hospitality has been disrupted by the ebb and flow of the pandemic. In the UK, Brexit considerations further aggravated these labour shortages. Finally, the war in Ukraine and the sanctions on Russia have impacted not only on energy prices, but also on the prices of many other goods which are major exports from the region: grains and vegetable oils, steel, concrete, petrochemical compounds used in building materials, and other key metals and elements like palladium and neon which are crucial to manufacturing (e.g. electronics).

The increase in energy prices and inflation is inevitably having an impact on our students and colleagues in the HE sector and I am conscious we must be mindful of this. We are continuing to explore the opportunities available to support our students, including extending the use of our student hardship funds. The Scottish Government Higher and Further Education Minister wrote to all university Principals in February, asking us to encourage students most in need to apply for support and to prioritise allocation of funding. So far, more than £5m has been distributed to help Higher Education students in Scotland facing financial hardship with basics like heating and other household costs. The support provided by the Scottish Government for students includes:

- a £350 loan uplift for 2022-23 in higher education. The most disadvantaged students can now access £8,100 per year through a combination of bursary and loan;
- the introduction of a new 12 monthly payment option in 2022-23 for higher education students receiving the Care Experienced Bursary, so support is also available over the summer months.

Students adversely affected by the energy crisis have been added to the Scottish Government's list of priority groups in the Discretionary Fund guidance, distributed by the University.

Following discussions with our local trade unions we are also making representations through UCEA that the pay negotiations for 2022-23 should see HE employers offering a significant uplift to pay to help address the cost of living pressures faced by colleagues.

Covid-19

The situation with regard to the pandemic remains volatile in a number of countries, including China, and this may once again have an impact on the ability of some international students to return to China at the end of their studies in summer, or to join us in person in the autumn. Chinese authorities have extended a lockdown of Shanghai to cover all its 25 million people after a fresh surge in Covid cases. Various other large Chinese cities and towns have also entered into full lockdown, and flights out of the country continue to be cancelled. Our External Relations team are closely monitoring the situation with travel disruption and SMG will discuss in more detail as soon as possible.

Accommodation

The aforementioned travel disruption is also having an impact on international students who may find they must remain in Glasgow for a longer period than expected. This may, in turn, compound pressures on existing accommodation shortages in the city. As Court will be aware from previous discussions, several factors have contributed to a shortage of accommodation in the city and SMG colleagues and the SRC are engaging with Glasgow City Council to discuss how to tackle the issues facing our students in finding suitable and affordable accommodation. The University has

also agreed to enter into nominations agreements with private accommodation providers to ensure that there is sufficient provision for 2022-23.

2. Higher Education Developments and Political Update

Scottish Government National Strategy for Economic Transformation (NSET)

In early March, the Finance Secretary launched a new 10-year National Strategy for Economic Transformation (NSET). Court will recall that I was part of the Advisory Council on NSET, alongside UofG Professors Graeme Roy and Mark Logan. I welcomed the launch of NSET and its particular focus on productivity growth for Scotland which will be key to ensure funding for public services and a green transition. NSET also recognises the importance of research and innovation in Scotland's economic transformation and there will be an essential role for universities to play. The Strategy points to key technologies which will support economic transformation and the University looks forward to supporting the future innovation strategy. It will be vital to invest in technologies where Scotland is truly competitive: quantum technologies, photonics, life sciences, space science, energy (all key areas where UofG can lead). Finally, NSET speaks of opportunities for citizens to continually upgrade their skills. We as a University will support the development of skills & talent needed for a changing economy and we look forward to working with Government, industry & third-sector organisations to do so.

Lighthouse Lab

Court members may have seen recent media coverage pertaining to the Lighthouse Lab based at the Queen Elizabeth University Hospital and the risk of redundancies. Given that the UK-wide approach to Covid-19 now looks to be moving towards reduction in public health measures and significant reduction in testing capacity, it is predictable, albeit most regrettable, that the Glasgow Lighthouse Lab will be impacted. However, the University remains in active dialogue with the UK Health Security Agency, the Scottish Government and Trade Unions to discuss the future requirements and opportunities for the Lab. As part of the UK's Covid-19 testing network, we remain extremely proud of the Glasgow Lighthouse Lab workforce, who have processed over 26 million PCR tests since April 2020.

Horizon Europe

In March, the UK Government announced the extension of the funding guarantee for Horizon Europe grants and this was welcomed by the sector, given that it is much more generous than initially hoped for. The negotiations around Horizon Europe accession continue, however BEIS officials have said that if the UK does not associate, there will be a "Protect and Stabilise" plan to mitigate the immediate impact. Details are not yet published due to ongoing purdah period for English Council elections. This plan is likely to include:

- an opportunity to implement 3rd country participation status
- evaluation on a case-by-case basis of applications for EU schemes (through the European Research Council for example). The University will encourage colleagues to continue to apply for these
- a block grant, based on historic success rates, for Universities to manage these applications
- an immediate uplift to UKRI grant schemes.

Longer term, BEIS plans to focus on five key pillars: Talent, Infrastructure, Innovation, Technologies and International.

Chancellor's Spring Statement

On 23 March the Chancellor delivered the Spring Statement to the UK Parliament. Higher Education did not feature prominently but there several key sections of the statement of interest to the sector:

- Economic forecasts: despite it being too early to understand the full impact of Russia's invasion of Ukraine, the Office for Budget Responsibility (OBR) says its initial view now forecasts growth of 3.8% this year (down from 6%), followed by 1.8% in 2023, 2.1% in 2024, 1.8% in 2025 and 1.7% in 2026. OBR also predicts that inflation looks to average 7.4% this year.
- Tax: the basic rate of income tax will be cut from 20% to 19% by the end of Parliament in 2024 – the first in 16 years. As set out in the agreed Fiscal Framework, the Scottish Government's funding will be increased as a result of this tax cut. This is initially worth £350 million in 2024-25. The National Insurance threshold will be raised by £3,000, meaning people must earn £12,570 per year before paying income tax or NI and the planned rise will still go ahead from April.
- Investment announcements: the Chancellor committed to improving Research and Development reliefs by reformation to deliver better value for money for the taxpayer while being more generous where they can make the most difference. The scope of reliefs will also be expanded to cover data, cloud computing and pure maths but the sector is awaiting further detail on the implications.
- The second round of the £4.8 billion Levelling Up Fund opens. As I mentioned in my previous report, Glasgow City Region is set to receive a portion of £100m for a Levelling-Up Innovation Accelerator and colleagues continue to engage with the UK Government to establish how this investment can benefit the University and the city.

3. SFC Indicative Funding Allocations 2022/23

The SFC have published their indicative funding allocations for academic year 2022/23. Normally, we expect to see little change between this indicative announcement and the release of the final announcement which is expected in late May. This year, however, SFC have been unable to detail Research funding at institution level, due to timetable of publication of REF results which inform their allocations. These funding allocations will be confirmed in SFC's final funding announcement.

Sector-Wide Funding

The SFC's key funding points in this indicative funding announcement are:

- SFC's Revenue budget for AY 2022-23 has increased by £21.9m (2.0%) from the baseline AY 2021-22 budget.
- Teaching funding has increased by £14.3m (2.0%) from the 21-22 baseline allocation.
- Research and Innovation budgets have increased by £4.7M (+1.6%).
 - This uplift has been applied to the three core Research and Innovation Grants – Research Excellence, University Innovation and Research Postgraduate.

- It will be confirmed at university level when SFC have had time to factor new REF results into their allocations.
- Given how late they will announce the funding, SFC will cap reductions to REG funding for 22-23 to avoid significant disruptions.
- Funding for other programmes has decreased by £16.7M (-29.0%)
 - This funding is earmarked for other national services (e.g. Jisc, QAA) and strategic interventions aligned to SFC and ScotGov priorities.
 - Despite the decrease, SFC are able to meet all current awards and retain some flexibility.
- Capital maintenance funding has been maintained at the same level as 21-22

University of Glasgow Funding

Our Main Teaching Grant has increased by 1.14%, driven by several factors:

- The increasing ‘Subject Price’ per student noted above.
- An increase in RUK students has increased the ‘Strategically Important Subject’ top-up funding we receive for RUK students in Clinical and Lab-based subjects (+£166k, +4.0%).
- Those increases are offset somewhat by a reduction in our allocation of funded places (-164.7 places, -1.11%).

Glasgow has received 80 Graduate Apprenticeship places, in line with what is needed to cover our SFC funded GA student numbers.

Items B: For Information

4. REF 2021 Results

The REF2021 results are released to HEIs under embargo on 9 and 10 May 2022, and to the press under embargo on 11 May 2022. All results will be made publicly available on 12 May 2022. The University has developed plans for the analysis and communication of the results, with the aim of achieving maximum impact and profile with various stakeholder audiences. During the week following publication of the results, the University will conduct a broad communications campaign to celebrate research successes at the University. Colleagues in Research & Innovation Services, External Relations and Planning, Intelligence and Analytics are leading on the analysis and communication of the results.

Given Glasgow’s commitment to the responsible use of metrics and its focus on collegiality and research culture, the University’s REF Project Board and SMG have agreed that the University’s REF communications are to follow three principles:

1. They will be mission focused in line with the University’s research strategy, research environment and research strengths.
2. They will be contextualised within the larger picture of Glasgow’s research successes and future ambitions.

3. They will focus on collegiality, avoiding unnecessary comparisons and presenting the results as evidence of Glasgow's significant contribution to the collaborative research endeavour.

5. University Rankings

QS World Faculty and Subject Rankings

On 6 April, the QS World Faculty and Subject Rankings for 2022 were published. The subject rankings are released late compared to the overall ranking which is announced in June each year. Court will recall that the University moved up 4 places in the last QS World Rankings, from 77th to 73rd.

As summarised below, this is overall a positive position with four subject areas improving their ranking from the previous year. Life Sciences, while marginally lower than the previous year's ranking, has maintained its position as Glasgow's best performing area in this league table. It is also worth noting that Engineering & Technology and Natural Sciences, while ranked lower, have seen the largest year on year improvements. At subject level, Glasgow has 24 (out of 41) subjects within the top 100 (2021 showed 21 in the top 100 out of 39 subjects).

University of Glasgow Performance by Subject Area 2022

- Life Sciences and Medicine are ranked 51st down from 49th in 2021
- Arts & Humanities are ranked 66th up from 72nd in 2021
- Social Sciences & Management are ranked joint 97th up from 114th in 2021
- Natural Sciences are ranked joint 118th up from 137th in 2021
- Engineering & Technology are ranked joint 156th up from 188th in 2021

Notable mentions at QS Subject level

- Anatomy & Physiology have regained their spot in the top 50, to become the joint highest ranking subject.
- Veterinary Science along with Anatomy & Physiology are our top ranking subjects at 18th in the world.
- Accounting and Finance has seen an increase from 97 to 61.
- English Language & Literature and Education make up our other subjects in the top 50.
- Of the 41 University of Glasgow subjects evaluated, 15 have improved on 2021, 14 have dropped places and 12 subjects have maintained their ranking and/or ranking band.

6. Senior Management Group changes

At the last meeting, I briefed Court that the final interviews for Professor Roibeard Ó Maolalaigh's successor as Vice-Principal and Head of College (Arts) would take place on 1 March. We were delighted to appoint Professor Jo Gill from a very strong field, and Professor Gill will join us in the summer from the University of Exeter where she currently holds the role of Pro-Vice-Chancellor and Executive Dean of the College of Humanities.

As Court is aware, Vice-Principal Corporate Engagement and Innovation, Bonnie Dean, will retire from the University on 30 April. To ensure that her important portfolio is taken forward in a coordinated and focused way at SMG level, I have asked Uzma Khan to take on the role of Vice-Principal Economic Development and Innovation, and Professor Chris Pearce will be Vice-Principal Research and Knowledge Exchange. This arrangement will be reviewed in 3-4 months.

7. 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

- 22 February: Internal meeting to discuss the research ambitions of the Global Soil Health Programme, a major consortium of which we are a lead partner, alongside the World Economic Forum and large corporate organisations
- 1 March: Chaired interviews for VP/Head of College of Arts
- 4 March: Meeting with SMG colleagues regarding MVLS collaborations with University of Edinburgh
- 7 March: Internal meeting with MVLS colleagues regarding proposed joint biomedical research institute
- 18 March: SMG Development Session with external consultants Ceannas – reflecting on and consolidating previous development work completed by the senior leadership team
- 25 March: Chaired interview panel for new Head of School, James Watt School of Engineering
- 28 March: University Budget update meeting
- 4 April: Participated with SMG colleagues in a workshop on future fundraising priorities for Glasgow and how philanthropy can support our strategic ambitions
- 11 April – Meeting to discuss Beatson Institute for Cancer Research.

Internationalisation Activities

- 5 April: Meeting with Professor Chris Day (VC, Newcastle University) regarding the newly established UK universities overseas campus network
- 19 April – Recorded a message of congratulations for the 125th anniversary of Zhejiang University.

Lobbying/Policy Influencing and Promoting the University

USS Meetings

- 21 February: USS Investment Committee meeting
- 14 March: USS Investment Committee meeting
- 24 March: USS Trustee Board meeting.

Russell Group Meetings

- 10-11 March: Russell Group Away Day
- 11 April – Russell Group Board meeting.

Media engagement

- 31 March: Hosted a dinner for newspaper editors, to discuss future media engagement.

Other external engagement

- 17 February: Attended prize giving ceremony at St James's Palace for the Queen's Anniversary Prize, with the Chancellor, Professor Iain McInnes and MVLS colleagues. I accepted the prize on behalf of the University for the work of the MRC Centre for Virus Research.
- 17 February: Evidence session for the UK Productivity Commission, on which I am one of the Commissioners (set up by the National Institute of Economic and Social Research and the Productivity Institute)
- 18 February: Meeting of Scottish Government Advisory Council on the National Strategy for Economic Transformation
- 21 February: Attended an event in Edinburgh hosted by the Italian Consulate, at which the Italian Ambassador awarded Glasgow colleague Professor Daniele Faccio, Professor of Quantum Technologies, the honour of Knight of the Order of the Star of Italy
- 2 March: Hosted a visit to campus from Andrew Chitty, AHRC Creative Economy champion
- 3 March: UUK Research and Innovation Policy Network: meeting regarding the Independent Review of the Research, Development and Innovation Organisational Landscape
- 7 March: UUK Climate Action Steering Group meeting
- 15-16 March: UUK Mid-term Vice Chancellors programme: I am co-leading this development programme for mid-career VCs
- 25 March: Inaugural meeting of the Glasgow City Region Innovation Partnership, set up to coordinate the bid for the Glasgow Innovation Accelerator. In addition, SMG colleagues welcomed BEIS officials to campus to offer a briefing on our activity.
- 28 March: Research, Development and Innovation Landscape Review Scoping Group meeting
- 1 April: I was invited to give a talk on current economic challenges to the Carnegie Club of St Andrews
- 4 April: I gave the opening plenary speech at the Spring conference of the Association of Heads of University Administration, hosted at Gilmorehill
- 5 April: Hosted the Moderator of the General Assembly of the Church of Scotland, Lord Wallace of Tankerness.

Internal activities and Communications and Alumni events

- 22 February: Filmed video message for International Women's Day, recorded by the social media team

- 23-27 February: travelled to the US to host New York Burns Supper and conduct a series of meetings with donors. I met with David MacMillan, our alumnus and Nobel Prize winner.
- 14 March: Meeting with SMG colleagues and members of UCU local branch committee
- 17 March: Introduced an expert panel event organised by the School of Social and Political Sciences on the invasion of Ukraine
- 17 March: Volunteered at the Ukraine donations hub, based in the Queen Margaret Union and set up by UofG colleagues
- 21 March: Hosted and introduced the eminent economist Professor Sir Richard Blundell (UCL) who gave a public lecture on Inequality and the Covid Crisis as part of the ASBS Distinguished Speaker Series.
- 22 March: Launched a major series of international seminars on water security, organised by Professor Asit Biswas
- 29 March: Launch of the IntoUniversity centre, Maryhill – the third centre to open after Govan and Craigmillar. I gave a speech alongside the charity IntoUniversity and University of Edinburgh, who are partnering with us on this initiative
- 31 March: Gave a speech to welcome attendees at the European Society of International Law conference, hosted on campus by our School of Law.

8. Senior Management Group business

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

SMG Meeting of 21 February

- Teaching Planning 2022/23
- UKRI – ODA Funding
- Lighthouse Laboratory
- Industrial Action
- Scottish Government Spending Review

SMG Meeting of 28 February

- Draft Undergraduate Intake Targets
- Timetable for exam boards and graduations
- Ukraine
- Industrial Action
- Augar Review

SMG Meeting of 7 March

- Ukraine
- Industrial Action
- NSS
- Admissions Code of Practice

SMG Meeting of 22 March

- Ukraine
- External Quality Arrangements – Scotland and UK
- REF2021: Data Analysis and Communications
- New RSE Fellows announced
- Industrial Action
- Horizon Europe
- SMG Strategy Away Day

SMG Meeting of 28 March

- Interim Budget and Investment Update
- New Scholarships 2023/24
- Student Engagement Survey Results
- Ukraine – update on initiatives
- Industrial Action
- Glasgow City Region Innovation Group
- Students – International Travel
- Offer Holders Day
- International Strategy

SMG Meeting of 4 April

- GCID Small Grants
- Guidance on face coverings in Spring exams
- Adam Smith Tercentenary 2023
- Industrial Action and Pay Negotiations
- SFC Alliances for Research Challenges

SMG Meeting of 11 April

- Post-REF Reflective Analysis
- SMG Away Day outline programme
- Industrial Action
- Ukraine
- Horizon Europe

Court Context Card 20 April 2022 - University Secretary's Report

Speaker	Dr David Duncan	
Speaker role	COO and University Secretary	
Paper Description	For information / items for approval; items for discussion if Court wishes	
Topic last discussed at Court	Last report was to February 2022	
Topic discussed at Committee	NA	
Committee members present	NA	
Cost of proposed plan		
Major benefit of proposed plan		
Revenue from proposed plan		
Urgency	High, Medium & 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 Gender Representation Objective A2 Lighthouse Lab A3 Gender Based Violence & Sexual Harassment B1 Conveners Appraisal B3 Organisational Change B7 GUU Constitution	
Topics to be discussed	As above plus any B items Court members may wish to discuss	
Action from Court	To note the report and approve the recommendations	
Recommendation to Court	Approve the recommendation in relation to the Organisational Change and GUU Constitution	
Relevant Strategic Plan workstream	Empowering People, Agility, Focus	
Most relevant Primary KPI it will help the university to achieve	NA	
Most relevant Secondary KPI it will help the university to achieve	NA	
Risk register - university level		
Risk register - college level		
Demographics		
% of University	100% Cross University application on several items	
Operating stats		
% of		
Campus	All locations	
External bodies	UK and Scottish Governments; EU; Public health authorities;	
Conflict areas		
Other universities that have done something similar		
Other universities that will do something similar		
Relevant Legislation	Scottish Government Roadmap; industrial relations legislation	
Equality Impact Assessment		
Suggested next steps		
Any other observations		



Court – Wednesday 20 April 2022

Report from the University Secretary

SECTION A - ITEMS FOR DISCUSSION / DECISION

A.1 Gender Representation Objective

Annex 1 is a report made in compliance with Section 8 of the Gender Representation on Public Boards (Scotland) Act 2018. At present non-excluded lay Court members are 37.5% female against a target of 50%.

A.2 Lighthouse Lab

The University and Glasgow has developed and run the Lighthouse Laboratory since 2020, providing state-of-the-art mass testing capability and related services as part of the nationwide effort against Covid-19.

The UK Health and Security Agency (the body responsible for public health protection and infectious disease capability across the UK) has now asked us to reduce testing capacity over the next three months, and to exit from our current contract by 30 June. As the employer, the University is in formal consultation with the workforce and campus trade unions. There is considerable disquiet as we had previously been advised that the contract would continue until 30 September. There is also media interest around the potential loss of jobs.

We are in discussions with UKHSA to retain a small volume of resilience/surge capacity, which, if secured, will consolidate on the top floor of the Teaching and Learning Centre at the Queen Elizabeth University Hospital. This will enable us to return the teaching labs at QUEH to support our ongoing teaching commitments at postgraduate taught level.

In addition, we are looking at legacy opportunities from the Lighthouse Laboratory. We have commissioned consultants to provide an assessment on this, particularly around the potential for wider diagnostics and anticipate a final report soon.

A.3 Gender Based Violence & Sexual Harassment

Morag Ross QC has now met almost all the people who asked to see her as part of her investigations. There will also be a number of follow-up meetings. At this stage the intention is to complete the investigation before the start of the next academic year. In the meantime, we are implementing a number of interim actions developed by the Executive Director of People and Organisational Development and approved by the Senior Management Group. Court will receive a further update at its next meeting in June.

SECTION B – ITEMS FOR INFORMATION / ROUTINE ITEMS FOR APPROVAL

B.1 *Convener appraisal and Annual Court Self-Assessment*

As part of the good practice set out in the Code of Good HE Governance, Ronnie Mercer has undertaken an appraisal of the Convener's performance. Court members have been provided with a summary.

B.2 *Court Strategy Day 2022*

The Strategy Day is scheduled for Tuesday 27 September. It is likely to include a review of the competitive environment; research and academic activity; financial planning including coverage of student recruitment and admissions; the capital plan; and staffing.

The day will be held in person and it is intended to include opportunities for Court members to contribute to discussions via plenary and group discussion sessions.

B.3 *Organisational Change – College of MVLS*

Following approval at the Court meeting in November for the organisational change within the College of MVLS a further updated is provided in **Annex 2** which proposed the names for Schools within the College.

Courts approval is sought for the School names within in the College of MVLS.

B.4 *Summary of Convener's Business*

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

B.5 *SRC Spring Elections*

The following candidates were successful in the Spring 2022 SRC elections and will take up sabbatical officer posts on 1 July 2022:

President: Rinna Vare

VP Education: Micaela Levesque

VP Student Support: Hailie Pentleton

VP Student Activities: Katie Fish

B.6 *Directors of Research Institutes and Head of School Appointments*

College of Arts

School of Critical Studies

Professor Simon Kövesi has been appointed as Head of the School for four years until 31 July 2026.

School of Culture and Creative Arts

Professor Karen Lury has been appointed as Head of the School for four years until 31 July 2026.

College of Science and Engineering

James Watt School of Engineering

Professor Manuel Salmeron-Sanchez has been appointed as Head of the School for four years until 31 July 2026.

B.7 GUU Constitution

Annex 4 is the updated Glasgow University Union Constitution which has been approved on behalf of Court.

Gender Representation Objective

A report made in compliance with Section 8 of the Gender Representation on Public Boards (Scotland) Act 2018

The Court of the University of Glasgow, being the appointing person under the [Gender Representation on Public Boards \(Scotland\) Act 2018](#) (the 'Act'), affirms that it has not yet met the gender representation objective.

Of the 23 non-executive members of the Court, 12 are currently excluded by the Act either because they are elected or because they are nominated by another person. At the point of publication of this report, there is currently 8 non-excluded lay members, of whom 5 are male and 3 female, and one vacancy. This represents 37.5% of the non-excluded lay members which is short of the 50% required under the Act.

Consideration of candidates (Sections 3 and 4 of the Act)

From the date of Royal Assent of the Act to the date of this report there have been two recruitment processes to fill lay vacancies on the University Court. One vacancy was filled by a female candidate, however that person had to step down due to another appointment which would have created a conflict of interest. We are currently recruiting again and will take all reasonable steps to consider suitable candidates.

Encouragement of applications by women (Section 5 of the Act) and Duty to take steps towards achieving objective (section 6 of the Act)

Since the University has yet to meet the 50% of the non-excluded membership of a governing body to be female as outlined under the Act, the Nominations Committee is taking steps to increase the female membership during the next round of recruitment for co-opted lay members in Autumn 2022. Applicants will be actively encouraged from women, using a range of online routes including: Women on Boards, Advance HE Board Vacancy Portal, Public Appointments Scotland, as well as other discipline-specific websites.

The Court and the Nominations committee understand the responsibilities set out in the Act and will make appointments in accordance with the Act.

Court's commitment to diversity

The University Court has made a commitment to increasing the equality, diversity and inclusiveness of its membership more generally across all the protected characteristics in accordance with accepted principles and best practice and with equality legislation.

College of Medical, Veterinary & Life Sciences school names

The purpose of the College of Medical, Veterinary & Life Sciences (MVLS) is to transform lives by tackling the major biomedical and life sciences challenges of our times both locally and globally. Our mission is to bring a community of world-changers together across MVLS and the University. Our vision is to be a world-changing college, creating impact in society through delivery of outstanding education, research, and innovation.

We have developed strategies for Education, Research, and Innovation, Engagement and Enterprise. These interlinked strategies have articulated an ambition for MVLS that requires a unification of purpose around core priorities. They also recognise the importance of colleagues coming together, regardless of job family or career stage, to bring diverse expertise to tackle complex challenges through education, research, and innovation.

We are facilitating the integration and delivery of the MVLS strategies by creating structures that better enable academic and professional services colleagues to coalesce around thematic strengths, across the strategic pillars of education, research, and innovation. We are uniting colleagues in eight schools, focused on disciplinary interests rather than by whether teaching or research is the primary function.

The MVLS staff consultation on the proposal to move from the current structure of six research institutes and four schools to eight schools concluded on 15 October 2021. The final proposal was approved by MVLS CMG on 27 October 2021, by SMG on 1 November 2021 and by University Court on 24 November 2021. The proposal included the following school names that were indicative only to give a sense of intended disciplinary groups:

- **School of Biodiversity, One Health & Veterinary Medicine**
- **School of Cancer Sciences**
- **School of Cardiovascular & Metabolic Health**
- **School of Health & Wellbeing**
- **School of Infection & Immunology**
- **School of Medicine, Dentistry & Nursing**
- **School of Molecular Biosciences**
- **School of Psychology & Neuroscience**

The names of the schools need to be finalised and approved before the transition date of 1 August 2022. After consultation with local areas on the names of the new schools, the Heads of Schools identified for the new schools proposed the following names and acronyms, approved by MVLS CMG on 9th March 2022:

Name	Acronym
School of Biodiversity, One Health & Veterinary Medicine	SBOHVM
School of Cancer Sciences	SCS
School of Cardiovascular & Metabolic Health	SCMH
School of Health & Wellbeing	SHW
School of Infection & Immunity	SII
School of Medicine, Dentistry & Nursing	SMDN
School of Molecular Biosciences	SMB
School of Psychology & Neuroscience	SPN

Senate approved the proposed MVLS school names on 7th April 2022. Court is now asked to approve the proposed MVLS school names.

Professor Iain McInnes
Vice-Principal & Head of College of Medical, Veterinary & Life Sciences

8th April 2022

**Convener of Court
Summary of Business – 17 February 2022 – 20 April 2022**

Date	Meeting	Location
2 March 2022	Phone call with Gavin Stewart	Phone Call
8 March 2022	OIA/CUC Session: Finding the hidden value in complaints	Virtual Meeting
11 March 2022	Interview: Court Member	Virtual Meeting
16 March 2022	CUC New Chairs Dinner	London
21 March 2022	Nominations Committee	Virtual Meeting
24 March 2022	Committee of Scottish Chairs	Virtual Meeting
29 March 2022	Pre-Court Officer's Meeting	Virtual Meeting
30 March 2022	Finance Committee	Virtual Meeting
11 April 2022	CUC Executive Committee Meeting	Virtual Meeting
20 April 2022	Pre-Court Agenda Meeting	Glasgow
	Meeting with Ronnie Mercer	Glasgow
	Court May Members Meeting	Glasgow
	Court Briefing – Tour of ARC	Glasgow
	Court	Glasgow

Communications Committee Motion for the 2022 AGM

This is a from the Board of Management to introduce a fifth standing committee, The Communications Committee.

Justifications

Reliance on social media by our members and competitors:

1. Given the pandemic, we have a less established relationship with the current 1st and 2nd years. In order to provide the best experience to our members as possible in the short term, we need to make sure we are appealing to them.
 - a. Firstly, we need students to attend our events.
 - b. Secondly, we saw reduced demand among students to be Freshers' Helpers and run for Board in 2021. This was especially evident among 2nd years. We currently have no second year PSMs and we only had three first years apply to be a Freshers' Helper. It is in our best interest to not allow this to become a trend, as we need the younger year groups to get involved in order to make Board positions competitive and to ensure that senior Board members have sufficient experience.
2. To be more appealing to first and second year students and to remain competitive in the long term, we suggest that we improve our presence on social media and around campus. The reasoning for this is two-fold:
 - a. Students today rely more on social media than word of mouth to stay up to date with events on campus.
 - b. Our competitors, e.g. Bank Street, Sanctuary, Kitty O'Sheas, QMU, and SRC all have paid professionals to run their social media accounts, while we rely on the luck of Board members having the relevant skill set. This puts us at a competitive disadvantage. (More on this below)

Expanding our reach:

3. To facilitate our services to members and the wider student population, The Union needs to improve its communications and marketing. Especially as we are competing with the SRC and the QMU who have salaried positions and GUSA who have an elected Publicity Convenor. The best way to do this is to have a Committee which dedicates its full focus on this.
4. Improved communications and marketing would entail creating a marketing strategy which utilises wider avenues than we currently are, and are doing so in a structured

manner. Examples of this include putting up posters around campus, creating videos of our events to create an archive and utilising University communications. With our current capacity, we have been unable to implement a comprehensive and cohesive communications strategy.

5. Moreover, to deliver at full capacity to our members we need to diversify the perception we have among the student population beyond HIVE. If our proposal is passed, this will be done through this committee highlighting our wider activities, such as G-YOU launch parties, committee fairs and open mics.
 - a. This is particularly important for our Standing Committees. Often conveners will rely on already extremely busy PSMs on the PR committee to do their PR instead of doing it themselves or delegating to their committee due to being so busy.

Impact on the effectiveness of the Board:

6. Currently a PSM is the chair of the PR committee while other PSMs are regular members, with the goal to have some non-board members on as well. However, this setup has not been effective for a few reasons:
 - a. The job of chairing PR is a lot of work and responsibilities, similar to that of a convener, but with none of the perks.
 - b. They also do not have a set budget which makes it difficult to streamline and plan a marketing strategy.
 - c. The PSM who chairs PR has other responsibilities on board and externally that they need to do. Being bound up by PR means that the involved PSM cannot pursue its other goals as board members. This limits the experience which PSM can have as Board members. If they pursue their other goals, then PR suffers.
 - d. The large workload has led to the work being done, but not developed into its full potential . Except during Freshers' Week when the Board focused 100% on the Union, we failed to engage the two non-board members on the PR committee and thus we have not tapped into their potential.
 - e. With the responsibility being spread among board members there is a lack of accountability for failures of PR.
7. We have been lucky this year with having PSMs who have had skills which are required to uphold a good standard of communications and marketing. This cannot be taken for granted and the quality of marketing will decrease during years when this is not the case. The Communications Committee and convener will combat this by attracting people who are specifically interested in and have the necessary abilities.
 - a. The skills and dedication required to market the Union is more akin to a TV ad, than to posting a photo on your Instagram, or making a funny TikTok.

Remit of the Committee

1. Reply to messages on Facebook and Instagram.
 - a. Currently, the responses to these messages can be a bit fragmented and inconsistent depending on who's on duty.
 - b. The convener having this as their responsibility would ensure continuity in responses to messages and ensure that all messages and inquiries would be responded to.
2. Oversee and curate improved and more advanced marketing strategies which allows us to expand beyond internal posters, simple IG stories and FB events.
3. Upkeep and development of internal communications, e.g. updating posters.
4. Streamline the Union's advertisement and public presence.
 - a. For example making sure the main pages are fit for being the main port of call for all Union activities.
5. Record and publish promotional material to be used for events.
6. Upkeep of the Union website.
7. Monitoring and responding to the effectiveness of our marketing strategies, e.g. through insights on social media.

Consequences:

- The Board of Management will have 27 members, 18 of which would be student board.
- There will be a slight uptick in expenses by virtue of introducing a fifth convener and 27th board member. These include a food allowance for the convener, a computer and cost of general board member privileges such as food at meetings and dinners expended by the Union. We recognise that we should present a cost for this. However, this omission should not be material for the Board to take a decision.
 - Currently we have £316 in the annual budget for flyers and a further £1600 for PR staff. This gives a solid starting budget of just under 2K, meaning any extra annual budgetary allocation would be lower.
- There will be an extra desk in convenors, but there is enough room.
- There will not be an uptick in marketing cost by virtue of introducing a Communication Committee. However, we recommend an increase in marketing budget for the Union for this committee to be able to deliver its full potential (to e.g. purchase cameras and paid advertisements).
- The increased costs may be covered by the increased revenue generated from the improved marketing.
- To fill the role for the coming year we need to have a bye-election after the 2022 AGM.

Risks:

- There is a risk that the Convener role will not be filled and that the Committee will be left either empty, or without a leader.
 - This can be mitigated to some extent through bye-elections or allowing a PSM to chair the Committee.

Constitutional amendments

Following our standard practice, for another Standing Committee to be created there must be some constitutional amendments. The following are proposed: (Corresponding Article numbers in the 2022 Draft Constitution can be found in the comments)

1)

In Article V (1)(b)(1) insert 'the Convener of the Communications Committee' after 'the Convener of the Entertainments Committee'. Move the 'and' to after 'the Convener of the Entertainments Committee'.

2)

Insert Article IX (1)(vi):

A Communications Committee, which shall consist of the Convener of the Communications Committee and a minimum of four others as deemed necessary by the Board of Management, all of whom shall be Members of the Union.

3)

In Article IX (2) insert ' Communications Committee' after 'Entertainments committee'. Move the 'or' to after 'Entertainments Committee'.

4)

Insert Article IX (9):

The functions of the Communications Committee shall be to keep our members up to date with the activities and events of the Union and advertise the Union to the wider student population. They shall maintain the Union website and social media sites and respond to inquiries. They shall also maintain the building with communications material to keep members updated. In addition, the Committee shall ensure that a sufficient standard of communication is upheld and that there is accountability for this.

5)

In Article IX(13) insert 'Communications' after 'Entertainments.' Move 'and' to after 'Entertainments'

6)

In Article XII (1) insert 'Communications' after 'Entertainments'. Move the third 'and' to after 'Entertainments'

Terms of Reference:

Subject to the above amendments being passed at an AGM. The following terms of references is proposed:

22/02/2022

Glasgow University Union
Terms of Reference of the Communications Committee
Presented to Board on 22/02/2022

1. Purpose and Scope of the Committee

The purpose of the Communications Committee is, as outlined in the Constitution, Article IX (9): to keep our members up to date with the activities and events of the Union and advertise the Union to the wider student population. They shall maintain the Union website and social media sites and respond to inquiries. They shall also maintain the building with communication material. In addition, the Committee shall ensure that a sufficient standard of communication is upheld.

Specifically, the Committee shall:

- manage and run the Union's social media accounts and website;
- respond to social media inquiries such as Facebook and Instagram messages;
- maintain the communications in the building through ensuring that there always are up to date posters for events and clear information on how to contact the Union;
- support the other standing and operational committees with their communication and marketing needs; and
- ensure the Union has a communications and marketing strategy that is current and engaging for students.

2. Membership of the Committee

Membership of the Committee shall include, as detailed in the Constitution, Article IX (1)(vi):

A Communications Committee, which shall consist of the Convener of the Communications Committee and a minimum of four others as deemed necessary by the Board of Management, all of whom shall be Members of the Union.

The following Board Members shall be appointed to the committee:

- [XX XXX] (Convener)
- etc

3. Meetings of the Committee

The Committee will meet at least once per week during term time and as often as necessary outside of term time.

4. Reporting

[The Convener] will chair the Committee. Meetings of the Communication Committee must be minuted by a member of the Committee. These are available for the scrutiny of the Board of Management should this be deemed necessary.

5. Welfare

Members of the Committee have the right to complain to the Board of Management about the conduct of any member of the Committee or the Convener. This functions identically to any complaint about the conduct of a member of the Union, and exists within the same process.

The Convener of Communications has the power to remove any member of the Committee for any reason.

These terms of reference supersede all others in relating to this Communications Committee.



Glasgow University Union Constitution

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Definitions

In this Constitution:

'Academic Degree Curriculum' means any course where a bachelor's degree, a master's degree or a doctorate qualification is awarded to students upon successful completion of a course of study.

'Alcohol Sales Licence' means the licence granted by Glasgow City Council Licensing Department dated 1 September 2009 with licence number GC1216 and any variations or amendments thereto.

'Annual Election' means elections to positions of the Board of Management held immediately preceding the Annual General Meeting each year.

'Board' means Board of Management.

'Bye-Law' means any rule or decision made at a meeting of the Board of Management which has the effect of regulating the operation of the Union or the conduct of Members.

'Candidate for Membership' means any person who fulfils the criteria for Ordinary Membership.

'Demission of office' means the expiry of a Board Member's appointment to the Board of Management due to no longer fulfilling the criteria for appointment or from the completion of their term of office normally at the Annual General Meeting.

'Executive Committee' means the President, the Honorary Secretary and the Assistant Honorary Secretary.

'Honorary Secretary's Notice Board' or **'Notice Board'** means any facility either within the Union or external to the Union which has the purpose of informing Members.

'Hybrid Meeting' means any meetings of the Board of Management or its Committees or subcommittees at which some participants are attending the meeting in person and others are attending virtually.

'Non-Student Board Members' means any position on the Board of Management which does not require registration as a student at University of Glasgow.

'Member' means any person holding any class of membership as defined in Article III.

'Premises' or **'Union premises'** means the subjects delineated in red on the plan annexed to this Constitution at Annex 1.

'Resignation' means a Board Member's decision to, during their term, forfeit their position on the Board of Management.

'Trustees' or **'Trustees Committee'** means the President, the Honorary Secretary, the Assistant Honorary Secretary, the two Vice-Presidents and the Honorary Treasurer.

'Undergraduate Academic Degree Curriculum' means any course where a bachelor's degree, or a master's degree as a first degree, is awarded to students upon successful completion of a course of study.

'The University' means the University of Glasgow.

'University Holiday' means any day on which the University of Glasgow is closed for teaching.

'Virtual Meeting' means any meetings of the Board of Management or its Committees or subcommittees, where arrangements have been made in advance to allow participants to attend the meeting by means of conference telephone, video link or similar means of electronic communication at which all participants can be heard and can hear each other without the need for them to be physically present at the same location. A person participating in a meeting by such means shall be deemed to be attending virtually.

Article I - Name and Authority

1. The name of the organisation is GLASGOW UNIVERSITY UNION (“the Union”), a registered Scottish charity [SC003808], and is a Private Members’ Club providing facilities and services for those persons holding Membership in terms of Article III hereof.
2. At all times, the Union is an autonomous body with ultimate sovereignty vested in the Members in General Meeting.

Article II - Objects

1. The objects of the Union, for the public benefit, are:
 - a. to provide recreational facilities and recreational activities for students at the University of Glasgow, and to provide a centre to which University Clubs and Societies may affiliate to;
 - b. to promote the advancement of education amongst students at the University of Glasgow, and to raise awareness of the welfare and support services available to students at the University of Glasgow;
 - c. to promote citizenship and community development amongst students at the University of Glasgow through involvement in the management of the Union and participation in Debating as vital components of citizenship;
 - d. to advance heritage, culture, science, sport and the arts amongst the students at the University of Glasgow through promoting an understanding of international cultures, promoting integration of international students into University life, promoting and supporting affiliated clubs and societies and providing a place of study, social intercourse and activity.

Article III - Membership

1. The categories of Membership are “Ordinary Membership”, “Life Membership”, “Associate Membership”, “Temporary Membership”, “Reciprocal Membership” and “Honorary Membership” and, except in the case of Honorary Membership, are mutually exclusive.
2. Ordinary Membership of the Union is open to:
 - a. All students registered on an Academic Degree Curriculum at the University of Glasgow.
 - b. All former students of the University.

- c. Members of the University Court, the Senate, and the teaching staff.
 - d. Former students of other Universities, subject to the discretion of the Board of Management and subject to such additional conditions as may be imposed by the Board of Management.
3. Ordinary Membership of the Union shall continue until the end of the Membership Year.
4. Life Membership of the Union is open to any person who:
 - a. is not a registered student at any university or college registered on an Undergraduate Academic Degree Curriculum, save in the case of any person who has been President of the Union; and
 - b. has been an Ordinary Member of the Union for a minimum period of one year.
5. Life Membership of the Union is awarded only at the discretion of the Board of Management and upon payment of any membership fees which may be in force at the time, and shall continue for life. The admission of a person as a Life Member by the Board of Management is subject to compliance with all relevant requirements of this Article of the Constitution.
6. Associate Membership of the Union may be awarded at the discretion of the Board of Management to persons whom the Board deem worthy of Membership of the Union but who may not join as an Ordinary Member or Life Members, as herein provided and on such terms and conditions as the Board determines in each individual case or generally from time to time:
 - a. Notwithstanding any other provision in the Constitution or Bye-laws, no Associate Member has the privilege of attending general meetings, of holding office or of voting in an election in the Union.
 - b. No Associate Member may become eligible for Life Membership by virtue solely of having been an Associate Member.
7. Temporary Membership of the Union may be awarded to any person at the discretion of the Board of Management as herein provided and on such terms and conditions as the Board determines from time to time:
 - a. All registered students of the University of Glasgow registered as part of an Academic Degree Curriculum at the University shall be admitted as Temporary Members until such time as they are no longer registered as part of an Academic Degree Curriculum or until such time as they are granted Ordinary Membership.
 - b. Temporary Membership may be granted only for the purposes of attending events and functions within the Union and only for the duration of that event or function.

- c. Notwithstanding any other provision in the Constitution or Bye-laws, no Temporary Member has the privilege of attending general meetings, of holding office or of voting in an election in the Union.
 - d. No Temporary Member may become eligible for Life Membership by virtue solely of having been a Temporary Member.
8. The Board of Management has power to confer reciprocal rights of Membership ("Reciprocal Membership") as herein provided:
 - a. To Members of other Clubs or Institutions approved by the Board of Management, always provided that such other Club or Institution has amongst their objects broadly similar to those of Glasgow University Union.
 - b. Rights of Reciprocal Membership are restricted to use and enjoyment of the facilities of Glasgow University Union and introduction of Visitors thereto at such times and on such occasions as the Board of Management may designate and does not include any other rights of Membership.
 - c. Reciprocal Membership is not conferred on Members of any other Clubs or Institutions unless the Clubs and Institutions of which those persons are Members are recognised and certified in accordance with the Licensing (Scotland) Act 2005 or any amendment, replacement or re-enactment thereof, or any equivalent legislation applicable in any other part of the United Kingdom, and which also fall within the description specified in Section 2(1) of the Licensing (Clubs) (Scotland) Regulations 2007.
 - d. Any application by any person for Ordinary Membership, Life Membership or Associate Membership shall be considered on its merits without taking account of any Reciprocal Membership.
9. The Board of Management has power to admit without payment of fees Honorary Members, who are persons of note and distinction. The admission of any such person to Honorary Membership requires the support of at least three fourths of the Members of the Board of Management present and voting. Honorary Members are entitled to the use of the Union premises but are not eligible to hold office, to vote in elections, or to take part in the business of the Union.
10. The Board of Management has power to impose a maximum number from time to time upon all categories of Membership of the Union, to regulate admissions accordingly including through the setting of Membership fees and other conditions of Membership, and to revoke the Membership of an individual at any time.
11. No person is entitled to rights of Membership prior to enrolment as a Member.
12. Upon enrolment, every Member of the Union shall receive a Ticket of Membership which must be produced on all occasions when requested to do so by a Member of the Board of Management or by any other person exercising authority delegated by the Board of Management. The Board of Management shall determine the form and nature of the Ticket of Membership for each category of Membership.

13. All Members of the Union are bound to obey the Articles of the Constitution and all Bye-Laws in force.
14. Membership of Glasgow University Union and of Queen Margaret Union shall be mutually exclusive.

Article IV - Membership Year

1. The Membership Year is from 1st September to 31st August.
2. Notwithstanding the provisions of Article III, Section 11, between the first and last days of September, inclusive, any Candidate for Membership who has held Ordinary Membership in the preceding Membership Year is accorded the privileges of use of the facilities of the Union and participation in the business of the Union (but not of standing or voting in any election) unless the said privileges be specifically withdrawn by the Board of Management.
3. Notwithstanding any delay in the renewal of Membership or registration, between the first and last days of September, inclusive, any Member of the Board of Management is entitled to continue in office as a Member of the Board of Management.

Article V - Board of Management

1. The Members of the Board of Management shall be elected as provided in Article IX.
2. The Board of Management consists of:
 - a. The Student Board Members who shall be the President, the Honorary Secretary, the Assistant Honorary Secretary, the Convener of the Debates Committee, the Convener of the Games Committee, the Convener of the Libraries Committee, the Convener of the Entertainments Committee, the Convener of the Communications Committee and ten Present Student Members.
 - b. The Non-Student Board Members who shall be two Vice-Presidents, the Honorary Treasurer, and four Former Student Members.
 - c. The President of Glasgow University Sports Association (or, if not a Member of the Union, the Union Member holding the most senior position on the Glasgow University Sports Association Executive), ex officio, and the retiring President of the Union demitting office at the Annual General Meeting, ex officio, being Members of the Union.

3. Members of the Board of Management hold office upon the terms of eligibility defined hereunder:
 - a. All Student Board Members must be registered students of the University of Glasgow and Ordinary Members of the Union as defined by Article III hereof and are Board Members only for so long as they continue to be Members and registered students as therein defined.
 - b. All Non-Student Board Members must be Life Members of the Union as defined by Article III hereof and must not during the term of their office be registered students at any university or college registered on an Academic Degree Curriculum unless three years have passed since the completion of their Undergraduate Academic Degree Curriculum.
 - c. The Vice-Presidents must not have been undergraduate students of the University or any other educational institution within the previous ten years of being elected.
 - d. The Honorary Treasurer must be, and must continue to be during their term of office, a registered professional member of the Institute of Chartered Accountants of Scotland (ICAS); or the Association of Chartered Certified Accountants (ACCA); or the Chartered Institute of Management Accountants (CIMA); or some other such body of similar standing.
 - e. A Former President of the Union (irrespective of the time of or reason for demission of office) is eligible for election only as a Non-Student Board Member.

4. Terms of office for Members of the Board of Management are defined hereunder:
 - a. Each term of office commences at the close of the Annual General Meeting immediately succeeding the Annual Election at which Members of the Board of Management were elected until the close of the Annual General Meeting at the end of the term of office as defined herein.
 - b. The President is elected annually at the Annual Election for a period of one year and is not eligible for re-election save for being elected as a Non-Student Board Member.
 - c. The Honorary Secretary, the Assistant Honorary Secretary, the Convener of the Debates Committee, the Convener of the Games Committee, the Convener of the Libraries Committee, the Convener of the Entertainments Committee and the Convener of the Communications Committee are elected annually at the Annual Election for a period of one year and are eligible for re-election.
 - d. The ten Present Student Members, of whom five retire annually by rotation, are elected for a period of two years and are eligible for re-election.
 - e. The two Vice-Presidents, of whom one retires annually by rotation, are elected for a period of two years at the Annual Election and are eligible for re-election.
 - f. The Honorary Treasurer is elected for a period of two years at the Annual Election and is eligible for re-election.

- g. The four Former Student Members, of whom two retire annually by rotation, are elected for a period of two years at the Annual Election and are eligible for re-election.
 - h. In the event of any Member of the Board of Management having been elected to replace an incumbent who has resigned or has been deemed to have resigned, that Member of the Board of Management shall be elected to hold office only for the balance of the term for which the former incumbent was elected.
5. No person shall hold simultaneously more than one elected position on the Board of Management, but this subsection does not prohibit a Member of the Board of Management from being appointed by the Executive Committee or by the Board of Management to undertake (pro tempore or pending the holding of an election) the duties of another Member who has resigned or who has otherwise demitted office, who is ill or otherwise temporarily unable to carry out their duties, or other specific duties as determined by the Board of Management.
 6. Unless otherwise specified in the communication of resignation, any resignation by a Member of the Board of Management shall be deemed to be effective from the date of such communication or, if undated, from the date of receipt of such communication by the Honorary Secretary.
 7. Any Member of the Board of Management whose tenure of office depends upon being a registered student is required to exhibit to the Assistant Honorary Secretary by 7pm on 30th September evidence of student registration at the University and Ordinary Membership of the Union. Failure to do so shall result in automatic demission of office on 1st October and a By-Election will be held in accordance with the provisions of Article X.
 8. Members of the Board of Management shall comply with any conflict of interest protocol adopted by the Board of Management.
 9. There shall be no sabbatical offices on the Board of Management and no Members of the Board of Management shall receive a salary or wage by virtue of being a Member of the Board of Management except in the case of the Honorary Treasurer who may be awarded an Honorarium which will be decided by the Board of Management from time to time.

Article VI - Powers of the Board of Management

1. Subject to the ultimate sovereignty vested in the Members in General Meeting and except where otherwise provided in this Constitution, the whole business and affairs of the Union, including its assets and undertaking, shall be under the exclusive control and responsibility of the Board of Management who shall have all necessary powers, including the powers herein contained, to issue and alter Bye-Laws for the management and use of the Premises and in regard to all other matters which the Board shall consider expedient including the terms and conditions on which Temporary Members may be admitted.
2. The President, Honorary Secretary and Assistant Honorary Secretary shall constitute the Executive Committee which shall conduct the day to day business of the Union on behalf of the Board of Management and shall be answerable to the Board of Management.
3. The President, Honorary Secretary, Assistant Honorary Secretary, two Vice-Presidents and the Honorary Treasurer shall constitute the Trustees Committee.
4. The Board of Management shall have powers, acting through the Trustees Committee, to exercise the same full and unrestricted powers of dealing with the assets of the Union in all respects as if absolutely entitled thereto beneficially and to have all the powers and protections available to gratuitous Trustees in Scotland whether by statute or at common law, provided always that the dealings are reasonably prudent and designed to attain or facilitate the attainment of (or to fund the attainment or facilitation of the attainment of) the objects of the Union.
5. Specifically and without prejudice to the foregoing generality, in pursuance of the objects set out in Article II, the Board of Management has the following powers through the Trustees Committee:
 - a. To undertake, organise, hold or pursue fundraising activities.
 - b. To purchase, take on lease or hire, or otherwise acquire property or rights which are suitable for the Union's activities.
 - c. To improve, manage, develop or otherwise deal with all or any party of the property and rights of the Union.
 - d. To sell, let hire out or otherwise dispose of all or any party of the property and rights of the Union.
 - e. To borrow money and to give security in support of any such borrowings by the Union.
 - f. To employ such staff as are considered appropriate for the proper conduct of the Union's activities, and to make reasonable provision for the payment of pension and/or other benefits for members of staff, ex-members of staff and their dependants.

- g. To engage such consultants and advisers as are considered appropriate from time to time.
 - h. To pay out of the funds of the Union the cost of any premium in respect of any indemnity insurance to cover the liability of the Trustees and/or Board of Management or any of them which by virtue of any rule of law would otherwise attach to them in respect of any negligence, default, breach of trust or breach of duty which they may be guilty of in relation to the Union provided that no such insurance shall extend to (a) any claim arising from any liability by the Trustees and/or Member of the Board of Management to pay a fine imposed in criminal proceedings or a sum payable to a Regulatory Authority by way of a penalty in respect of non-compliance with any requirement of a regulatory nature (however arising); (b) any liability incurred by the Trustees and/or Member of the Board of Management in defending any criminal proceedings in which the Trustee or Member of the Board of Management are convicted of an offence arising out of any fraud or dishonesty or wilful or reckless misconduct; or (c) any liability incurred by the Trustees and/or Member of the Board of Management to the Union that arises out of any conduct which the Trustee and/or Member of the Board of Management knew (or must reasonably be assumed to have known) was not in the interests of the Union or in the case of which they did not care whether it was in the best interests of the Union or not.
 - i. To invest any funds which are not immediately required for the Union's activities in such investments as may be considered appropriate (and to dispose of, and vary, such investments).
 - j. To liaise with the University of Glasgow, voluntary sector bodies, charities, local authorities, UK or Scottish government departments and agencies, and other bodies, all with a view to furthering the Union's Objects.
 - k. To take such steps as may be deemed appropriate for the purpose of raising funds for the Union's activities.
 - l. To accept grants, donations and legacies of all kinds (and to accept any reasonable conditions attaching to them).
 - m. To do anything which may be incidental or conducive to the furtherance of any of the Union's Objects.
6. The Board of Management will indemnify and reimburse themselves out of the assets of the Union for any expenses or liabilities which they may reasonably incur in relation to the conduct of the affairs of the Union and in the performance or exercise of their duties and powers, but specifically excluding the payment of any salary or wage to any member of the Board of Management in their duties as a Member of the Board of Management.
7. The Board of Management will establish and operate both Current Accounts and Deposit Accounts with Bankers or others provided that cheques or withdrawal instructions drawn on such accounts shall not be signed by fewer than two authorised persons, one of whom shall be a Member of the Executive Committee, provided all such conduct is designed to attain or facilitate the attainment of (or to fund the attainment or facilitation of the attainment of) the objects of the Union.

8. The Members of the Board of Management will not be liable for depreciation in the value of investments made or retained by them nor for any omissions, nor for neglect in management, nor for the insolvency of debtors, nor for the acts, omissions, neglect or defaults of each other or of any Banker, Solicitor, Factor or other Agent employed by them, provided always that they have acted in good faith in a manner intended and designed to attain or facilitate the attainment of (or to fund the attainment or facilitation of the attainment of) the objects of the Union.
9. The Union shall sue by and shall be competently sued in the name of the Trustees (holding Office at the time of the raising of the relevant action) for and on behalf of Glasgow University Union; the Union shall indemnify the said Trustees in respect of all or any determinations or findings of liability for expenses (or any expenses incurred irrespective of any such findings) and said Trustees shall sue and be sued as Trustees without acquiring personal liability.
10. The title to all property (including any land or buildings, the tenant's interest under any lease and (so far as appropriate) any investments) shall be held in the names of the Trustees of the Union (and their successors in office); any person or body in whose name the Union's property is held shall act in accordance with the directions issued from time to time by the Board of Management
11. The Board of Management shall have all necessary powers to adopt any disciplinary policy or procedure it determines appropriate after such enquiry or other procedure as it may think fit with regard to any Member or visitor who, in the opinion of the Board, has been guilty of behaviour in contravention of any rules, any element of any Bye-Laws in force for the time being or who has failed, after due intimation and without making any explanation satisfactory to the Board for such failure, to pay or meet any fine, debt or obligation of whatever nature due by them to the Union (including expenses incurred by the Union).
12. The Board of Management shall have powers to appoint Committees for any special objects as the Board of Management may from time to time decide, to delegate to such Committees the function and powers of the Board of Management relating thereto to any extent as the Board of Management shall decide, and to fix the quorum of such Committees, provided always that terms of reference for such Committees are agreed by the Board of Management.

Article VII - Meetings of the Board of Management

1. The Board of Management shall meet not less than ten times in the period between each Annual General Meeting and at such other times as the business of the Union may require.
2. The quorum for a meeting of the Board of Management is eight, of which two must be Non-Student Board Members and of which the majority must be Student Board Members.
3. The Board of Management shall ensure that minutes are made of all proceedings at Board meetings and meetings of Committees; the Board of Management shall ensure that such minutes are retained in accordance with applicable statutory requirements.
4. The Chair of any meeting of the Board of Management or its Committees shall ensure that any conflict of interest is declared in advance of any topic discussed.
5. No meeting of the Board of Management shall take place without 72 hours notice being given to all Board Members. An agenda must also be circulated to all Board Members at least 24 hours before any meeting.
6. Notwithstanding Section 5 in this article, in instances of an emergency the President of the Union may convene a meeting of the Board of Management at any time, such meetings to comply with all other provisions in this article.
7. Any meetings of the Board of Management or its Committees or subcommittees shall be held in accordance with the Constitution and Standing Orders. This may include provision that such meetings be validly conducted by way of a Virtual Meeting or Hybrid Meeting. A person shall be deemed to be present at any meeting by attending either in person or virtually where suitable arrangements have been made for virtual attendance at that meeting.
8. The President, on behalf of the Board of Management, may invite any third party to attend all or part of any Board meeting as may be required from time to time.

Article VIII - Returning Officer

1. At its first meeting following the Annual General Meeting the Board of Management shall appoint a Returning Officer who shall be responsible for the conduct of all Union elections and who, subject always to the rules of the Constitution, shall be guided by the provisions of the Representation of the People Act 1983 (or any amendment, re-enactment or replacement thereof).

2. The Returning Officer shall not be a Member of the Board of Management nor a Registered Student of the University; an employee of the Union, of the Queen Margaret Union, of the Students' Representative Council, of the Glasgow University Sports Association, or any other student Body.
3. The Powers of the Board of Management to conduct any election shall be exercised solely by the Returning Officer on behalf of the Board of Management and without interference by the Board of Management, except that the Board shall retain a Supervisory Role and may instruct the Returning Officer to seek legal advice, at the Union's expense, on any matter pertaining to a Union Election and require the Returning Officer to accept any such advice.
4. The Returning Officer shall have powers to delay or postpone any election in the event of unforeseen circumstances, such powers to be used with good reason provided to the Honorary Secretary and acknowledging that such powers may lead to delay to the Annual General Meeting.
5. The Board of Management shall draw to the attention of the Returning Officer any matter regarding the conduct of any election, including any matter on which the Returning Officer has already announced a decision, which the Board considers merits further consideration of the Returning Officer but, excepting the powers of the Board to require the Returning Officer to take legal advice, shall not attempt to overturn, or otherwise interfere in, a decision of the Returning Officer.
6. The Board of Management shall have power to dismiss the Returning Officer at any time except during the period between the posting of Notice of any Election and the declaration of the results of that election.
7. In the event of the Returning Officer being unable to supervise any election or any part of any election, the Board of Management shall appoint a Temporary Returning Officer to act in the absence of the Returning Officer, whose appointment shall not run for longer than the period from the posting of Notice of Election to the declaration of results of that Election, but who may be appointed as Temporary Returning Officer on more than one occasion. Any Temporary Returning Officer thus appointed shall fulfil all the conditions of eligibility for appointment as the Returning Officer and shall have all the rights and duties of the Returning Officer including the protection of Article VIII, Section 6 of this Constitution.
8. The Returning Officer shall report to the Board of Management and to the University Court on the conduct, fairness, and result of the Annual Election and of any By-Election.

Article IX - Elections

1. Notwithstanding Article VIII, Section 4, the Annual Election to the Board of Management shall be held in the Union between the hours of 9am and 7pm on the first Thursday in March each year.
2. The Annual Election shall be by secret ballot open to all Ordinary Members and Life Members of the Union.
3. Notice calling the Annual Election shall be posted in the Union seven days before the day on which nominations open and shall contain a list of the Members of the Board of Management retiring or resigning or otherwise demitting office and those eligible for re-election. The positions to be filled, the date of the Poll and the hours of the Poll shall also be stated.
4. Nominations of Candidates to fill any vacancies shall be made in the form required by the Honorary Secretary (The Nomination Form) and shall be addressed and delivered to the Honorary Secretary at the Union between 9am on the Monday ten days before the day of the Annual Election and 5pm on the Thursday first following that Monday. The form must be signed at the appropriate places by the Candidate nominated and by the Proposer and Secunder of the Candidate.
5. The Nomination Form shall be determined by the Board of Management prior to issuing notice of any election.
6. The Candidate must be a person eligible for election as herein provided and the Candidate, the Proposer and the Secunder must be Ordinary or Life Members of the Union at the time when nominations close.
7. No person shall accept or maintain nomination for more than one vacancy in the same election under penalty of being deemed ineligible to stand for election for any position in that election; a person shall be deemed to have accepted nomination for any vacancy when a Nomination Form, duly signed by the Candidate, has been delivered to the Honorary Secretary or any person acting on their behalf.
8. The names of the Candidate so nominated shall be posted on the Honorary Secretary's Notice Board and made available to the membership as soon as is practicable after the nomination has been received by the Honorary Secretary.
9. Any Candidate wishing to withdraw their acceptance of nomination for election must communicate this to the Honorary Secretary by or before twelve noon on the day preceding the election.

10. Before the close of Nominations, each Candidate for election may lodge a Manifesto in a form determined by the Board of Management prior to issuing Notice of any election.
11. No Member of the Board of Management may accept nomination for any vacancy to be filled at an Annual Election unless their term of office is due to expire at the Annual General Meeting immediately following such Annual Election; or by resignation, intimated and effective before the close of nominations for the Annual Election.
12. In the event of resignation as aforesaid being specifically stated in the intimation of resignation to be for the purpose of seeking election at the Annual Election, the resigning Member of the Board of Management may be permitted to carry out the duties and enjoy the privileges and authority of a Member of the Board of Management until the result of the Annual Election has been declared at the proceeding Annual General Meeting.

Article X - By-Elections

1. Notwithstanding Article VIII, Section 4, in the event of any Member of the Board of Management resigning or otherwise demitting office in the course of their tenure of office, their successor shall be elected in a manner hereinafter provided by a By-Election convened on a Thursday within 28 days of such resignation or demission of office except where said resignation or demission of office takes place within 28 days preceding the Annual General Meeting.
2. In the event of such resignation or demission of office taking place within 28 days but more than 18 days before the Annual General Meeting, the election of the successor shall be included in the Annual Election and shall be organised in accordance with all rules relating thereto.
3. In the event of such resignation or demission of office taking place within 18 days before the Annual General Meeting, the election of a successor shall take place at a By-Election convened within the 28 days immediately following the Annual General Meeting.
4. No By-Election shall be held on a day that is a University Holiday. Should any By-Election be scheduled to be held on a University Holiday, it shall be held on the Thursday immediately following said University Holiday.
5. Any By-Election shall be by secret ballot open to all Ordinary Members and Life Members of the Union.

6. Notice calling a By-Election shall be posted in the Union on the Monday 17 days before the date of such By-Election, and shall contain a list of the Members of the Board of Management resigning or otherwise demitting office, the positions to be filled, the date of the Poll and the hours of the Poll.
7. Nominations of Candidates to fill any vacancies at a By-Election shall be made in the form required by the Honorary Secretary (The Nomination Form) and shall be addressed and delivered to the Honorary Secretary at the Union between 9am on the Monday ten days before the day of the By-Election and 5pm on the Thursday first following that Monday. The form must be signed at the appropriate places by the Candidate nominated and by the Proposer and Secunder of the Candidate.
8. The Nomination Form shall be determined by the Board of Management prior to issuing notice of any By-Election.
9. Where it is known at the date of posting of the Notice of By-Election that another By-Election will require to be held within seven days of such By-Election, the Board of Management may (but only with the agreement of the Returning Officer) delay the holding of the first By-Election to allow both By-Elections to be held concurrently; no By-Election may be thus postponed more than once.
10. In the event of a By-Election being required in any academic year, no Notice of Election shall be posted before 9am on the Monday immediately following 1st October of that academic year.
11. No Member of the Board of Management may accept nomination for any vacancy to be filled at a By-Election without first having resigned from the post already held on the Board of Management and such resignation must take effect before the close of nominations for that By-Election.
12. In the event of resignation as aforesaid being specifically stated in the intimation of resignation to be for the purpose of seeking Election at a By-Election, the resigning Member of the Board of Management may be permitted to carry out the duties and enjoy the privileges and authority of a Member of the Board of Management until the result of the By-Election has been declared or, should the resigning Member of the Board of Management not be validly nominated for election notwithstanding the terms of the intimation of resignation, until the close of nominations for the By-Election.

Article XI - Electoral System

1. The Members of the Board of Management shall be elected (whether at an Annual Election or at a By-Election) in the manner hereinafter provided.
2. Only Ordinary Members and Life Members have the right to cast a vote in Union elections.
3. In the event of there being more nominations than vacancies for any position on the Board of Management, the method of voting shall be by the single transferable vote system as follows:
 - a. Under the supervision of the Returning Officer, the Honorary Secretary shall arrange, keep secure and, on the day of the election, make available the ballots.
 - b. Ballots shall be issued to Ordinary Members and Life Members desiring to vote on production of a valid Ticket of Membership.
 - c. A Voter shall place the figure 1 on their ballot opposite the name of the Candidate who is their first choice, and may, in addition, place on their ballot the figure 2, or the figures 2, 3, 4, 5, or such a number as shall correspond with the number of Candidates duly nominated, in the order of their preferences opposite the names of the Candidates whom they would prefer should their first or any later choice be excluded from the count.
 - d. The Returning Officer shall have absolute unchallengeable discretion in determining whether or not any mark other than a figure as aforesaid shall render a ballot void, non transferable, or shall indicate a clearly expressed preference which the Returning Officer may deem to be a vote in favour of a particular Candidate.
 - e. The quota of votes required by any Candidate for election out of the total number of votes cast shall be calculated according to the formula:

$$\frac{\textit{Total votes cast in favour of all candidates}}{\textit{Number of vacancies} + 1} + 1$$

- f. When calculating the total valid votes cast in favour of all Candidates, the cumulative number of spoiled or non-transferable ballots shall be deducted from the total number of ballots.
- g. Until any Candidate obtains a quota, the Returning Officer shall exclude from the count the Candidate with the smallest number of first votes, and shall then examine the ballots bearing the votes in favour of the excluded Candidate, and shall transfer to other Candidates any votes given on these ballots whereon their names are marked as next in preference (after excluding from consideration higher preferences in favour of Candidates already excluded or elected); they shall in each case add as first votes the votes transferred to the total of the votes of the Candidates to whom the transfer is made.

- h. Until such Candidate obtains a quota as described above, the Returning Officer shall, in the manner as aforesaid, exclude from the count the Candidates not previously excluded one after another, the Candidate with the smallest number of votes being always first excluded.
- i. In the event of two or more Candidates gaining the same number of votes in circumstances in which the Returning Officer must declare one or more of them elected or must exclude one or more of them from the count, the Returning Officer shall resolve the tie by applying the earliest-mentioned of the following options that would resolve the tie:

 - i. The Returning Officer shall give precedence to the Candidate who attained the highest number of first preference votes in the first count.
 - ii. The Returning Officer shall give preference to the Candidate who had attained the highest number of votes immediately before commencement of the current count.
 - iii. The Returning Officer shall examine the first count ballots in favour of the tied Candidates and, solely for the purpose of resolving the tie, shall treat them as if they were the only votes cast in the election and as if the tied Candidates were the only remaining Candidates in the election and, by transferring votes according to second or subsequent preference in accordance with the rules set down in this Constitution, shall determine which of the tied Candidates should be declared elected or excluded; having concluded this election within an election, they shall then restore to each Candidate involved the votes that had been cast in their favour immediately before the conduct of the election within an election and shall then proceed with the remainder of the election.
 - iv. The Returning Officer shall examine the first count ballots in favour of all Candidates and, solely for the purpose of resolving the tie, shall treat them as if the tied Candidates were the only remaining Candidates in the election and, by transferring votes according to second or subsequent preference in accordance with the rules set down in this Constitution, shall determine which of the tied Candidates should be declared elected or excluded; having concluded this election within an election, they shall then restore to each Candidate involved in the votes that had been cast in their favour immediately before the conduct of the election within an election and shall then proceed with the remainder of the election.
 - v. In the event of none of the foregoing steps resolving the tie, the Returning Officer shall toss a coin to break the tie, and shall have power to allow Candidates or their representatives to call “heads or tails” or them to allocate “heads or tails” to Candidates, provided that said allocation shall be made before the toss of the coin.

- j. Should there be a tie between Candidates either in the final count, for one vacancy, or at the bottom of a count precedence will be given to the Candidate with the greater number of votes in the first count; should there be a tie between Candidates at the bottom of the first count, eligibility for a further count shall be decided by an examination of the ballots of the other Candidates higher on the list, and the Candidate with the smallest number of votes on these ballots as given to them as next in order of preference shall be excluded.
4. In the event of the valid nominations for any position on the Board of Management being equal to or less than the number of vacancies the Returning Officer shall declare that the Candidates so nominated have been duly elected.
5. In the case of an Annual Election, the Declaration that the Candidates so nominated have been duly elected shall become effective at the close of the Annual General Meeting immediately following said Annual Election; in the event of a By-Election, the declaration that the Candidates so nominated have been duly elected shall become effective immediately after said declaration.
6. No persons other than the Returning Officer and those appointed by the Returning Officer shall be allowed within the place of voting and place of counting of votes except for the express purpose of voting.
7. Without prejudice to the terms of Article VIII hereof, the decisions of the Returning Officer shall be final.

Article XII - Standing Committees

1. The Board of Management shall meet within 30 days of the Annual General Meeting of the Union and shall elect the following Standing Committees:
 - a. A House Committee, which shall consist of the current Student Board Members along with such Non-Student Board Members as the Board of Management shall elect thereto.
 - b. A Debates Committee, which shall consist of the Convener of the Debates Committee and a minimum of four others as deemed necessary by the Board of Management, of whom one shall be the President of the Dialectic Society (or if not a Member of the Union, the Union Member holding the most senior position on the Dialectic Society Executive) and all of whom shall be Members of the Union.
 - c. A Games Committee, which shall consist of the Convener of the Games Committee and a minimum of four others as deemed necessary by the Board of Management, all of whom shall be Members of the Union.

- d. A Libraries Committee, which shall consist of the Convener of the Libraries Committee and a minimum of four others as deemed necessary by the Board of Management, all of whom shall be Members of the Union.
 - e. An Entertainments Committee, which shall consist of the Convener of the Entertainments Committee and a minimum of four others as deemed necessary by the Board of Management, all of whom shall be Members of the Union.
 - f. A Communications Committee, which shall consist of the Convener of the Communications Committee and a minimum of four others as deemed necessary by the Board of Management, all of whom shall be Members of the Union.
2. In the event of a vacancy occurring by resignation or otherwise on the Debates Committee, Games Committee, Libraries Committee, Entertainments Committee or Communications Committee, the Board of Management shall appoint a Member of the Union to fill any such vacancy.
 3. The functions of the House Committee shall be generally to supervise the running of the Union, to consider suggestions for improvements relative thereto, and to report with recommendations to the Board of Management.
 4. The functions of the Debates Committee shall be to arrange Debates, Addresses and other similar functions under the auspices of the Union; and to submit to the Board of Management from time to time recommendations for events or other activities which the Committee considers would be in the interests of the Union or result in better or wider service to the Members.
 5. The functions of the Games Committee shall be to arrange Games events, superintend the use and maintenance of the Billiard Room and any other Rooms in which games are carried out and to submit to the Board of Management from time to time recommendations for events or other activities which the Committee considers would be in the interests of the Union or result in better or wider service to the Members.
 6. The functions of the Libraries Committee shall be to oversee the production of the Union's publications, superintend the use and maintenance of the Libraries and to ensure the safe custody of the books, magazines and other items kept therein, and to submit to the Board of Management from time to time recommendations for events or other activities which the Committee considers would be in the interests of the Union or result in better or wider service to the Members.
 7. The functions of the Entertainments Committee shall be the running of the Union entertainments as determined by the Board of Management and to submit to the Board of Management from time to time recommendations for events or other activities which the Committee considers would be in the interests of the Union or result in better or wider service to the Members.

8. The functions of the Communications Committee shall be to keep our members up to date with the activities and events of the Union and advertise the Union to the wider student population. They shall maintain the Union website and social media sites and respond to inquiries. They shall also maintain the building with communication material. In addition, the Committee shall ensure that a sufficient standard of communication is upheld.
9. The President, the Honorary Secretary, and the Assistant Honorary Secretary shall be ex officio Members of all standing Committees and Subcommittees.
10. The quorum of the House, Debates, Games, Libraries, Entertainments and Communications Committees shall be 50% of the Members of each Committee plus one, save that no account shall be taken of ex officio Members in calculating the quorum, always provided that any absent ex officio Member has received reasonable notice of the Meeting.

Article XIII - Accounts, Minutes and Copies of the Constitution

1. Correct Accounts and Books shall be kept showing the whole financial affairs and intromissions of the Union and shall be duly audited each year by Chartered Accountants or a Chartered Accountant; the Chartered Accountants or Accountant performing said audit shall not include any Member of any Professional Firm of which the Honorary Treasurer is also a Member. The Auditors for the forthcoming year shall be appointed at the Annual General Meeting.
2. Each year, a Financial Statement shall be presented to the Annual General Meeting; said Financial Statement shall contain a report of the affairs of the Union including the Audited Annual Accounts for the financial year (which shall be from 1st July, to 30th June) and Interim Accounts to 31st December.
3. The Audited Annual Accounts shall be displayed on the Honorary Secretary's Notice Board for at least seven consecutive days during each of the months of October and March and the Interim Accounts to 31st December shall be so displayed for at least seven consecutive days during the month of March.
4. The Constitution, any Bye-Laws currently in force and the latest annual accounts and auditors report shall be available for Members at any reasonable time.
5. The Minutes of all meetings of the Board of Management and of the House Committee (except insofar as such Minutes relate to Staff or other confidential business) shall be published within seven clear days of ratification thereof and shall be displayed for a minimum period of 14 days. In addition, any Member of the Union shall be entitled, on due and reasonable request having been made by them to the Honorary Secretary, to exhibition in the Executive Office of such Minutes.

Article XIV - Trustees

1. The Trustees Committee shall take effect from the closure of the General Meeting at which the appointment is declared and shall endure until recall by the Members in General Meeting, until the appointment by the Members of replacement Trustees, or until death or resignation of any Trustee or Trustees.
2. For the purposes of this Article of the Constitution, the Constitution shall be a Trust Document with the Trustors being the Members of the Union and the Trust Purposes being the Objects of the Union as defined in Article II of the Constitution.
3. The whole property, both heritable and moveable, now belonging to or which may hereafter be acquired by the Union (except any property and funds held by the Glasgow University Court in trust for the Union) shall be held by and shall vest in the Trustees Committee as Trustees for the Union, the majority of the Trustees present and future, surviving and acting at the time, being always a quorum.
4. The Trustees Committee shall deal with the property of the Union as directed by the Board of Management and shall be indemnified against risk and expense out of said property.
5. The Trustees Committee shall have all the usual powers of gratuitous Trustees and shall have power to appoint anyone of their own number or any other proper person to be Factor, Accountant, or Law Agent in connection with property vested or to be invested in them under this rule and to pay them the usual remuneration for services rendered and shall have power to acquire by purchase, gift or succession, heritable or real property and to hold same.
6. The property of the Union shall vest in the Trustees Committee immediately after the close of the General Meeting appointing them as Trustees.

Article XV - General Meetings

1. A General Meeting of the Union, of which seven clear days Notice shall be given, shall be held annually on the first Monday following the Annual Election (or, should this be a University Holiday, on the first Term day thereafter) for following purposes:
 - a. the approval of the Minutes of the last General Meeting and any intervening special General Meetings;
 - b. the submission and consideration of the Report of the Board of Management;
 - c. the submission and consideration of the Reports of the Debates, Games, Libraries, Entertainments and Communications Committees;
 - d. the consideration of the Annual Financial statement and Auditors' Report, consideration of the Interim Accounts and the Report of the Honorary Treasurer;

- e. the declaration of the results of the Annual Election;
 - f. the appointment of the Auditor;
 - g. the appointment of the Trustees Committee;
 - h. any proposed changes in the Constitution;
 - i. for the transaction of any other business, intimation of which and the precise terms of any Motion in respect thereof must have been lodged with the Honorary Secretary at least seven clear days before the Meeting. The Honorary Secretary shall be obliged to advertise on their notice board any other business which is intended to be transacted at any such meeting together with the proposer and seconder thereof; and
 - j. for the transaction of any other business raised at the instance of the Board of Management which shall be exempt from the requirement that intimation thereof be lodged with the Honorary Secretary, but not exempt from the requirements of advertisement and specification of the precise terms of any Motion on their notice board at least seven clear days before the Meeting together with the proposer thereof.
2. The precise terms of any Motion for consideration at a General Meeting of the Union shall have been signed by at least 20 Members of the Union who shall have exhibited their signatures and Ordinary or Life Membership Numbers to the Motion, except in the case of a Motion by the Board of Management.
 3. The Board of Management shall be empowered on its own initiative or on a requisition signed by at least 20 Members of the Union to call at any time a Special General Meeting of the Union for the discharge of any competent business; the specific wording of any motion for consideration at the Special General Meeting shall be reduced to writing and advertised in the notice of the Special General Meeting; the notice calling such Meeting shall be posted within the Union premises not less than seven clear days before the date of said Meeting, with a specification of the business to be transacted thereat, and no other business shall be transacted except that which is specified by said Notice. A Special General Meeting of the Union convened upon such a requisition shall be held within 14 clear days of the presentation of the requisition. No account shall be taken of days which are University Holidays in computation of any period specified in this section.
 4. No General Meeting shall be held on a University Holiday or within seven days of the beginning of any Term.
 5. Any General Meeting of the Union shall be chaired by the President, whom failing the Honorary Secretary, whom failing the Assistant Honorary Secretary; the Chair shall be responsible for ensuring that the Meeting is run in accordance with the terms of the Constitution and Bye-laws of the Union; at any General Meeting the Chair shall be solely responsible for the interpretation of the Constitution and Bye-Laws of the Union.

Article XVI - Affiliation

1. The Board of Management shall have power on application from any of the University societies to affiliate such societies to the Union, on the following conditions:
 - a. No Society which is not affiliated to the Union shall meet in the Union except as herein provided.
 - b. Applications for Affiliation shall be lodged with the Assistant Honorary Secretary and shall be considered by the Board of Management at the next meeting thereof.
 - c. The term of Affiliation shall be from the date Affiliation is granted until the last day of the September following, or until disaffiliated by the Board of Management.
 - d. Any Society applying for Affiliation shall submit, to the Board of Management, any documents which the Assistant Honorary Secretary may reasonably deem necessary; the Board of Management shall not grant Affiliation to the Union prior to the receipt of the documents.
 - e. A society shall be eligible for Affiliation to the Glasgow University Union if at least one of its Members holds either Ordinary or Life Membership of the Union.
2. The Board of Management shall have power to grant the hire of Rooms within the Union to University Societies or to individual Members on application on such terms and conditions as the Board of Management shall deem appropriate, but only upon receipt from any such applicant confirmation of the purpose for which any room or rooms is to be hired.
3. The Board of Management may, at its absolute discretion, allow use of rooms within the Union by organisations or persons who are not University Societies or individual members on being satisfied that to do so would be in the interests of the Union and of its Members; in such circumstances, the booking shall be in the name of the Board of Management or of the Executive Committee, and the purpose of the use and the identity of the user shall be minuted; such bookings may be granted provisionally by the House Committee or by the Executive Committee pending approval by the Board of Management.
4. In consideration of the position and history of the Dialectic Society and its relationship to the Union, it shall be the privilege of the President of the Dialectic Society, (or, if not a Member of the Union, the Union Member holding the most senior position on the Dialectic Society Executive) when it shall be affiliated, to preside at one of the Union Debates annually.

Article XVII - Visitors

1. Ordinary Members, Life Members and Reciprocal Members may introduce a maximum of three Visitors at any one time to the Union subject to the power of the Board of Management to restrict the number of Visitors admitted to any part of the Premises.
2. The Board of Management shall have the power to refuse admission to and remove from Union Premises any Visitor whom the Board (in its absolute discretion) deems undesirable as a Visitor to the Union.
3. A Visitors' Book shall be kept in a prominent place in the union and any Member introducing a Visitor shall enter therein their own name and the name and address of the Visitor, such book will be kept and which shall show the date of each visit.
4. Members shall be responsible for the conduct of Visitors introduced by them while such Visitors are within the Union and on their entering and leaving the Union. Any Member introducing to the Union a Visitor may be subject to the Union's Disciplinary procedures in respect of that Visitor's conduct.

Article XVIII - Sales of Alcohol

1. In accordance with Section 2(2)(c) of the Licensing (Clubs) (Scotland) Regulations 2007 (or any amendment, re-enactment, or replacement thereof) no Member of the Board of Management, and no employee of the Union shall have any personal interest in the sale of alcohol therein or in the profits arising from such sale.
2. In accordance with Section 2(2)(d) of the Licensing (Clubs) (Scotland) Regulations 2007 (or any amendment, re-enactment, or replacement thereof), and any other applicable legislation and at all time in accordance with the Union's alcohol sales licence, alcohol may be sold only to:
 - a. Members of the Union;
 - b. Visitors (subject to Article XVIII, Section 3 herein);
 - c. Those persons holding a Reciprocal Membership in terms of Article III, Section 8 hereof.
3. Always subject to Article XVIII, Section 4 and 5 of the Constitution, no Visitor shall be supplied with alcohol in the Union premises unless on the invitation of or in the company of a Member, and the Member shall, upon the admission of such Visitor to the Union premises, enter their own name and the name and address of the Visitor in a Visitors' Book which will be kept for that purpose and which shall show the date of each visit.

4. Alcohol may only be sold or supplied for consumption outwith the Union premises in accordance with the Union's alcohol sales licence and any applicable legislation. The Board of Management may issue guidance in respect of this clause from time to time.
5. Alcohol may only be sold or supplied for consumption within the Union premises at such time and in such places as are in accordance with the Union's alcohol sales licence and any applicable legislation. The Board of Management may issue guidance in respect of this clause from time to time.
6. The Board of Management shall ensure that at all times the Union is registered as a Club in terms of the Licensing Act 2003 (Premises licences and club premises certificates) Regulations 2005 (or any amendment, re-enactment or replacement thereof) and any other applicable legislation which may in force from time to time.
7. Members and Visitors may only bring alcohol onto or into the Premises where:
 - a. the Member or Visitor in question is attending the Premises in respect of an event, function or other collective meeting being held in or on the Premises, for which the Union has given its prior express authorisation;
 - b. in the sole opinion of the Union, the alcohol being brought onto or into the Premises by the Member or Visitor in question is not of an excessive volume or amount;
 - c. the Member or Visitor in question pays to the Union a fee in respect of each container of alcohol being presented at the Premises (such fee to be set by the Union, and which may be varied at its sole discretion from time to time). In the context of this Section (7), the Union shall be entitled to eject from the Premises (i) any Member or Visitor whom it discovers has not paid the fee referred to in Section 7, Subsection (c), and (ii) any Member or Visitor whom it reasonably believes has engaged, or intends to engage, in the sale of alcohol to other Members or Visitors in or on the Premises; and
 - d. doing so is in accordance with the Union's alcohol sales licence.

Article XIX - Alterations to the Constitution

1. The Constitution or any part thereof shall competently be amended only if:
 - a. The alteration shall have been considered at the Annual General Meeting of the Union or at a Special General Meeting of the Union called under Article XV, Section 1.
 - b. The precise terms of the Motion to alter the Constitution or any part thereof shall have been given to the Honorary Secretary and shall have been posted in a prominent place within the Union premises not less than seven clear days before the said Annual General Meeting or Special General Meeting.

- c. The precise terms of the Motion to alter the Constitution or any part thereof shall have been signed by at least 20 Members of the Union who shall have adhibited their signatures and Ordinary or Life Membership Numbers to the Motion, except in the case of a Motion by the Board of Management, which shall be declared to be a Motion by the Board of Management.
 - d. Copies of the precise Motion shall have been provided for Members at the Annual General Meeting or Special General Meeting in question.
 - e. The Motion to alter the Constitution or any part thereof shall have attained a majority of at least two thirds of the Members voting.
 - f. The alteration shall allow the Constitution to remain in conformity and compliance with the terms of the Licensing (Scotland) Act 1976 and any amendment or re-enactment thereof or any amendment made to the Licensing Law of Scotland.
2. Any amendment to the Constitution or any part thereof in terms of the preceding section shall become effective only upon receipt of the approval of the University Court, and, where required, the Office of the Scottish Charity Regulator, and shall be considered by the University Court within the period of three calendar months from the date of receipt by the University Court from the Board of Management of intimation of the proposed amendment. After expiry of the said three calendar months, the University Court shall be deemed to have approved the amendment unless the University Court shall have intimated the contrary.
 3. All proposed changes to the Constitution or any part thereof shall be intimated by the Honorary Secretary, to the Secretary of the University Court and to the Office of the Scottish Charity Regulator within seven calendar days of the Annual General Meeting or Special General Meeting which approved the proposed alteration to the Constitution.

Article XX - Inclusivity, Diversity and Bye-Laws

1. The Board of Management shall frame and promulgate Bye-Laws for the day to day regulation of Union activities within the framework of the Constitution. All Bye-Laws issued by the Board of Management and all alterations to existing Bye-Laws proposed by the Board of Management shall be posted in a prominent place for a period of not less than seven clear days before they may come into operation. Any Bye-laws may be revoked by vote in General Meeting.
2. Discrimination shall be prejudiced where it is unfairly based on age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation or any other such grounds decided by the Board of Management from time to time.

3. The Board of Management shall work to prevent discrimination and harassment affecting staff, Members or Visitors within Glasgow University Union and shall frame and promulgate policies and procedures to this effect.
4. The Board of Management shall strive to ensure that Union governance is representative of the membership as a whole and shall promote equality of opportunity in all aspects of the Union.

Annex 1 - The Glasgow University Union premises



University of Glasgow

Court: 20 April 2022

Report of the meeting of the Student Experience Committee held on 8 March 2022

Dr David Duncan and Ms Ella McCabe, Co-Conveners

1. Student Experience Strategy - draft report

The strategy had been drafted by a working group comprising David Duncan, Ella McCabe, Robert Partridge, Jess Woodcock, Ian Campbell, Robert Garnish and Susan Ashworth. The strategy was designed to sit alongside the L&T strategy and had had input from the VP Learning & Teaching. The strategy outlined the underpinning principles of the student experience and grouped activities under the three pillars of opportunity, wellbeing and inclusion. Enablers of partnerships, safe flexible space and sustainability were identified. Suggestions and comments on this draft were invited. There would be a wider consultation before the strategy was presented to Court. An action plan would follow on from the strategy, and it was noted that with such a wide range of activities involving the student experience, it would be necessary to bring together many initiatives that were proposed or already underway. The aim was to provide clear accountability for delivery of the strategy together with measures for success.

It was noted that the strategy was ambitious and that successful delivery of it would require substantial resources to be made available.

A consultation plan was being drawn up which would include EdPSC, LTC, Senate and student councils. It was agreed that EDSC should be included in the consultation plan. RPSC or the PGR Executive Committee should also be consulted to cover research student interests.

SEC were requested to feedback any further thoughts on the strategy document, its title and the proposed consultation.

2. Glasgow University Sports Association (GUSA) - Update from Jess Woodcock, GUSA President

Jess Woodcock reported on a successful year for GUSA with record numbers of both general members and membership through clubs. GUSA had over a hundred volunteers and, in addition, had launched their peer support programme. However the availability of space and funding placed limitations on GUSA activities. Maintaining a high level of participation in sport was expensive due to costs including those of hire of kit and facilities, competitions, transport, and insurance.

The strategy for sport complements the student experience strategy. One of the challenges faced was to generate interest from a larger and more diverse community. GUSA were seeking to find the right balance between recreational and performance sports. A new sabbatical post had recently been introduced and that role would provide additional focus for recreational sport.

The capacity of existing facilities meant that numbers had had to be capped. More flexible use of several buildings was being considered so that additional space could be made

available, particularly in the evenings when demand peaked. GUSA had used Glasgow Life facilities, but it was considered better to provide space on campus particularly from a safety perspective.

3. General items from Student Bodies

Fuad Kehinde reported that GUU elections had recently taken place and the new team appointed. The debating teams had been extremely successful in national competitions. GUU had introduced an incident management procedure, which could be shared with the other student bodies.

Susanna Varli reported that the QMU had also recently held their elections and that their AGM was coming up where changes to the QMU constitution would be considered. She expressed concern about the handover process to the new board and thought that training including on how to deal with gender-based violence (GBV) should be introduced. It was emphasised that all reports of GBV should be referred on to Senate conduct or, on occasions when necessary, to the police. It was agreed that more training should be available for all the board members across the student bodies. The Let's Talk Online GBV training module had been redeveloped and could be useful for all student officers. It was noted that Effective Bystander Intervention training was online and could be accessed at <https://www.gla.ac.uk/myglasgow/humanresources/equalitydiversity/training/e-learning/#theeffectivebystander>

Ella McCabe reported that the SRC LGBTQ+ history month had recently been held with a good number of events having taken place. RAG week had also been successful, and the Ukraine donation drive had been set up.

4. Disability Review Implementation Group Report

Jane Weir reported that difficulties in recruiting new staff to the Disability Service were now resolved but that the focus in the first semester had necessarily been on supporting the growing numbers of students. This had resulted in project work being largely put on hold. The progress group would be reconvening to take matters forward, and a customer relationship management system (CRM) was being developed.

5. Student Support Officers

The Student Support Officer roles (SSOs) had been introduced as part of the framework for student wellbeing. Seventeen SSOs had been appointed and were organised in teams located close to students within Schools and Colleges. The SSOs were working in partnership with advisers and would receive functional leadership from the Director of Student Support and Wellbeing. The SSO network was still bedding in and the set up varied to some extent from College to College. An implementation group including student, college and adviser representation had been set up to keep an oversight of progress. The group met fortnightly and would monitor developments and evaluate the first year of activity.

Court Context Card 20 April 2022 - Report from Estates Committee	
Speaker	Mr Ronnie Mercer
Speaker role	Estates Committee Convener
Paper Description	Report from Estates Committee (15 May 2022)
Topic last discussed at Court	Last report to Court was 16 February 2022
Topic discussed at Committee	Various
Court members present	Mr R Mercer (Convener), Mrs L Hanna, Dr B Wood, Miss E McCabe, Mr C Kennedy, Professor K McCue
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	Various
Timing	Short, Medium and Long Term
Red-Amber-Green Rating	Not Applicable
Paper Type	Information
Paper Summary	Minutes
Topics to be discussed	
Action from Court	
Recommendation to Court	Approval of Investment report EC/2021/30 9b Southern Gateway in the sum of £10.55M EC/2021/30 9c Hillhead Street/Great George Street in the sum of £4.5M EC/2021/30 9d Skabara Laboratory in the sum of £3.206M
Relevant Strategic Plan workstream	People, Place and Purpose
Most relevant Primary KPI it will help the university to achieve	All
Most relevant Secondary KPI it will help the university to achieve	Effective use of the Estate
Risk register - university level	Risk 9 Estates: Failure to define and implement a coherent, holistic campus development programme which is transformational and offers value for money
Demographics	
% of University	100% staff and students
Campus	Entire University Estate (all campuses)
External bodies	Glasgow City Council; external contractors
Conflict areas	Not Applicable
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	Building and Planning legislation
Equality Impact Assessment	On a building by building basis/by CapEx, where applicable
Suggested next steps	
Any other observations	

UNIVERSITY of GLASGOW
Estates Committee
Minute of meeting held in Melville Room on Tuesday 15 March 2022

Present: Mr R Mercer (Convenor), The Principal, Dr D Duncan, Mr I Campbell, Mr G Caldow, Mrs L Hanna, Mr C Kennedy, Professor K McCue, Mr A Seabourne, Dr B Wood

In Attendance: Mr P Haggarty, Mr B Morton, Mrs K Y Biggins (Clerk)

EC/2021/34 Apologies

The Convenor noted apologies were received from Mr D Smith, Miss E McCabe, Ms N Cameron and Mr D Hall and welcomed all.

EC/2021/35 Declaration of Interests

The Convenor noted there were no declaration of interests.

EC/2021/36 Minute of the meeting held on 26 October 2021

The Committee approved the minute.

EC/2021/37(a) Action Tracker

Action 8 Implementation of recommendations identified in Major Projects Contracts Review.

Item 8 on the agenda refers. Ongoing.

Action 10 Skills matrix to be updated for future lay members. This will be shared with appropriate parties when available. Ongoing.

Action 12 Recommendation relating to 3% additional quantified risk to be provided to Director of Finance and Committee. The Executive Director of Finance would prefer to have the 3% allowance remain in place. Closed.

Action 13 Facilities Services Review draft balance score card to be brought to January 2022 meeting for review. This will be brought to the next meeting. Ongoing

Action 16 Sample of records of Leadership Inspections and actions identified to be shared with Committee.

A sample of recent inspections and actions arising is incorporated with the Safety and Compliance report. Closed.

Action 17 Consideration to be given to carrying out a Post Occupancy Review of JMS at an appropriate time. Ongoing.

EC/2021/38 Executive Director of Estates Report

The Executive Director of Estates presented the report.

The Second stage of the tender for a joint venture commercial partner is continuing with five parties. Bids are due Friday 18 March. Following a question from Committee it was confirmed the panel members are internal participants taking advice from 3 external parties - CMS (legal), KPMG (financial) and Savills (property). Also currently seeking design teams for the Multi use building with submissions due in April. The Contract audit work is complete with the majority of items closed out.

The reactive maintenance fabric contractors are working well, with the backlog of outstanding jobs reducing and close to achieving SLA. The M&E contractor is however failing with the backlog increasing; we are taking radical steps to resolve this -moving work to another party and seeking to impose financial penalties . The new Hard FM services contract will move to the 2nd stage of tender over the next couple of weeks.. We will know preferred bidder in August with implementation in January 2023 – financial risk up to £1,000 per job will sit with the successful bidder, therefore they will require to survey every asset prior to mobilisation. The Contract will be 5 years plus 3 – this is market norm as confirmed by Aecom. Following a question from the Committee it was confirmed that we will be able to access surveys and funds will be set aside in the coming year budget to rectify any ‘end of life’ assets identified.

Covid Planning meeting frequencies have been reduced in line with Scottish Government recommendations. Ventilation will continue to have high prominence; we are making good progress and are in line with or ahead of contemporaries and also linking in with School of Engineering research. Following a question from the Committee relating to designing more healthy new buildings it was advised that design is based on best market practice but industry knowledge continues to improve and develop.

A question from Committee was asked relating to IT and digital strategies and how data can be used. It was advised that IT are investing in a new network with an IT network Infrastructure Manager joining Estates last week to ensure good interfaces. We are creating building information models and digital twins. The volume of data we are creating is growing and we are working with Strategic Planning to develop data warehouses and appropriate analyses.

ASBS is continuing well – days lost to weather have been recovered. University Avenue works are complete. University Place and new square opens at end of April.

Committee were advised that Multiplex has received a recall of components for the IHW façade; Installation of replacement components is to be done externally to avoid holding up trades but will create a further building entry delay until January 2023. Direct cost will fall to Multiplex under the terms of contract but we will incur extra costs from consultants (which we will seek to recover) and will cause delay in moves. The Head of College and Project Sponsor have been advised of the situation. IHW senior management are working though the consequence of this delay to the School. Following a question from Committee as to why was this not caught at an earlier stage – it was advised this is a manufacturing fault and was immediately actioned on receipt of the recall notice. Following a question from the Committee about what quality assurances we have in place it was advised we have robust structures in place with three layers of quality check - Clerk of Works, design team and design guardians.

EC/2021/26 Safety & Compliance Report

The Director of Facilities Services presented the report.

Covid focus remains on ventilation – mechanical systems are set to maximise fresh air and as a result we are using more energy. We continue to use Co2 air quality sensors both fitted to central plant and mobile; we are investing further in remote monitoring. Where spikes occur due to building user behaviours, we are supporting users to resolve this.

The 'Don't Walk By' campaign has been relaunched.

Various incidents were discussed including:-

1. Stevenson ceiling tiles: this is an historical design issue and clips are being replaced.
2. James Watt South - asbestos issue reported to Health and Safety Executive; mitigations were undertaken to contain risks.
3. Wolfson link fire – findings review completed.
4. St Andrews -Gas leak identified; focus is therefore required on pipework installation.

A review of the Area Fire Officer role, that sits within Colleges and Schools, is being undertaken. Technology aspects of role may be undertaken within Facilities Services but evacuation and hazard identification would remain with Colleges. Following a question from Committee it was clarified that this role is part of the safety structure within Colleges and Schools with professionally qualified Fire Safety Officers sitting in the HSW team providing policy and advice. It was confirmed we are looking to remove the fire systems duties from Colleges to sit within Facilities Services The Executive Director of Estates is leading this work and has found the policy and procedures to be sound, however, our occupation management procedures require to be reviewed due to occupation changes post-pandemic.

Following a question from Committee relating to the Dumbarton Road gate being closed resulting in the use of Botany Gate for vehicles, it was advised that no issues have been highlighted and a Multiplex 'banksman' is in-situ. There is an opportunity for pedestrians to use Joseph Black side where pavements exist, and priority is given to pedestrians

EC/2021/27 Investment Projects Update

The Director of Construction and Capital Programme presented the report.

Two projects out of 125 are currently shown as 'red'; Church Street and Textiles. There was a delay in Church Street, but tenders have been received last week. Textiles issue relates to consents from Glasgow Life which are now progressing.

Completion of University Place and the new square will be the end of April. Phase 3 of 5 team migration to ARC is now underway. ASBS construction completion date remains May 2023 albeit programme is under review in keeping with Southern Gateway.

Current forecast is £5.8m positive to the in -year Capital plan due to reprofiling of projects. Material shortages and inflation issues continue to be monitored. The Principal noted inflation forecast is being impacted by events in Ukraine with supply chains being disassembled. The Executive Director Finance noted we will require to look at spend forecast and how we react, when matters become clearer over the next 2 – 3 months.

EC/2021/28 Estates Risk Register

The Executive Director of Estates presented the report.

The risk around Space is primarily an issue of utilisation rather than capacity. This is being addressed in 3 workstreams: Teaching space, Workspace and Research space. Principles to address the issue of Teaching space will be taken to SMG. The first look at 22/23 timetabling indicates 82% of requests can be accommodated in preferred time slots required with 18% remaining that will need to either change time or move to online.

Hybrid working is leading to low utilisation of workspace, but consolidation is difficult due to high number of small offices.

Following a question from the Committee as to whether we measure/sample if we are using the correct spaces for lectures/students it was confirmed we timetable for number of students requested by the School but do not monitor numbers in situ. We are considering utilising sensor technology but adapting timetables in real time is fraught with difficulty.

In response to a question from the Secretary of Court why we are unable to accommodate the outstanding 18% it was advised this is due to the timings of the requests with most seeking lectures at peak times.

With regards to the risk relating to Energy it was noted that due to forward purchasing of energy credits there will be no cost impact this financial year but will begin to impact in 2022/2023. Following a question from the Committee in relation to the CHP it was noted we are reviewing its use but if we switch off and replace with heat pumps there will be associated increase in revenue costs.

EC/2021/29 Major Projects Contract Review

The Director of Construction and Capital Programme presented the paper.

The paper proposed the creation of a small subgroup to consider future contractor appointments for the multi-Use facility. The Convenor agreed that the Convenor, Mr D Smith and Mr A Seabourne, the Executive Director of Estates and the Executive Director of Finance should form the group The Executive Director of Finance advised that Elizabeth Graham Head of College Finance should also be included.

EC/2021/30 Investment Committee Reports for Approval

The Executive Director of Estates referenced the summary of investment approved under delegation (item 9a) and noted that these are the most recent applications to Investment Committee.

9b Southern Gateway

The Director of Construction and Capital Programme presented the paper. It was noted that the works had previously been separated from the ASBS contract as the plot E was identified as commercial. It is now proposed that these works are instructed through the Adam Smith Business School contract which will avoid duplication of design teams. Costs are still being discussed with Multiplex, but the paper outlined the reasons for the current £4m cost variance. The Executive Director of Estates noted that the paper was seeking a maximum cost. He further noted the two lessons learned including the separation of budgets without fully recognising the infrastructure interdependency and the requirement to continually update budget costs. The Executive Director of Finance noted there has been robust discussions around the increase in costs. The scheme was therefore approved by the Committee.

9c Hillhead Street/Great George Street

The Executive Director of Estates presented the report noting that this investment was part of the infrastructure backlog. Following surveys for roof replacement it was recognised that the building envelope was in poorer condition than anticipated and the scheme thus incorporates both elements.

The Secretary of Court requested a sense of the total investment needed on townhouse buildings including a location plan. Following a question from the Committee it was confirmed that we are ensuring the building character won't be affected by the installation of lighting improvements – the team are mindful these buildings are part of Hillhead conservation area. The scheme was therefore approved by the Committee.

Post meeting note:

Following communication with the Chairman and Director of Finance, The Director of Construction and Capital Programme drew the Committee's attention to an administrative oversight in relation to an Investment Application. The Skabara Lab application at £2.894M, was listed on the 'Summary of Approved under Delegation' Agenda item 9a, if you take into consideration the £312K previously approved, of which £240K is spent, we are over £3M, at a total of £3.206M. This is an oversight, wrongly focussing on the £2.894M being requested, and should have been discussed as an item for approval as it is more than £3M. The scheme was therefore approved via email exchange by the Committee.

EC/2021/32 Any other Business

The Convenor expressed his thanks to the Committee for their attendance.

EC2021/33 Schedule of Meetings for 2021/22

Wednesday 25 May 2022

Court Context Card - P&OD Committee - 20 April 2022	
Speaker	Ms June Milligan
Speaker role	P&OD Committee Chair
Paper Description	Draft minute of P&OD Committee meeting held on 24.02.22 (incl. JCCN Minute of the 01.02.22 & EDSC Minute's from the 15.11.21 & follow up meeting on the 20.12.21)
Topic last discussed at Court	24.11.21
Topic discussed at Committee	See paper summary section.
Committee members present	See Attached.
Cost of proposed plan	N/A
Major benefit of proposed plan	N/A
Revenue from proposed plan	N/A
Urgency	
Timing	
Red-Amber-Green Rating	
Paper Type	Information
Paper Summary	The Committee heard an update from the Director of Strategic Recruitment & Talent Acquisition and the Head of P&OD (US) on strategic recruitment, workforce and succession planning activity, including developing our internal talent, increasing our diversity, and 'supercharging' our employer brand. The Executive Director of P&OD gave an update on strategic activity including the latest position on the USS pension and industrial action, colleague engagement, and diversity and inclusion. The Head of P&OD (COSE) provided an overview of strategic activity within the College, including the key P&OD priorities around strategic recruitment and retention, fostering an inclusive work environment, and enhancing the overall employee experience. The Deputy Director of P&OD presented an update on the development of a new Colleague Wellbeing Strategy, seeking contributions from the Committee on drafted wellbeing statements and further measures or considerations which may support implementing a broader wellbeing culture at the University. The papers also include the draft minutes of the JCCN 01.02.22 & EDSC Minute's from the 15.11.21 & 20.12.21.
Topics to be discussed	None
Action from Court	Primarily to note
Recommendation to Court	
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	2a,2b,3a,3b,11,12a
Risk register - college level	
Demographics	
% of University	100% staff
Operating stats	
% of	
Campus	All
External bodies	None Highlighted
Conflict areas	None Highlighted
Other universities that have done something similar	N/A
Other universities that will do something similar	N/A
Relevant Legislation	Legislation regarding consultation with trade unions.
Equality Impact Assessment	The topics discussed will impact on all staff within the University.
Suggested next steps	N/A
Any other observations	

University of Glasgow

People & Organisational Development Committee

Minute of meeting held in the Melville Room & online on Thursday 24th February 2022

Present: Dr June Milligan (JM), Mrs Christine Barr (CB), Dr David Duncan (DD), Professor Carl Goodyear (CG), Professor Sara Carter (SC), Dr Morag Macdonald Simpson (MMS), Mr Rob Goward (RG), Ms Susan Ashworth (SA), Mrs Elise Gallagher (EG), Mr Martin Glover (MG), Mr Shan Saba (SS), Ms Paula McKerrow (PMcK), Mr Chris Branney (CBr) (Minute), Mrs Laura McCrimmon (LM)

By Invitation: Ms Martina Cooper – Director of Strategic Recruitment & Talent Acquisition (MC) & Ms Claire Williamson – Head of People & Organisational Development (University Services) (CW) – Item 2

Ms Mhairi Docherty - Head of People & Organisational Development (College of Science and Engineering) (MD) – Item 5

Apologies: Professor Sir Anton Muscatelli (AM), Professor Kirsteen McCue (KM), Professor Frank Coton (FC)

Executive Summary:

- The Committee heard an update from the Director of Strategic Recruitment & Talent Acquisition and the Head of People & OD (University Services) on strategic recruitment, workforce and succession planning activity, including developing our internal talent, increasing our diversity, and ‘supercharging’ our employer brand.
- The Executive Director of People and OD gave an update on strategic activity including the latest position on the USS pension and industrial action, colleague engagement and diversity and inclusion.
- The Head of People & OD (College of Science and Engineering) attended to provide an overview of strategic activity within the College, including the key People and OD priorities around strategic recruitment and retention, fostering an inclusive work environment, and enhancing the overall employee experience.
- The Deputy Director of People and OD presented an update on the development of a new Colleague Wellbeing Strategy, seeking contributions from the Committee on drafted wellbeing statements and further measures or considerations which may support implementing a broader wellbeing culture at the University.

POD/22/01 - Welcome & Apologies – Opening Remarks

JM welcomed the Committee and apologies were noted from AM, FC and KMcC. It was noted that this was the first hybrid meeting of the Committee with some members in attendance via Zoom.

POD/22/02 – Recruitment, Workforce & Succession Planning

MC and CW gave an overview on work underway in relation to recruitment, workforce and succession planning. Research has identified emerging themes including increasing competition for talent and significant skills and talent gaps, themes which resonate with the University experience. The University must now focus increasingly on embedding hybrid working, fostering

a healthy work life balance, increasing our diversity, and supercharging our brand, including taking such steps as adopting a more strategic approach to recruitment and talent management activity, upskilling existing employees, utilising automation to streamline processes and stepping up the focus on internal mobility.

CW led a constructive Professional Services Group (PSG) session in January on talent management and succession planning, at which the Directors of respective areas within US shared their longer-term plans for senior colleagues of grade 8 and above. This presented an opportunity to identify skills/development gaps in order to inform future OD programmes and plans, with areas for development highlighted around change capability, project management and systems, data analytics and coaching and mentoring.

The Committee were encouraged by the direction of travel and emphasised the importance of alignment with values/behaviours during recruitment rather than simply measuring against an objective standard (e.g. essential criteria), giving more opportunity for talent development. The importance of diversity and inclusion and representation in the talent attraction strategies cannot be overstated. The candidate journey is also critical, for example understanding the needs of different demographics who may expect different types of engagement such as AI/chatbots etc. These points will be considered in this work going forward.

The Committee discussed the next steps in the process, hearing that consultation is ongoing to explore resource requirements, current offerings, the expansion of good practice and to identify priority areas. The 'university brand' is also under review in recruitment terms, looking at concepts such as message development, brand approach and enhancing the employee/employer journey.

The Committee asked about succession planning and heard that succession planning is very much on the minds of senior leaders. The university is already well placed in this space, with the Senior Planning Report (SPR) proactively exploring any different roles or approaches that are required in response to changing environments. Plans are now underway to schedule similar succession planning events across the Colleges to ensure a consistent approach to talent management and succession needs across the institution.

POD/22/03 – Update from Court

Court retains a strong interest in USS developments and the ongoing strike action in addition to the return to campus-based working and steps being taken to embed hybrid working. Court also remains sighted on ongoing work around gender-based violence and support for our disabled student community.

With the emerging situation in Ukraine, the University has been taking proactive steps in supporting members of our community, based in Ukraine or Russia, to leave the area. Communications offering support to all those affected by the conflict are being prepared, and are to be issued shortly. We will continue to monitor the situation closely and review any further support we can offer on an ongoing basis.

POD/22/04 – P&OD Director - Strategic Update

Return to Campus Experience

In addition to those colleagues already working on campus, project groups are now facilitating a broader managed return to campus recognising the importance of our sense of community & belonging, which is a fundamental pillar of our culture and values. Health and wellbeing issues are also coming to the fore as our community re-evaluates its priorities on the back of the pandemic. No minimum requirement has been mandated in terms of time spent working on campus, with local exploration to take place to agree appropriate models subject to organisational needs with a focus on outputs and activity-based working.

USS

CB provided a comprehensive update on the current USS Pension landscape and the ongoing industrial action.

Formal consultation with scheme members closed on 17th January with the final proposal being that member contributions will remain at 9.8% of salary following the increase from 9.6% that came into effect on 1 October 2021. Employer contributions increased from 21.1% to 21.4% of salary on 1 October 2021 and will increase by a further 0.2% to 21.6% on 1 April 2022. The circumstances giving rise to these changes are now well documented, stemming from the 2020 valuation of the scheme funding position which identified a significant deficit in relation to future funding obligations requiring benefit reform in order to ensure the scheme remains viable into the future.

If approved by the USS Trustee Board, the following changes will come into effect on 1 April 2022:

- The accrual rate for the retirement income builder (Defined Benefit section) will decrease to 1/85th of salary (currently 1/75th).
- The salary threshold up to which guaranteed defined benefits are built up will reduce from £58,883 per annum to £40,000 per annum. Members earning above the threshold will receive a 20% contribution into their individual pension pot (defined contributions).

During the consultation, members identified the proposed 2.5% cap on future inflationary increases as an area of significant concern and in response, employers have agreed to increase their contribution to 21.6% to defer the application of the cap until at least the next valuation. To ensure that the proposal approved by the JNC is viable, employers have also agreed to make significant financial commitments to the covenant support. The proposal also includes a commitment to review the governance of the scheme and to develop lower-cost pension options. These are intended to give members more choice in their retirement saving.

In the interim, UCU put forward an alternative proposal on 9 February calling for an evidence-based valuation of the financial health of the scheme as at 31 March 2022; for employers to agree to provide the same level of covenant support as for their own proposals to facilitate a cost-sharing of current benefits throughout the 2022/23 scheme year, and that employers agree to pay a maximum 25.2% and members a maximum of 9.8% from 1 April 2023 to secure current benefits or, if not possible, the best achievable as a result of the call for a valuation. This proposal has since been costed and presented to the JNC and would require contribution rates significantly greater than those in the UUK proposal.

The Committee heard that the University's response to UUK's consultation did not support the UCU proposals as these were considered potentially unaffordable to the institution and did not provide a mechanism that might assist in addressing the current opt-out rates. The University however remains committed to finding a solution affordable to all parties.

Employee Relations Update – Pay and Pensions

UCU is currently engaging in a further 10 days of industrial action in the form of discontinuous strike action from 14 February to 2 March 2022 on pensions, pay and working conditions. The impact of the action to date has been fairly minimal with a minority of academic colleagues taking part (circa 5.2% of our overall staff population) but with some disciplines affected at a local level more than others. We continue to do everything we can to mitigate the effects of the action on the student experience and engage positively to seek a resolution, while noting the growing strength of feeling among staff and a hardening of views in relation to this dispute.

Action short of a strike continues to run (currently due to conclude on 3 May 2022) but with relatively small numbers and little to no significant disruption reported. This continues to focus predominantly on working to contract and not undertaking voluntary duties.

Colleague Engagement & Satisfaction

The Committee welcomed an update regarding colleague engagement noting the importance of action planning, which is underway following the autumn pulse survey. This is being supported at a unit-level by the Engagement Working Group and Engagement Leads Network. The outcomes were highly encouraging with positive indicators in particular areas of dignity and diversity, and engagement overall. Significant improvements are also seen around role/development and senior leadership. Areas for improvement include advancing our culture and values, wellbeing and work-life balance, with programmes of work already underway in the area of reward and recognition to enhance communication and engagement. Work has also begun on the development of an Engagement Strategy that will set out a renewed focus on colleague engagement in the coming years.

Diversity and Inclusion

Colleagues continue to support a broad range of work under the gender-based violence action plan which covers themes spanning leadership and culture, policy and process, reporting procedures and support provisions. Another significant development in this area is the creation of a new Professional Code of Conduct.

With regards to progress under the URTUC action plan, analysis has looked at ethnicity related recruitment data to enhance our BAME recruitment conversion rates, with every member of SMG is leading a particular initiative to enhance University performance with regards to BAME colleagues and students in particular. This will see further activity around improvement in academic promotion, Decolonising the Curriculum and establishing a Community of Practice.

Performance and Reward

The PDR round closed in late October with an overall completion rate of 88%. A University level review is currently ongoing for our Early Career Development cohort to assess performance levels and to review future objective setting aligned to career development plans, ensuring consistency across the programme. In terms of Recognising and Rewarding contribution, c1400 colleagues were recognised by way of a salary uplift, one-off payment, or team award (with a spend of just over £1.1m) in recognition of hard work over the 18-month period from February 2020.

Organisational Development

Work is underway to explore the reintroduction of a graduate development scheme and a talent pipeline for professional services. Meanwhile feedback on our suite of strategic and future leadership programmes continues to be positive with further enhancements planned prior to the recruitment of further cohorts in the summer.

POD/22/05 – College of Science & Engineering – Strategic Update

MD gave an overview of strategic activity in the College of Science and Engineering, noting significant growth, and the College's ambition to strengthen its position in a globally competitive environment, building on past successes.

College priorities exist around research and innovation, learning and teaching and professional services. There is also significant excitement around the recently opened Advanced Researched Centre (ARC) which will create a greater sense of collaboration and community, optimising time spent in labs. The College also placed significant focus on improving the student experience, taking a data informed approach to develop the teaching model and focus on assessment and feedback. The size and shape of professional services support and efforts to support Technician recruitment and retention are highly important to enable growth.

People and Organisational Development priorities in the College revolve around strategic recruitment and retention, fostering an inclusive work environment and enhancing the overall employee experience.

The Committee welcomed the positive overview and identified that challenges can be encountered when balancing the creation of a culture of collaboration whilst also recognising and rewarding individual efforts. The Committee also considered that integration between the College and wider areas, including professional services areas, has been improving with reference to historical challenges. As similar challenges exist/or have existed across the University as a whole, the Committee recommended further exploration take place around the sharing of good practice in these areas to support wider continuous improvement. The Committee also identified the challenges of establishing and managing an appropriate work/life balance for colleagues and encouraged further consideration aligned to the Colleague Wellbeing Strategy.

POD/22/06 – Colleague Wellbeing Strategy Update

EG presented a summary of progress around the development of the new Wellbeing Strategy, which will be organised around 3 pillars:

1. Wellbeing is central through covid recovery
2. An excellent colleague wellbeing offer
3. Wellbeing is central to our employee experience

Benchmarking activity has identified that the University does have a strong offering, however facilities on offer can be hard to find. The Committee's feedback supported this view and further noted the importance of line managers and better equipping them as they have the key role in supporting individuals (particularly around managing flexible and hybrid working). A new wellbeing portal will be launched to provide access to health and wellbeing resources, with an expected launch in April 2022.

The Committee's views were aligned with those of other colleagues gathered through consultation, which welcomed commitment to integrate wellbeing into ways of working and encouraged the use of 'people' focused language above 'organisation' focused language. The consultation has heard significant feedback around workload, and the Committee agreed the wellbeing strategy cannot address this in isolation.

The Committee noted that common wellbeing offerings don't necessarily contribute to more positive employee wellbeing/engagement and more impactful approaches, led by line managers may involve working more collaboratively to agree priorities and deadlines, and providing colleagues with direct recognition. It is equally important to address underperformance as this contributes directly to workload pressures on others. The committee suggested further exploration through the wellbeing channels on the potential for 'meeting free days', and any additional training available for managers.

The consultation exercise will conclude at the end of the month before work progresses to launch and implement the strategy and the new portal.

POD/22/07 - People Analytics

The Committee noted the circulated standard data pack and observed that whilst there had been no significant increase in turnover, recent change programmes have resulted in the loss of some very experienced colleagues in specific areas. It was noted by the trade union representative that some departing (older) colleagues expressed that they had no longer felt valued. In this context, caution is urged around any messaging relating to strategic work around, for example, succession planning and talent attraction.

Recruitment naturally continues at high levels and overall headcount continues to grow. The Committee also noted that disability disclosure rates remain stubbornly low with non-disclosure at just under 30%).

POD/22/08 - Draft Minutes of the EDSC 15.11.22/20.12.21 & JCCN 01.02.22

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

POD/22/09 - Minute of Meeting & Matters Arising – 07.10.21

The minutes of the previous meeting in October were approved.

POD/22/10 – Closing Remarks

No closing remarks were noted.

DRAFT



Equality and Diversity Strategy Committee

Minutes of Meeting held on 15 November 2021 at 9:30

Zoom Meeting

- Present:** Prof Sir Anton Muscatelli (Convener), Mrs Christine Barr, Prof Frank Coton, Dr David Duncan, Prof Moira Fischbacher-Smith, Mrs Emma Gilmartin, Miss Ella McCabe, Dr June Milligan, Prof Jill Morrison, Prof Roibeard O Maolalaigh, Dr Robert Partridge, Miss Rachel Sandison, Ms Eva Simmons, Ms Lesley Sutherland, Ms Mhairi Taylor
- Apologies:** Prof Muffy Calder, Ms Bonnie Dean, Dr Dania Thomas
- Attending:** Prof Sara Carter, Dr Katie Farrell, Dr Shammyla Naeem, Dr Nighet Riaz, Prof Thomas Scotto, Mrs Janell Kelly (clerk)

Welcome, Introductions and apologies

Prof Coton opened the meeting on behalf of the Convener. He welcomed members and noted the apologies received. He also welcomed Prof Sara Carter, Dr Shammyla Naeem, Prof Thomas Scotto, who would be speaking to agenda item 4, as well Dr Farrell and Dr Riaz from the Equality and Diversity Unit who were observing.

The Convener joined the Zoom meeting and noted this EDSC would be shorter than normal to allow members to attend a SMG Development session, starting at 11:00, which would be delivered by John Amaechi, organisational psychologist.

The Convener thanked Prof Coton, noting this would be his last EDSC as Disability Equality Champion. Members thanked Prof Coton for his long service as Champion and noted C Barr would now take on this role.

1. Minutes of the previous meeting – EDSC/20210614/Minutes1.2

The minutes were approved.

2. Matters arising – Paper 1

Members noted most actions had been completed. The following updates were provided.

Action 2 – Dignity at Work and Study Policy

M Taylor advised, along with other outstanding EDU 'owned' policy reviews, the review of this policy will be undertaken in time for the next scheduled meeting.

ACTION: EDU

Action 5 – Refugee and Asylum Seekers

R Sandison advised there had been no update on the outcome to the submission to become a University of Sanctuary.

ACTION: R Sandison

M Taylor noted, following agreement that Gypsy, Traveller, Roma, Showman and Boater (GTRSB)

issues would fall under the Refugee and Asylum Champion role's remit, no decision had been taken on a possible change to Champion's title to recognise this. Further discussions would be required.

ACTION: R Sandison/M Taylor

Action 10 - Sanitary Bin access in all toilets

D Duncan confirmed B Morton, Director of Facilities Services, was still reviewing the feasibility and costings relating to the provision of Sanitary Bin access across all toilets, including male toilets, ensuring safe and hygienic disposal of sanitary waste, nappies, incontinence pads, and other waste such as wipes not suitable to be flushed down a toilet.

ACTION: D Duncan/Estates

Action 11 - Changing Places facilities

D Duncan advised although there has been no physical progress on installing an accessible toilet for the Committee Rooms area, the existing Carnegie Room has now been identified as the most suitable location. He advised it was hoped this room would be suitable to install a Changing Place facility. D Duncan also advised he continued to work with Estates colleagues to look at potential development sites for further Changing Places facilities across the existing estate and would report further.

ACTION: D Duncan/Estates

Action 13 – Religion and Belief

M Taylor advised Chaplaincy were working with Estates to review the provision and facilities for prayer and reflection spaces across the University. EDSC would receive an update once more progress had been made. M Taylor also noted, following the departure of the previous Religion and Belief Champion, it was hoped the new Champion would be announced soon.

ACTION: EDU

3. EDSC Terms of Reference and Membership – Annual Review – Paper 2

M Taylor referred members to Paper 2, noting the new style Terms of Reference reflects the changes to many other University committees as a result of the recent Corporate Governance project. She noted while the new version may look different, it retains all the previous content while adding clarity on a number of areas such as Scheme of Delegation, quorate numbers and Conflicts of Interest.

Members approved the new Terms of Reference, while noting the Committee's current gender balance does not meet the principle of 40:40:20.

4. Understanding Racism, Transforming University Culture – UofG Awarding Gap Data Analysis

The Convener welcomed Prof Sara Carter, Dr Shammyla Naeem and Prof Thomas Scotto from the College of Social Sciences.

S Carter reminded members her URTUC Commitment was to conduct a detailed data analysis of the awarding gap within the College of Social Sciences to identify and define any key discrepancies by ethnicity. As the cohort of ethnic minority students in the College was too small to allow for this analysis, the data set was extended across all Colleges to look at all UK domiciled undergraduate students.

S Naeem clarified the degree awarding gap is the percentage point difference between the proportion of UK domiciled Black, Asian and Minority Ethnic (BAME) students and White students awarded a first or 2:1 degree classification upon graduation.

S Naeem took members through the detailed analysis of 7 years of data from 2013/14 to 2019/20.

Members noted:

- Only two years have **not** seen a significant difference in awarding levels, with BAME students underperforming compared to their White peers. The overall difference being 6.08%. This awarding gap is consistent with results seen in the UK Higher Education sector across the years.
- Within the BAME cohort, Black students significantly underperform overall. Annually the differences have fluctuated but overall are large, at 19.30%.
- Across the Colleges, Science and Engineering has the largest average difference at 10.95%. The Colleges of MVLS and Arts do have the same significant differences.
- Male BAME students significantly underperform compared to Female BAME students. This is seen most prominently in the Colleges of Social Sciences and Science and Engineering.
- BAME Students from lower Scottish Index of Multiple Deprivation (SIMD) areas seem to perform relatively poorly compared to students from Higher SIMDs.
- After controlling for sex, SIMD, Parents Education, Disability, and residence circumstances, BAME students still perform poorer than White students. They are 27% less likely to attain good honours.

The Convener thanks S Naeem for her work on this. S Carter noted, while the results were consistent with other UK institutions, they were stark. She asked for members' feedback and comments.

M Fischbaher-Smith noted the Learning and Teaching Committee has discussed potential interventions at their recent Away Day and noted Dr N Riaz, Equality, Diversity and Inclusion Policy Adviser, is currently looking at good practices on curriculum design and assessment.

F Coton suggested further investigation into students' entry grades, in particular grades for Higher Mathematics, may show further correlation, as students from lower SIMD areas have adjusted entry qualifications. He noted this may suggest more academic support is required for these students.

Members recognised students who live with parents may not spend as much time on campus which may suggest the need to provide this cohort with more support for better social and academic networking. Members also noted the change in awarding gap data seen in 2019/20 and suggested this might be related to the 'No detriment policy' in place at that time.

S Carter, S Naeem and T Scotto thanked members for feedback and agreed to undertake further analysis looking at entry grades and to investigate previous work with Planning, Insight & Analytics and report back at a future EDSC.

ACTION: S Naeem and T Scotto

5. Gender Based Violence (GBV) and Sexual Misconduct – Action Plan – Paper 3

The Convener acknowledged three cases involving Gender Based Violence relating to the University had been the subject of news items and podcasts by both BBC Scotland and Al Jazeera. He advised that the University has appointed Morag Ross QC to lead an investigation into the handling of these and other GBV related cases at the University. He pointed out that the remit of the review was not just to look at recent cases highlighted by the media. There had been other concerns expressed by

SRC and he felt it was important to signal to the University community that we would welcome independent scrutiny not only of our processes but for us to reflect on issues around University culture. He noted that therefore the investigation's remit would be wide-ranging, with Morag Ross QC able to look at any case raised under student or staff conduct processes, and he confirmed that the SRC and the trade unions will be able to contribute to the review.

C Barr referred members to Paper 3 and drew attention to the both the Coversheet, Summary document as well as the draft Action Plan. She noted the Action Plan would continue to evolve both during and following the outcome of the investigation.

She highlighted the need to develop behavioural expectations and professional standards for both staff and students, which are aligned with the University's Values. C Barr anticipated a new related training course will be mandatory for all, along with some level of GBV awareness training for all colleagues.

Members noted the expectation that all GBV related investigations will be carried out independently of the areas where the incidents occur. C Barr conceded some GBV complainants have not been well supported by the University and this must change. She referred members to the extensive Action Plan and asked for comments and feedback.

R Sandison commended the Action Plan, but highlighted changes to processes and policies must address the fact that patterns of behaviour are often missed, as highlighted the Al Jazeera podcasts. She endorsed a call for ongoing profiling of anti-GBV campaigning.

E McCabe advised the SRC supported the Action Plan but emphasised the need for the University to create a culture of complete intolerance of GBV, which in turn will help prevent such cases. She confirmed the SRC endorsed the need for mandatory training for all staff and students. E McCabe also emphasised the need for any campaign to be inclusive to the experiences of trans staff and students in relation to GBV. She additionally highlighted the need to provide clear and transparent information on reporting routes, so staff and students are not required to disclose the circumstances of their experiences more than is necessary, as this can cause further trauma, and know what to expect from the processes.

D Duncan stated the current student reporting tool is well used, with clear information on how cases are handed and signposted but agreed this, and related FAQs, could be updated if there was any ambiguity. R Partridge noted the recently revised Code of Student Code will mean both parties will be better supported through the processes.

J Milligan endorsed the Action Plan while noting the need to also ensure a duty of care for those who are the subject of a complaint.

C Barr confirmed an email address will be set up for Morag Ross QC which will allow staff or students to submit information to the investigation. She also clarified the current online reporting routes for staff and students are different and the intention is to have these centralised in one area to ensure consistency of approach.

The Convener thanked members for their support for the Action Plan and asked C Barr and M Taylor to report back at a future EDSC.

ACTION: C Barr

He noted the meeting had now run over its allotted time and requested an additional EDSC meeting be arranged before the Christmas break in order to deal with the outstanding agenda items.

ACTION: EDU

6. Date of Scheduled Next Meeting

21 March 2022 at 14:00 – 16:00

Equality and Diversity Strategy Committee

Matters arising from meeting of 20 December 2021

Action	Action Agreed	By Whom	Deadline	Update
1	Outstanding Matters			
Minute Item 2	<u>Dignity at Work and Study Policy</u> As part of the review of the Dignity at Work and Study Policy in 2021, EDU to consider returning the Policy to its original name or renaming it altogether.	EDU	Future Meeting	RED – will happen as part of policy review.
2	Outstanding Matters			
Minute Item 2	<u>Refugee and Asylum Seekers</u> <ul style="list-style-type: none"> EDSC to be updated once outcome of submission to University of Sanctuary is known. R Sandison and M Taylor to discuss practicalities of GTRSB being incorporated into the Refugee and Asylum Seeker 'portfolio' and a possible title change for the Champion role. 	R Sandison	Once Outcome Known	RED
		R Sandison / EDU	Next Meeting	RED
3	Outstanding Matters			
Minute Item 2	<u>Sanitary Bin access in all toilets</u> D Duncan to discuss the proposal with colleagues in Estates and to liaise with E McCabe on those discussions.	D Duncan / Estates / SRC	Next Meeting	RED
4	Outstanding Matters			
Minute Item 2	<u>Changing Places facilities</u> <ul style="list-style-type: none"> D Duncan to continue to work with Estates colleagues to look at potential development sites for further Changing Places facilities across existing estate. D Duncan to continue to work with Estates to secure venue for an accessible toilet/Changing Place for the Committee Rooms area/level of the Main Building. 	D Duncan / Estates	Future Meeting	RED
5	Matters Arising from 15 November 2021			
Minute Item 2	<u>Religion and Belief</u> EDSC to receive an update on review of provision and facilities for prayer and reflection spaces.	EDU/ Chaplaincy	Future Meeting	RED
6	Matters Arising from 15 November 2021			
Minute Item 2	<u>UofG Awarding Gap Data Analysis</u> S Carter, S Naeem and T Scotto to undertake further analysis looking at entry grades and to investigate previous work with Planning, Insight & Analytics and report back at a future EDSC.	S Naeem and T Scotto	Future Meeting	RED

Action	Action Agreed	By Whom	Deadline	Update
7	Matters Arising from 15 November 2021			
Minute Item 2	<u>Gender Based Violence and Sexual Misconduct</u> C Barr and M Taylor to report back at a future EDSC on progress with Action Plan	C Barr / M Taylor	Future Meeting	RED
8	Matters Arising from 15 November 2021			
Minute Item 2	<u>New Equality Champions</u> A University-wide communication will be issued in the new year to announce new Disability and Religion and Belief Champions.	EDU	Next Meeting	COMPLETE Published 11.01.22
9	Gender Based Violence Update			
Minute Item 3.1	<u>Equality, Diversity and Inclusion Policy</u> Approved Appendix I to be published via EDU website.	EDU	Immediate	COMPLETE
10	Gender Based Violence Update			
Minute Item 3.2	<u>QC-Led Investigation</u> EDSC to be kept informed on progress of investigation.	D Duncan /Convener	Next Meeting	RED
11	College Engagement Survey – Diversity Results			
Minute Item 4	M Taylor to undertake further analyse of the results by Grade and Job Function, to look at those bullying and harassment related responses.	EDU	Next Meeting	RED
12	College Engagement Survey – Diversity Results			
Minute Item 4	M Taylor to take forward, with relevant colleagues, priority work stemming from the survey: <ul style="list-style-type: none"> • Development opportunities for Disabled colleagues • Experiences of bullying and harassment • Addressing poor behaviours • Workloads across the organisation 	EDU	Future Meeting	RED
13	Wellbeing Framework for Students			
Minute Item 5.1	R Partridge to provide a further progress report update at the June 2022 EDSC meeting.	R Partridge	June 2022 Meeting	RED
14	IHRA Definition/Jerusalem Declaration Discussion			
Minute Item 7	D Duncan to continue his dialogue with the student societies and other interested parties in light of EDSC's discussions.	D Duncan	ONGOING	ONGOING
15	Equality Champions Updates			
Minute Item 8	Written update for those areas where the Champion was not in attendance to be circulated.	EDU	Immediate	COMPLETE Issued 21.12.2021

Equality and Diversity Strategy Committee

Minutes of Meeting held on 20 December 2021 at 10:00

Zoom Meeting

- Present:** Prof Sir Anton Muscatelli (Convener), Ms Bonnie Dean, Dr David Duncan, Prof Iain McInnes, Prof Jill Morrison, Dr Robert Partridge, Ms Eva Simmons, Ms Lesley Sutherland, Ms Mhairi Taylor, Dr Dania Thomas
- Apologies:** Mrs Christine Barr, Prof Muffy Calder, Prof Moira Fischbacher-Smith, Mrs Emma Gilmartin, Miss Ella McCabe, Dr June Milligan, Prof Roibeard O Maolalaigh, Miss Rachel Sandison
- Attending:** Dr Nighet Riaz, Dr Miro Spiro, Mrs Janell Kelly (clerk)

Welcome and apologies

The Convener reminded members this additional EDSC meeting had been called as extensive discussions at the last meeting meant there were outstanding agenda items to be discussed. He thanked those attending and noted the apologies received. The Convener noted

Dr Mia Spiro would join the meeting later to assist discussions in relation to agenda item 7.

1. Minutes of the previous meeting – EDSC/2021115/Minutes1.0

The minutes were approved.

2. Matters arising – Paper 1

Members acknowledged most actions had not yet progressed since the November meeting due to the short timeframe. The following update was provided.

Action 5 – Religion and Belief Equality Champion

M Taylor advised Prof Iain McInnes had agreed to become the new Champion and had already met with the University Chaplain. M Taylor confirmed a University-wide communication will be issued in the new year. Members welcomed Prof McInnes to his first EDSC.

ACTION: EDU

3. Gender Based Violence Update

3.1 Equality, Diversity and Inclusion Policy – Appendix I – Paper 2

M Taylor stated the current Equality and Diversity Policy is being reviewed and all Equality Groups have already been consulted on any proposed changes. The full redrafted policy will come back to EDSC, once feedback from those sessions, and other stakeholders, have been incorporated.

M Taylor referred members to Paper 2, which detailed the revised Appendix I which now includes extensive legal definitions of the different forms of Gender Based Violence (GBV) to allow cross-referencing from other University policies. She confirmed Appendix I had been reviewed by both the GBV Working Group and the Gender Equality Steering Group (GESG). M Taylor highlighted the Content Warning had been added following the recent review by the Policy Review Group. She advised, if approved by EDSC, this Appendix would be updated on the Equality and Diversity Unit webpages immediately.

The Convener and members welcomed the changes and approved Appendix I for online publication.

ACTION: EDU

3.2 QC Led Investigation - Update

The Convener reminded members the University appointed Morag Ross QC to lead an investigation into the handling of GBV related cases at the University. He referred to the recent [message sent by Morag Ross QC to all staff and students](#) setting out her approach to the investigation.

The Convener emphasised he welcomed all potential process and policy improvements which may result from the investigation/review process and also hoped further outcomes would positively impact the cultural across the University.

D Duncan advised M Ross QC has already held met with University staff involved in the staff and student processes, as well as Trades Union and Students' Representative Council representatives. More in-depth meetings will take place as part of the next stage of the investigation.

The Convener clarified anyone involved in a complaint case, even if no longer at the University, whether that case was pursued or not, can contact M Ross QC. Members noted the main part of the review will begin in January 2022. EDSC will be kept informed.

ACTION: D Duncan/Convener

4. College Engagement Survey – Diversity Results

M Taylor presented on the University's Colleague Engagement Survey, focussing on the Dignity and Diversity related results. Members noted the following:

- The overall response rate was 46%. Within that population, participant levels for colleagues who identified as Disabled (6.3%) and Lesbian, Gay and Bisexual (6.7%) were higher than the equivalent University population. 7.9% of participants identified as Black, Asian and Minority Ethnic (BAME) compared to the University population of 9.6%.
- The 'Dignity and Diversity' themed statements received the most positive responses at 77%, while Culture & Values (38%) and Wellbeing & Balance (51%) receiving the lowest positive responses.
- Within the 'Dignity and Diversity' theme, five of the six statements received positive response rates over 70%, with the highest being 'I feel trusted to do my job' at 88%. Only 61% of staff responded positively to the statement relating to feeling able to report bullying/harassment without worrying it would negatively impact them. 12% felt bullied/harassed in the last 12 months.
- In general, BAME staff were more positive in their responses across all of the themes and to the 'Dignity and Diversity' statements. This is consistent with all previous staff survey outcomes but appears more pronounced in these recent results.
- In general, Disabled staff were less positive in their responses across all of the themes and to the 'Dignity and Diversity' statements. This too is consistent with all previous staff survey outcomes. 20% had felt bullied/harassed in the last 12 months.
- Responses from LGB staff showed a mixed picture across the themes. Within 'Dignity and Diversity' questions only 55% of staff would report bullying and harassment and 15% had felt bullied/harassed in the last 12 months.
- Results by College/University Services showed BAME staff in the College of Science and Engineering (CoS&E) were mostly positive, however their Disabled staff were the least positive. This picture is reversed for University Services staff.
- A total of 51 comments mentioned bullying or harassment.

M Taylor noted the CoS&E had the highest percentage of BAME colleagues and lowest proportion of Disabled colleagues and the reverse in University Services. She suggested this may influence the experiences of these cohorts.

Members expressed concern over the low response rate and the relatively high rates of colleagues choosing 'Prefer Not to Say'. M Taylor stated the timing of this survey could have affected the response rate, and noted the next survey, scheduled for during the next semester, should hopefully see a higher response rate. She confirmed work is ongoing to try to build staffs' confidence in declaring their protected characteristics.

M Taylor agreed to further analyse the results by Grade and Job Function to look at those bullying and harassment related responses.

ACTION: EDU

M Taylor stated priority work areas from these responses were:

- Development opportunities for Disabled colleagues
- Experiences of bullying and harassment
- Addressing poor behaviours
- Workloads across the organisation

The Convener emphasised the need to give potential 'reporting parties' the confidence to report instances of bullying or harassment. Members also noted it was hoped the QC led investigation would offer solutions for providing feedback to 'reporting parties' to reassure them action is taken.

The Convener thanked M Taylor and asked her to take this work forward with colleagues.

ACTION: EDU

5. Student Related Items

5.1 Implementation of the Wellbeing Framework for students – Paper 3

R Partridge presented Paper 3, which had previously been presented at October's Education Policy and Strategy Committee. Members acknowledged the progress reported since the related action plan was agreed, given the significant challenges experienced due to the ongoing pandemic.

R Partridge stated the main outstanding item was the refurbishment of the Fraser Building to create a student wellbeing centre and highlighted the report shows the opportunities to continue to build on the progress.

E Simmons stated the SRC welcomed the progress shown but cautioned much work was still required to realise the full benefits for students. She highlighted the need to ensure advising, teaching and support staff have a good understanding of how to assist their students, particularly in crisis situations. J Morrison agreed better visibility of, and signposting to, the various support services and processes is required.

R Partridge noted the newly introduced Student Support Officer roles will aid communications and signposting for students to relevant sources of support and will be able to assist students navigate University processes but also agreed there remained much to do.

D Duncan paid tribute to the significant work done in Student and Academic Services and those involved

with the Crisis Team during very challenging circumstances.

The Convener thanked R Partridge and asked that EDSC receive a further progress report update at the June 2022 meeting.

ACTION: R Partridge

6. Staff Related Items

No items were raised.

7. IHRA Definition/Jerusalem Declaration Discussion

The Convener welcomed Dr Mia Spiro, Senior Lecturer in Modern Jewish Culture and Holocaust Studies. He reminded members today's discussions are to aid further understanding of the issues and the relationship between the [IHRA definition](#) and the 2020 [Jerusalem Declaration on Antisemitism](#).

M Spiro took members through the background of the IHRA definition and highlighted the tensions between anti-Semitism, criticism of Israel and how this affects freedom of speech on university campuses. She expressed the view that the IHRA Definition, and the more recent Jerusalem Declaration (JD), are goodwill attempts to draw attention to these issues.

M Spiro highlighted the Equality Act and the University's own Equality and Diversity Policies already incorporate wider definitions of bullying and harassment however both IHRA and JD have attempted to provide and interpret examples of anti-Semitism. Both also help universities understand the lived experience of Jewish staff and students. Members noted the IHRA is more controversial as its examples relate to referencing to and criticism of Israel. These are given because such criticism can camouflage anti-Semitic sentiments.

M Spiro suggested the JD guidelines, which were created by academics, try to make it clearer when references are made to Israel about what is and isn't anti-Semitism. She stressed the JD should be considered in addition to the IHRA, due to the importance of the IHRA to the Jewish community, and is a useful tool when looking at cases in a university context.

Members welcomed M Spiro's guidance and agreed the JD will be extremely helpful, practical tool for the University when considering the complex nature of potential cases of anti-Semitism, while continuing to use our existing Equality legislation and framework, policies and procedures.

The Convener asked D Duncan to continue his dialogue with the student societies and other interested parties in light of today's discussions.

ACTION: D Duncan

8. Equality Champions Updates

The Convener noted the meeting was nearing its allotted time and asked those Equality Champions in attendance to provide brief updates.

8.1 Gender (Sex) Equality Champion

J Morrison provided details on the work of the GBV Working Group.

- First Responders have received further training, will now meet for quarterly and will receive ongoing training.

- A 2hr staff training session provided by Women's Aid has been piloted. This is still to be fully evaluated prior to any future role out.
- An MS Teams site has been created, with relevant resources added, for the 160 staff who received Rape Crisis led Sexual Harassment Case Investigation training in 2020/21.
- A GBV counsellor has been appointed to work in the SRC Advice Centre.
- Guidance has been created for staff on how to deal with any student related bullying, harassment, GBV or similar traumatic cases reported to them. An amended version has also been shared with the SRC & student unions/bodies on how to deal with such cases reported to them.

J Morrison emphasised the work of the GBV Working Group pre-dates, by a number of years, the current QC Led Investigation. She reported, to indicate the priority of this work, the GBV Working Group will integrate with the main Gender Equality Steering Group. Further consultation work is required to ensure the new group's focus, membership and communication with the University community are effective.

8.2 Mental Health Champion

D Duncan confirmed again the University is continuing to progress both student and staff wellbeing frameworks which will give a firm basis for future work in this area. He advised the University will also be re-tendering for the Employee Assistance Provider which will be an opportunity to evaluate if the current provision continues to be fit for purpose.

8.3 Race Equality Champion & PwC Audit - Final Report – Paper 4

M Taylor reminded members the PwC audit had been commissioned only 3 months after the Understanding Racism, Transforming University Cultures (URTUC) Report was published. As such, the University had not had time to implement most for those actions prior to the PwC audit. B Dean noted the final audit recommendations have been built into the URTUC Report and Action Plan, with progress on that reviewed quarterly.

The Convener requested M Taylor circulate a written update for those areas where the Champion was not in attendance.

ACTION: EDU

9. **Any Other Business**

No further items for discussion were raised.

Date of Scheduled Next Meeting: 21 March 2022 at 14:00 – 16:00

Joint Committee of Consultation & Negotiation (JCCN)



Date: 1 February 2022
Time: 14.30 – 16.00
Location: Teams

Attendees:

David Duncan (DD)	Chief Operating Officer	David Morgan (DM)	GMB
Christine Barr (CB)	Executive Director of P&OD	John Neil (JN)	Unite
Elise Gallagher (EG)	Deputy Director of P&OD	Scott Hurrell (SH)	UCUG
Gillian Shaw (GS)	HoHR - Arts (rotational)	Sally Baxter (SB)	UNISON

Apologies

Frank Coton, Maureen McBride, Dania Thomas

In Attendance:

Robert Garnish (RG)	Commercial Services Director	Item JC222
Anne Gow (AG)	Professor of Information Studies	Item JC223
Gregor Caldwell (GC)	Executive Director of Finance	Item JC225

MINUTE

JC219 Welcome & Apologies

DD welcomed everyone to the meeting: apologies were noted as above.

JC220 Approval of Previous Minute/Matters Arising – 23 September 21

The note of the meeting was approved as a true record, with no outstanding matters arising.

JC221 Covid 19

This week represents the start of our measured return to campus-based activity, where we will begin to utilise the blended/hybrid approach consistent with our values-based behaviours, whilst continuing to respect the ongoing health and safety measures in place to protect our staff and students. With regard to the Library and study spaces, it was agreed that whilst there is generally good compliance of mask wearing when staff/students are moving around t, it has been more challenging to enforce this when individuals are seated and feel less 'at risk'. Discussions are ongoing as we continue to look at way to ensure compliance of the legal requirements relating to face coverings.

Colleagues have expressed their views on the importance of re-establishing the UoG sense of community, which is so important to us all. Whilst the University will not mandate any specific return-to-work approach, we are empowering managers to work with their teams in co-creating plans aligned with individual preferences and service delivery needs. We will continue to take a 'People First' approach in all our discussions as we return to campus, with a primary focus on health and wellbeing, workload capacities, and general morale.

JC222 UoG Commercial Services

RG spoke to slides outlining the vision for catering outlets designed to deliver excellent choice and value, improving the staff/student experience, with new outlets, partner cafes and electric food trucks still to come. RG followed with a comprehensive overview of the move to a wholly owned subsidiary rather than an outsourced model; this included T&Cs

designed to allow staff to benefit from the commercial success and be rewarded accordingly. RG noted that the current trading statistics do not reflect expected projections as they cover a period of limited traffic on site throughout the pandemic. RG highlighted the importance of the hiring process to ensure that team members embodied the values of friendliness, positivity and taking pride in all that they do.

Feedback from colleagues has so far been positive, with the team feeling empowered and enabled to make, challenge and influence decisions. The hands-on leadership style, is proving successful with team members benefiting from support, coaching and development. Colleagues have also benefited from closer input into developing their rotas, which has also improved flexibility with annual leave arrangements.

RG opened the floor to questions from the committee with responses outlined below:

- Problems with the old structure included being non-commercially viable, alongside a multitude of historic cultural and structural issues. The new structure allowed a complete reset of parameters and boundaries, which have been embedded into the new organisation from the outset.
- Cost savings will partly be achieved by the new staffing model, which has removed the complex multi layers, which were not fit for purpose or financially viable.
- Employment and subsequent T&Cs within the catering entity are through an affiliated company, which is owned by the University.
- The volume of staff required for the new outlets is yet to be fully established, but we would envisage that some existing staff will step up into more senior roles and others will move around different outlets to enhance their skills. Talent is already visible and growing within the new team. **Action RG/TUs:** arrange a meeting to cover staffing in more detail.

JC223 **Head of HR Update - College of Arts (CoA)**

GS spoke to slides, providing an overview, background, and the rationale for the College of Arts Strategic Enhancement Project (SEP). Introduced to bring the College into line with the University Strategy, the project will deliver a complementary College Strategy which aims to first understand the performance of the College in better detail and to enable the College to then establish a strategic plan and action plan. It is envisaged that the provision of new evidence packs / dashboards and associated analysis will enable a more agile and dynamic approach to how the College access and use data and business information, which will inform future strategic planning with the aim of positioning Arts and Humanities as an area of strength within the University. There will be clear alignment to our history and heritage but also a clear eye to the future to enhance the performance and reputation of the College within the top-50 globally by identifying new opportunities (supported by enriched marketing). The financial and academic sustainability of the College, and the staff/student experience will also be addressed with the project. The initial phase is expected run to summer 2022 and inform the College's submission to the 2022/23 budget and planning round.

AG spoke to Academic Curriculum review, which is focussed on looking at what we do, what we could do better; where there are blockers, and how people are measured. The vision for the future would include the potential for cross-college courses and the ability to map graduate skills against our specs in aid of 'telling our story', including what skills CoA degrees offer, and why people come to Glasgow. Staff and students will be consulted throughout the process.

AG acknowledged that obtaining data is not always straightforward but remains hopeful that (in collaboration with PI) they will obtain some useful data to facilitate discussions and enhance strategic decisions making, not just in the Academic space but for the professional services structure also.

The committee thanked GS/AG for their comprehensive update, with TU colleagues

encouraged to see this early engagement with the TUs in relation to the project.

JC224 **Updates from P&OD**

EG noted some key highlights and welcomed questions on the Policy Review Group (PRG), Collective Consultation Forum (CCF) and Organisational Change papers tabled in advance of the meeting. These included:

- PRG; EG thanked TU colleagues for their collaborative contribution into the extensive work carried out to enhance our disability support provisions (set to launch soon). TU colleagues expressed thanks to the P&OD policy, Comms, and Information Services colleagues for the enhanced bank of policies and guidance now available in this space.
- EG noted that all colleagues are welcome to provide input/feedback to PRG if/when they have items they wish to raise.
- Work has been progressing, alongside the QC led investigation into GBV. Policy, process and procedural recommendations will of course come out following completion of the review, but we are already proceeding with implementation of an action plan, as well as reviewing existing policies and procedures to identify where improvements can be made.
- Respect Advisor recruitment will launch next week; committee members are asked to please endorse and promote these opportunities with their colleagues/members as appropriate.
- The Lighthouse lab has been excluded from the CCF data to provide a more accurate representation of UoG stats.
- TU colleagues would welcome a broader discussion on consultation linked to equality/financial impact assessments, which may not be consistently applied at present. **Action: EG/TU**

JC225 **Financial Overview**

GC joined the meeting and provided a brief overview of the USS Pension Consultation, which has now closed. Following today's meeting of the JNC the report is expected imminently. UCU have put forward an updated proposal (with changes from the initial proposal put forward by UCU in summer 2021); this proposal includes a higher contribution rate, but UUK have committed to consult on the proposal once it has been fully costed. UCU continue to lobby for a new evaluation, but the Pensions Regulator has repeatedly confirmed that the current valuation should be brought to a conclusion.

UoG remain committed to a proposition which is affordable to staff and employers, whilst acknowledging we are party to national bargaining and therefore have limited local influence.

Our overall financial results are positive - we are currently sitting ahead of budget, but we should note that much of this can be attributed to one-off cost gains. GC also noted that our future investment requirements in areas such as Estates and IT are higher than our current balance.

JC226 **AOCB**

DD thanked the committee for their contributions and brought the meeting to a close.

Court Context Card 20 April 2022- Health Safety & Wellbeing Report

Speaker	Dr David Duncan
Speaker role	Chief Operating Officer and University Secretary
Paper Description	For information only
<i>Topic last discussed at Court</i>	Last report to Court was 16th of February 2022
<i>Topic discussed at Committee</i>	N/A
<i>Court members present</i>	Dr David Duncan
<i>Cost of proposed plan</i>	N/A
<i>Major benefit of proposed plan</i>	N/A
<i>Revenue from proposed plan</i>	N/A
<i>Urgency</i>	N/A
<i>Timing</i>	N/A
<i>Red-Amber-Green Rating</i>	N/A
<i>Paper Type</i>	For information only
<i>Paper Summary</i>	Draft Minute Action Log 2021 HSW Annual Report
<i>Topics to be discussed</i>	N/A
<i>Action from Court</i>	To note the Annual report
<i>Recommendation to Court</i>	N/A
Relevant Strategic Plan workstream	N/A
Most relevant Primary KPI it will help the university to achieve	N/A
Most relevant Secondary KPI it will help the university to achieve	N/A
Risk register - university level	
Demographics	All staff, students and visitors
<i>% of University</i>	
Operating stats	
<i>% of</i>	
Campus	All locations
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

Health Safety and Wellbeing Committee

Minute of Meeting held on Wednesday 9th of March 2022 at 10:00 AM via Zoom

Present: Mr Ian Campbell, Dr David Duncan, Mrs Elise Gallagher, Mr James Gray, Mr Peter Haggarty, Mr William Howie, Mr Christopher Kennedy, Ms Paula McKerrow, Mr David McLean, Mr Cyril Pacot, Ms Gillian Shaw, Ms Aileen Stewart, Mr Graham Tobasnick, Ms Selina Woolcott, Ms Eva Simmons, Mr David Harty, Mr Gary Stephen

In Attendance: Ms Debbie Beales

Apologies: Mr John Neil, Mr David Thom

HSWC/2021/21 Minutes of the Meeting held on Wednesday 8 December 2021

The Minute of the meeting held on Wednesday the 8th of December 2021 was approved.

HSWC/2021/22 Matters arising

HSWC/2021/22.1 Contractor activity (verbal update DH)

Mr Harty informed the Committee that the 'Don't Walk By' initiative has been relaunched. There have been over 100 near misses reported by contractors in 6 months, showing that the initiative has been embraced by contractors as well as UofG staff. The most serious near miss was in Professor Square, where a mobile platform hit stonework but fortunately no-one was injured. A second occurrence, which has been reported to HSE, involved the disturbance of asbestos in the James Watt North Building. The 2 subcontractors affected were immediately taken to an on-site decontamination unit and there is an ongoing investigation into the matter.

HSWC/2021/22.2 Centralisation of PAT (verbal update DH)

Mr Harty informed the Committee that whilst the pilot is behind schedule active testing is about to begin and a report will be available at the next HSWC meeting in May.

HSWC/2021/22.3 Wellbeing strategy (verbal update EG)

Mrs Gallagher informed the Committee that the consultation process will end in the next week, with a launch of the new Wellbeing Portal at the end of April.

HSWC/2021/22.4 Area Fire Officer responsibilities (verbal update DH)

Mr Campbell informed the Committee that, due to the restructure of Facility Services, Area Fire Officers are now known as Fire Co-ordinators. The title of Fire Warden remains the same. Weekly alarm testing will be performed by building type:

- Multi occupancy building - Facility Services staff
- High risk buildings - Technician community
- Low risk buildings - relevant College

A subcommittee that will include David Harty, Ian Campbell and a rep from each College will be formed. They will discuss how each College should manage the low-risk buildings and how technicians should manage high risk buildings.

HSWC/2021/23 OH Report (Paper 1)

The Committee noted the Paper that was circulated for information only. Ms Stewart informed the Committee that this quarter was extremely busy due to a further increase in management and student referrals, along with a significant increase in staff and students attending clinics for blood tests and vaccinations. This has proved challenging, due to staff shortages and the closure of the University during the Christmas break. The next clinic is in March and then the staff will move onto health surveillance in the next quarter as usual.

HSWC/2021/24 SEPS Report (Paper 2)

The Committee noted the Paper that was circulated for information only. Mr McLean informed the Committee of a recent fire in the Joseph Black Building. The heating element in a water bath had overheated and caught fire, leading to 100% smoke damage throughout the room and fire damage to the corner of the room.

HSWC/2021/25 Audit update (Paper 3)

The Committee noted the Paper that was circulated for information only. David Duncan agreed to speak to the Director of Commercial Services about the outstanding actions within Accommodation Services.

HSWC/2021/26 EAP Report (Paper 4)

The Committee noted the Paper that was circulated for information only. The Committee discussed the fact that red flag cases have increased from 1 per quarter to 7 and Mrs Gallagher agreed to contact the EAP provider to see if there was any information that could be shared on this as, due to staff confidentiality, the University does not receive information on individual cases. Mrs Gallagher informed the Committee that the re-tendering process will take place in the summer, with Procurement currently testing the market for potential applicants. Mrs Gallagher asked anyone interested in being involved in the tendering process to contact her via email.

HSWC/2021/27 Sickness absence stats (Paper 5)

The Committee noted the Paper that was circulated for information only.

HSWC/2021/28 HSW Annual Report (Paper 6)

The Committee noted the Paper that was circulated for information only. Ms Woolcott informed the Committee that the full report will be published on the HSW website and sent to Court. Highlights from the report include:

- Whilst Covid continued to require a considerable amount of input from HSW staff, work increased on campus to near normal levels. Training, both F2F and online, was delivered to around 10,500 staff and students.
- The renewal of the SAPO licence required a 4-day audit by the Health and Safety Executive (HSE). This required a considerable amount of work from the Biological Safety Adviser (BSA) at SEPS and included collating pre-audit submission material,

accompanying the HSE inspectors on-site and joining follow-up meetings. The BSA also provided a high level of support to the Lighthouse Covid testing lab as they transitioned from employing existing University staff (now required back in their substantive roles) to recruiting new staff. Many of the new employees lack the technical experience of their predecessors meaning that the BSA was required to assist with routine lab skills and systems.

- The Chemical Safety Adviser from SEPS, along with both Fire Safety Officers, was heavily involved in the aftermath of the Wolfson fire as well as arranging for the disposal of an old gas cylinder (contents unknown) for controlled explosion.
- Alex Shearer joined SEPS as Safety and Environmental Adviser and has already been involved in the decommissioning of a substantial fuel tank as well as being involved in an investigation into the injury of a student at the Equine Unit.
- RPS, assisted by the Director of HSW's PA, continued to deliver and process dosimeter badges, deliver isotopes and perform lab surveys.
- The Director of HSW was involved in various internal Covid groups, as well as the Scottish Government/Universities Scotland Covid Leads working group. The Director has also been involved in Business Continuity (BC) management and the creation of a BC Officer post, now under recruitment.
- The Occupational Health Unit, now sitting within HR, maintained a presence on campus. Although staffing the Unit has been challenging, they still managed to provide health screening and immunisation clinics for a high number of students. The Service were saddened to hear of the death of their colleague Rosie Cimmino in December. Rosie was forced to retire from OHU earlier in the year due to serious illness and will be sadly missed.

HSWC/2021/29 Any Other Business

- Living with the virus - draft revised Scottish Government strategic framework and sector guidance. Ms Woolcott informed the Committee that the framework is undergoing parliamentary process and will be published when that is complete.
- Covid strategic guidance. Ms Woolcott informed the Committee that the guidance will be moving away from suppressing the virus to living with it. Moving forward, the approach will be more risk based. This could change, if necessary, should the variant become more serious. The Covid Planning Group will be scaled down, eventually disbanding and being absorbed into existing groups such as the HSWC.
- Supporting Ukrainian staff and students. The Committee discussed this matter and agreed that practical and pragmatic support was the best way forward.

HSWC/2021/30 Date of Next Meeting

The next meeting of the HSWC will take place on Wednesday 1st of June 2022 at 10am via Zoom.

Created by: Ms Debbie Beales

Health Safety & Wellbeing Annual Report 1st January to 31st December 2021.

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1. Executive Summary

Whilst Covid continued to require a considerable amount of input from HSW staff, the SEPS team in particular, the volume of non-Covid safety work on campus increased over the year to near normal levels as academic and other University activity returned from lockdown restricted levels. The increase in variety of work this has brought is most welcome for everyone across HSW but nonetheless means work demands have been extremely high for many of the team members. For instance, there has been a very high demand for training to be organised and delivered as external trainers returned to in-person training and as other activities started up, requiring staff to be trained/ refreshed. I am astonished to see that we have delivered training, through both face-to-face and online models, to around 10,500 staff and students.

The detail of work conducted is covered below but there are some pieces of work worth emphasizing here. The Biological Safety Adviser (BSA) continued to deliver a high level of support to the Lighthouse Covid testing lab. Their operation moved from employing existing University staff, who were gradually required back in their substantive roles as restrictions eased, to recruiting new staff, many lacking the considerable technical experience of their predecessors. This required a different kind of input from the BSA, with a greater focus on routine lab skills and systems and exploring an increase in minor incidents to help prevent recurrences. The BSA also supported applications for licence renewals for 2 areas of high-risk biological research. One of these required a 4-day audit by the Health and Safety Executive (HSE) which required a considerable amount of work collating pre-audit submission material, accompanying the Inspectors on-site and joining follow-up meetings. Despite some practical building maintenance challenges, the licence was able to subsequently be successfully submitted and renewed, enabling critical research to continue uninterrupted.

The Chemical Safety Adviser (CSA) was heavily involved in investigation of a serious fire in the Wolfson link building which caused considerable damage but fortunately no injuries. The investigation highlighted issues in relation to equipment maintenance, emergency arrangements and training but the lessons learned subsequently have enabled much reduced use of mains gas and associated equipment in labs across the campus. The CSA also responded to the discovery of an old and badly degraded compressed gas cylinder, contents unknown and was able, with a degree of difficulty, to arrange its swift removal for controlled explosion during the first week of COP26.

Alex Shearer joined us as Safety and Environmental Adviser and has had a busy first few months, advising on safe disposal of a variety of waste products and materials and decommissioning of a substantial fuel tank. In his safety role, he has been involved in a number of issues, most recently an investigation into an injury to a student at the equine unit at the vet school.

Reflecting the increase in practical work, incident numbers have increased from the artificially low levels seen in 2020, although they still remain below the average levels typically seen before Covid. We suspect that some of the incidents we have had reported are due to a combination of less experienced students, due to restrictions on practical skills teaching, as well as a degree of professional and technical “rustiness” for more experienced students, and indeed staff, who have had less opportunity to work in live situations, particularly in labs. Others may have arisen as a result of restricted access to conduct normally routine checks on equipment and stores.

The Fire Safety Officers were also involved in investigating the Wolfson link fire, liaising with Strathclyde Fire and Rescue throughout, as well as a number of smaller fire incidents. A big focus was efforts to reduce unwanted fire activations, which increased significantly in residences due to students spending more time working online and cooking more meals in their accommodation.

All the staff across HSW returned to at least part-time on-campus working during the course of the year. We anticipate that most will continue with hybrid working models, and this generally suits the nature of our work. Some staff worked on campus throughout the restrictions, these included the Fire Safety Officers who continued statutory work, such as fire risk assessment reviews, and the Radiation Protection Service who ensured, with considerable support from the Director of Health, Safety & Wellbeing’s PA, that dosimetry badges continued to be issued and returned for analysis and isotope deliveries reached areas of critical research that continued through restrictions.

The Occupational Health Unit managed to maintain a presence on site during the lockdowns of 2021. Staffing the Unit presented a real challenge (and still does) and the clinical and admin staff both reduced to around 50% of normal levels. It was therefore quite remarkable that the staff managed to see such high numbers of student through health screening and immunisation clinics. Referral waiting times did suffer however and remain much longer than pre- pandemic. Unfortunately, our Occupational Health colleague Rosie Cimmino was forced to retire during 2021 through serious illness. Many will have met and remember Rosie from the health surveillance programme she enthusiastically delivered, and we were all saddened to hear of her death in December.

The Director of HSW has been heavily involved in the variety of ongoing internal Covid monitoring and working groups, as well as the Scottish Government/ Universities Scotland Covid Leads working group that facilitates dialogue between our sector in Scotland and the Government on Covid legislation, guidance and their practical application in institutions. The Director of HSW has also been overseeing business continuity management, including organization of two lessons learned exercises, response to an extensive internal audit of BC management and preparing a successful business case for the creation of a BC Officer post, currently under recruitment.

2. Key developments and achievements

Administrative changes

The SEPS team remained busy through the various 2021 Covid restrictions and provided support through a mix of on-site work and home working to the academic and service staff working on campus.

Despite attempts to recruit early in 2021, SEPS environmental role remained vacant and was covered by other SEPS staff until August 2021 when we were pleased to welcome Alex Shearer to a joint Safety and Environmental Adviser role. Alex has settled into the role well during the latter part of the year meeting colleagues across the University and familiarizing himself with the activities of the organisation.

In the latter part of the year SEPS worked with the IT team to move the University incident reporting system to the Ivanti platform and we hope that this can be completed early in 2022.

General safety

Once again, the year was in many ways dominated by the ongoing Covid-19 pandemic which had a major impact on the activities being undertaken on campus by both the SEPS team and our colleagues in research, teaching and support services. Despite the national restrictions, over the course of the year as more research and teaching activities restarted, the need for safety support to academic and support units developed and grew, returning largely to pre-pandemic levels.

The Head of SEPS, assisted by the Chemical Safety Adviser (CSA), continued to maintain and update the SEPS Covid-19 Resource webpage and associated documentation and links to keep staff and students informed of how to work safely during the Covid-19 pandemic. This involved constantly updating risk assessments and guidance each time there was a change in Covid risk or protection levels and was a time consuming and seemingly never-ending task. By the end of the year the Covid Generic Risk Assessment had reached its sixteenth update. However, the value of the activity was apparent when the Health and Safety Executive (HSE) carried out a Covid compliance check as part of a wider ranging visit in November 2021 and identified the SEPS web page, and the Covid Generic Covid risk assessment in particular, as a valuable resource and very helpful in reassuring them that the University was taking responsibility for staff safety with reference to working on campus during the pandemic.

Other routine tasks associated with Covid, carried out particularly by the Director of HSW and Head of SEPS included:

- Monitoring and dissemination of Covid daily and weekly statistical reports within the University and to the Scottish Government.
- Liaison with Public Health Scotland on any potentially linked cases or to clarify matters of policy.
- Attendance at the weekly Scottish Government Covid Leads Group and reporting of discussions and implications of proposed changes to relevant University managers.
- Review and comment on technical reports and other submissions to Scottish Government.
- Participation in the University Covid Task Group, Covid Planning Group and Accommodation meetings and contribution to development of University policy, guidance and communications through these, and other, avenues.
- Provision of professional safety advice on Covid restrictions and on the very frequent changes in these to University senior management.
- Responding to requests for advice on permitted activities and appropriate precaution in relation to work, study travel and social activity from many individual staff and students.

The addition of Alex Shearer to the SEPS team in August 2021 provided much needed resource and Alex was able to help support the return of staff and students to the campus over the first Semester. From August, responsibility for provision of general safety advice was gradually assigned to Alex, working in conjunction with other members of the team where necessary. Alex also undertook investigation of some incidents where there was no specialist chemical or biological dimension, including two RIDDOR reportable incidents.

Other general safety advice provided by our new safety adviser included risk assessment advice for the Weipers Centre following an injury from a horse, wheelchair access recommendations following a disabled student being unable to exit from a building, ergonomic recommendations for the Lighthouse Labs and advice on the legal requirements for fixed appliance testing for CMVLS.

Travel procedures

Building on work done on travel during 2020, and the publication in January of the revised University Business and Study Travel Policy, the Director of HSW and Head of SEPS worked in conjunction with members of the Finance team to facilitate the development and launch of a University travel page and associated Travel Portal, (TRICAP) This allows a more streamlined registering and authorisation of University work and study-related travel and, in relevant cases upload and review of travel risk assessments. To support this system SEPS developed a suite of documents including a generic Low-risk Travel Risk Assessment form, a Trip-specific Risk Assessment for higher risk trips and an explanatory Travel Process Flowchart to illustrate and explain the process. The SEPS travel webpages were restructured to present the above document and links to the TRICAP portal in, we hope, a clear and coherent manner. The policy has been further updated alongside this work to ensure consistency.

After some initial adjustment of the TRICAP portal by Finance to ensure that the risk assessment demands of the IT system were aligned with those intended, the TRICAP system is settling in and becoming an established and functional University system.

Biological safety

The Biological Safety Adviser (BSA) provided advice across the Colleges and Schools this year as work progressed, recommenced or was planned. Throughout 2021 the BSA also continued to provide significant general safety as well as specialist support to management units involved in teaching, research and support activities throughout the year.

The diverse range of existing and proposed work with pathogens and animal models across the organisation increased as the year progressed. The increasing biological risk profile of the University has required the BSA to support front-line academics and area managers as higher risk work increased and COVID-19 testing operations and research grew. Higher risk activities required prior notification to the enforcing authorities before work could commence and university notifications were supported by the BSA on behalf of the organisation. The BSA continued to update the University Pathogens and Toxins register as new pathogen work commenced.

One major element of Covid- driven work was the BSA's support to the Glasgow Lighthouse COVID-19 Testing Laboratories at QEUH. This required provision of very extensive guidance, safety supervision and conduct of accident investigations along with support and follow up for local inspections and for statutory inspections of the facility. This is a very large facility employing over 800 staff.

A number of Units required support on the importation processes and documentation for receiving pathogens into the UK from EU and non-EU countries. There was also a review and issue of a new guidance document by the BSA for work with Specified Animal Pathogens to inform University processes for these agents and ensure corporate oversight of the University SAPO licences.

The BSA supported the amendment and renewal of applications for two of the University SAPO licences which are ultimately being combined into a single licence. The first application at the start of the year required substantial input from the BSA to clarify and agree the named buildings and associated derogations in place at the Henry Wellcome Building Complex at Garscube with the HSE SAPO lead. The second licence was for SAPO 3 agent licence renewal and significant change to add animal components to the work. This involved a large body of preparatory work and a 4-day inspection by HSE with subsequent University response facilitated by the BSA. Both outcomes were favourable.

The Institute of infection, Immunity and Inflammation is the largest institute in CMVLS and undertakes a substantial amount of the University's higher risk biological work. In recognition of this risk profile, the BSA attended the Institute Health and Safety Committee meetings and provided technical expertise and health and safety advice during the year.

The BSA provided input and technical advice throughout the year to the four CMVLS Genetic Modification (GM) Safety Committees to ensure appropriate approvals, or consents, were in place for the diverse range of work with genetically modified organisms, animals and plants. Additionally, as a co-opted member of the NHS Greater Glasgow & Clyde GMSC the BSA also continued to contribute to the review of GM risk assessments for work in NHS clinical trials.

Support was provided on ergonomic considerations for work activities across Units including at the high-throughput COVID-19 testing laboratories. A visit to the QEUH mortuary was also undertaken to observe Forensic Pathology's post-mortem practice during normal busy activities. The purpose of this was to assist managers in this area to reduce the risks of musculoskeletal injury, or development of longer-term conditions, to University-employed technicians and pathologists.

Input from the BSA was required on local proposals in relation to laboratory refurbishments for existing/new bodies of work including insectaries, other animal facilities and derogated containment level 3 areas. In some cases, advice was correctly sought proactively whilst in others a level of intervention by the BSA was required.

Ongoing technical support and advice was also provided to the ARC project including identification of health and safety requirements, signage planning and participation in meetings and site visits with the relevant parties. Input to a laboratory health and safety signage guide was provided, (in conjunction with the CSA and RPA). This was used to develop a signage strategy for the ARC and to standardise health and safety signage in the associated laboratory areas.

The BSA investigated and followed up on a variety of incidents across the organisation throughout the year. Fortunately, these were predominantly minor incidents, most involving use of glassware or sharps or spillage of material. The volume and nature of the work at the Lighthouse Lab and the scale of this has resulted in a major increase in the number of reports of minor spills and the unit has a stringent reporting policy for such incidents and reports any minor incident not involving injury to SEPS as a near miss/dangerous occurrence. Almost all of the Lighthouse Lab incidents were very minor. However, one spill incident at the start of the year did result in a requirement to report the event to HSE as a RIDDOR dangerous occurrence as this involved a known pathogen-containing material. HSE followed this up thoroughly in conjunction with the BSA. HSE were satisfied with what had been in place and that the Unit had done everything that was reasonably practicable in the circumstance.

The BSA also undertakes general safety duties which included general accident investigations and statutory reporting of a small number of incidents to the enforcing authorities where appropriate. The SEPS Team meet regularly with our colleagues in Occupational Health Service and the BSA liaised with them on specific health-related matters arising from within Units across the University.

Chemical safety

Over the course of 2021 the CSA has continued to provide both general and specialist support to management units involved in research, teaching and support activities with a significant number of requests for advice and assistance received throughout the year. Some examples have included:

- Reinstating the ongoing programme of atmospheric monitoring in the anatomy teaching facility to ensure that staff and students were not exposed to harmful chemicals released from preserved cadavers during dissection classes.
- Development of a laboratory health and safety signage guide working in conjunction with the Biological Safety Adviser and RPA. This document was used to develop a signage strategy for the ARC and subsequently communicated to all users to improve and help standardise health and safety signage in laboratory areas.
- Provision of advice and support during the technical evaluation and DSEAR assessment of the flammable liquid (and waste) stores operated by the School of Chemistry leading to development of an improvement plan for the facilities.
- Ongoing participation in the School of Chemistry Health and Safety Committee to provide technical expertise and health and safety advice to the Head of School and other committee members.
- Collation of information relating to the use of substances classified as chemical weapons (and precursors) to ensure that the University provides appropriate information to the UK Govt in accordance with the internal chemical weapons convention (CWC).
- Review, with the named veterinary surgeon, of the policies and procedures used to manage the stocks of controlled drugs used by Biological Services to ensure compliance with security, record-keeping and safe disposal requirements.
- Provision of ongoing technical support and advice to the ARC project including identification of health and safety requirements, signage planning and participation in meetings and site visits with all the relevant parties. The CSA has also worked with the newly appointed Head of Operations and Technical Operations Manager along with the project managers from Estates to identify and resolve potential issues and develop safe working practices for staff and students working in the ARC. He has also been involved in the preparations for research groups moving their equipment and consumables into the new building.

Key incidents

Over the course of 2021 the CSA investigated 64 accidents, incidents and dangerous occurrences which occurred on campus. While many of these incidents were relatively routine (e.g. small spills, minor cuts etc.) there were some that were more significant including:

- A fire which occurred in room 5-35 in the Wolfson Link Building causing significant damage to the laboratory. The CSA was involved in providing specialist advice and support to the emergency services during the emergency phase and aftermath of the incident, managing the safe disposal of affected chemical stocks and participating in the incident investigation and subsequent review. Based on the findings of the review he generated a safety alert to warn users of the risks of using gas burners in laboratories and was involved in a University-wide survey and review of gas safety procedures and shut-off systems to reduce the risk of similar incidents in the future,

- A smaller fire caused by an uncontrolled reaction in the Joseph Black Building was of note due to the inappropriate reaction of the researcher involved and poor storage of flammable waste in the vicinity of the incident. Following this incident, the SEPS team worked with the School of Chemistry to improve flammable waste storage.
- Over the course of the year there were several potentially serious near misses where regulators were ejected from high pressure EVOS style cylinders due to user error. In response to these incidents a safety alert notification was sent to all safety coordinators and a programme of refresher training for cylinder users was organised (this will continue in 2022). The CSA was also asked to participate in a working group run by BOC to help develop safer cylinder technologies in the future.
- Towards the end of the year a release of a hazardous anaesthetic (isoflurane) occurred in a treatment room in the VRF leading to a member of staff receiving a minor exposure to this hazardous substance. The CSA carried out a detailed investigation with the result that a range of changes have been proposed to improve chemical management and controls across Biological Services.
- A large chemical spill occurred in the chemical waste store located outside the Joseph Black Building when inappropriate mixing of incompatible chemicals during disposal caused a full 10 litre waste container to pressurise and fail spilling waste onto the floor. The CSA led the emergency response to ensure the incident was cleaned up safely and efficiently and has made recommendations to improve local spill response procedures both within the School of Chemistry and elsewhere in the organisation.
- There was an incident which required investigation by the BSA to establish whether any potential exposure had occurred to a researcher working with a potentially harmful disease. Fortunately, this was not the case, and all the appropriate protocols were found to have been followed, but some modifications to practice were made to further improve protection as a result.

Environmental

Chemical Waste Contract

At the beginning of 2021, the University formally appointed a new chemical waste supplier (Tradebe) to manage hazardous chemical waste generated during research and teaching activities. As the position of Environmental Adviser was vacant, the CSA was responsible for working with both the incumbent supplier (Veolia) and the incoming supplier to ensure arrangements were in place to ensure a smooth transition of services. This included working with service users within the University of Glasgow to put appropriate systems and communication channels in place before the contract commenced. Working with Tradebe a monthly “milk run” was established to encourage regular disposal of waste and feedback on the new arrangements has been very positive with no significant disruption during the changeover period. The introduction of the “milk run” has also brought a cost saving to Schools and Institutes as there are no individual pickup charges.

On the appointment of a new University Safety and Environmental Adviser (SEA), the CSA facilitated the handover of the contract management to the SEA working with him and Tradebe to ensure continuity of service.

Clinical Waste Contract

The clinical waste contract was also retendered late in 2020 and a new contract began in the early part of the year. The same supplier was retained allowing the regular collections to continue with minimal disruption. The BSA oversaw this transition and ensured the smooth running and continuity of the clinical waste contract, prior to facilitating the hand over to our new University Safety and Environmental Adviser (SEA) over the course of the autumn. The contract has operated well during the year but has needed some monitoring and support work to ensure that order numbers for uplifts provided by university units are correct and that invoicing is operating correctly.

General Environmental Advice

Since joining in August 2021, the Safety and Environmental Adviser (SEA) has provided general environmental advice as well as more specialist advice on improving waste management throughout the University. Examples included:

- Disposal considerations for a range of materials such as silicon slurries, mercury and UV lamps, fume hood filters, defunct veterinary x-ray equipment, glass fibre epoxy dust, printer cartridges and polyacrylamide gels among others.
- Disposal of mixed biological/chemical waste such as RNA extraction waste.
- A leaking underground fuel storage tank. Advice was given on the code of practice for decommissioning and/or removal of the tank as well as siting considerations for the replacement above ground tank.
- Co-ordinating clinical waste uplifts over the festive period where demand was erratic.
- Advice on process improvement and remedial measures in the avoidance of chemicals being poured to drain including paraffin in the School of Archaeology, methanol, ethanol and dibenzothiophene solutions from CMVLS and
- Supporting waste considerations in the ARC

In addition to this advice, other environmental activities undertaken have included supporting the Sustainability Manager in data collection for public sector climate change reporting and assessing the suitability of lab plastics recycling. We plan to run a pilot study within a willing lab with the aim of assessing the practicalities of lab plastic recycling and if this can be extended University-wide.

Fire Safety

Fire

One serious fire occurred during 2021 involving the gas supply within a laboratory in the Wolfson Link Building. Although this resulted in significant damage to the laboratory, the building was successfully evacuated with no injuries and the fire contained within the laboratory by Strathclyde Fire & Rescue Service (SFRS). The on-site response and inter departmental cooperation and coordination internally and with SFRS for the duration of the incident was excellent. A follow up lessons-learnt seminar was convened where further learning points could be actioned and taken forward. The SEPS fire safety team liaised with SFRS following this incident which was believed due to a faulty Bunsen burner which ignited incorrectly as it was lit. A review of laboratory gas use was carried out across the University in conjunction with other members of the SEPS team and laboratory staff resulting in reduced use of gas in some areas and disconnection of supplies in others.

All other fire incidents were minor and were dealt with promptly by staff on site. These incidents included lab experiments with flammable materials and (largely unavoidable) overheating of electrical equipment. SFRS carried out post fire audits in relation to two of these incidents but in all cases offered advice only. The fire safety team also supported various SFRS familiarisation visits to our existing buildings and to new buildings as they were added to the University estate.

The Fire Safety Advisers continue to put considerable effort into monitoring unwanted fire alarm activations. The internal response process includes support by Security to assist building occupiers and local Area Fire Officers to identify, address and mitigate impacts of all unwanted fire alarm signals timeously to reduce unnecessary SFRS call- outs.

The total number of alarm activations increased considerably from last year, up from 104 (2020) to 237, 221 of these being unwanted alarms. (See Table 5 for a breakdown of causes) Unsurprisingly the first quarter of the year gave the lowest number of incidents with sizable increases in July (residencies starting to see a return) and November (mid-winter). This can be attributed, in part, to the reopening of the University and the inclusion within our totals of some of our third party managed properties, particularly student residencies. Some of this increase may be attributable to students spending more time within their residence due to online teaching and reduced social activity. However, areas which are highlighted for further investigation and action

are the number of alarm faults, the number of cooking incidents and what is known as 'occupier activity' events.

As a result of the higher number of alarm activations, the attendance of the Scottish Fire and Rescue Service (SFRS) increased significantly both in total and as a proportion. Most of the SFRS call outs (80%) were to residencies. Work is needed in this area to reduce the number of unwanted fire alarm activations and this will be one of our main aims for 2022. This will allow the University to demonstrate an ability to manage our buildings and to avoid drawing on the limited resources of SFRS unnecessarily, especially at a time when the resources of all organisations are stretched.

The extensive Campus Development Programme continues to require significant input from the Fire Safety Advisers, along with input by other specialist advisers, at the design stage to minimise the need for potentially costly and time-consuming alterations once the buildings are commissioned. This is particularly so where designs include fire-engineered solutions, and the fire team has been involved in a significant number of "soft-landings" meetings to support and agree the designs developed for new buildings on the existing campus and on the Western Infirmary site. This professional input is crucially important to ensure that these designs are suitable and that any change, or the conduct of building operations, does not compromise fire safety. Following this process, the James McCune Smith Building was handed over in 2021 with the Fire Risk Assessment also completed. The Advanced Research Hub (ARC) will be delivered in early 2022 with significant work and effort put in during 2021 to allow for this. Looking ahead, the next building to be delivered will be the Institute of Health & Wellbeing in 2022.

Major refurbishment activity elsewhere in the existing estate demands similar levels of advice and support. Work within existing occupied buildings continues, including significant fire improvements within the Boyd Orr Building and a major project for the School of Engineering within the James Watt North Building. On such refurbishment projects within existing and operational buildings, ensuring that work doesn't compromise escape routes or create risk to the occupants is always a primary objective of the fire safety team and is one of our safety-critical tasks.

Encouragingly, over 2100 staff completed the on-line fire safety refresher training, with 25 separate specialist fire safety courses also being delivered alongside this and aimed at those with specific fire safety roles such as Area Fire Officer and Fire Warden. This was achieved using a variety of means including face to face and virtual. We note an increased demand for fire warden training as units adjust to the different staff attendance patterns of hybrid working and seek to maintain fire warden cover.

With Covid restrictions continuing to have an impact on the level of occupation of our buildings and on the presence at work of staff who would normally perform fire warden duties, it was necessary to undertake a review of our fire safety arrangements and policy. As a result, the Fire Safety Policy was updated to clarify the expectations in relation to building evacuation and fire warden support and to acknowledge that whilst providing a useful support where available, safe evacuation does not depend on the presence of fire wardens.

The fire safety team continues to provide support to all building users regardless of location and this has recently included visits to our sites at East Kilbride, Dumfries and Rowardennan (HMO renewal).

Fire risk assessment

No additional contracted support with fire risk assessment reviews was required by SEPS in 2021, as both of our Fire Safety Advisers were able to return to campus and carry out the necessary assessments as required, whilst considering the control measures in place at the time due to the Covid regulations. Sustaining this rate of assessment review is challenging alongside the demands of reactive work associated with new build and refurbishment activity. The fire safety team will seek to maintain the target pace of assessment. However, it is expected some significant new properties will be added to the building list during 2022, which will require an initial full fire risk assessment and so will add to the workload.

A breakdown of the fire risk assessments carried out in 2021 is shown below. These include 64 scheduled assessment reviews, and 2 new building assessments. The overall number involved demonstrates the scale

of this work, with buildings ranging from Victorian terrace to 1960's large teaching/research buildings to the new James McCune Smith Building.

Premise Type	Number
Cat 1 - High Risk	17
Cat 2 - Med Risk	47
Cat 3 - Low Risk	1
Cat 4 – Very low risk	0
Total assessments	65

Monitoring and Auditing

Internal auditing

Due to Covid restrictions, work from home requirements and generally reduced on-campus work, the SEPS rolling internal safety management auditing programme remained in abeyance until November 2021. Since then, with some relaxation in national Covid restrictions, it was recommenced with an audit of the Archaeology Unit (School of Humanities). An agreed date was also set to audit the School of Physics in January 2022. Several other units will also be contacted, and audit dates agreed for early 2022.

The addition of Alex Shearer to the SEPS team will, when he has been trained in the process, make auditing by two-person teams a little easier than has been the case for several years, while we have had no one in the general safety role.

Despite the pause in formal management systems auditing, - an approach mirrored by several enforcing agencies - SEPS have remained very active in overseeing and supporting activities across the University through both 2020 and 2021 by way of inspection work, as detailed in the section below. This had been done in both a planned manner, in response to incidents and in a more targeted way as a result of requests from departments for advice and support.

External audits

There were no external safety-related audits conducted during 2021 although we did receive enforcing authority inspection visits from HSE, CTSA and a post fire audit visit from SFRS. Details of these are provided within Section 7.

Inspections

To maintain effective corporate oversight of our higher risk activities the BSA continued with the CL3 inspection programme across relevant laboratories at Gilmorehill and Garscube campuses with 4 inspections undertaken at the end of the year and actions discussed and agreed with the CL3 managers. A fabric repair was required in the REBL CL3 suite at Garscube following an ingress of water and the repair was required to be verified and communicated to HSE prior to the agreement to renew the existing SAPO licence.

As more areas returned to work the CSA has reinstated the ongoing programme of chemical and general safety inspections across the University. Over the course of the year he has undertaken formal inspections of 21 separate laboratories and workplaces working with local safety coordinators and senior staff to identify

health and safety issues and make recommendations for remedial action and/or improvements as required. A breakdown of the areas visited can be seen below.

The inspections in the Institute of Molecular Cell and Systems Biology (MCSB) CL2 areas were jointly carried out by the BSA and CSA.

- MCSB (Davidson Building) x 4
- James Watt School of Engineering (Rankine / JWS) x 4
- School of Chemistry (JBB) x 12
- Lighthouse Laboratory (QEUH) x 1

Further informal inspections were also carried out covering the chemical waste stores and compressed gas cylinder store associated with the Davidson Complex. In both cases significant deficiencies were identified which have been addressed by the local support and administrative staff. One particular example involved discovery of a damaged, obsolete gas cylinder which was deemed sufficiently dangerous that immediate removal from campus via an explosives disposal company was necessary. This process was managed by the CSA, working with the Security Team during the COP 26 conference without causing any disruption to campus.

At the request of the interim director, chief technician and chair of the health and safety committee, the CSA accompanied them on a walk round of the Sir Graeme Davies Building (III) focusing on storage of hazardous substances and identification of obsolete chemicals. The result of this walk round (and associated discussions) was a local “chemical amnesty” during which 7,500 obsolete chemicals were identified and disposed of via the University chemical waste contractor.

The CSA has also been involved in monitoring the statutory inspections of LEV and pressure systems undertaken on behalf of the University by Zurich highlighting deficiencies and necessary remedial actions to local safety coordinators / chief technicians as required. In March 2021 a serious defect was identified with an air receiver in the Joseph Black Building necessitating that some business-critical activities be suspended. The CSA worked closely with local support staff and Zurich to facilitate remedial works and reinspection to ensure that the equipment could be returned to service as soon as it was safe to do so while liaising with senior managers in the School and College to ensure they were kept informed.

Radiation Protection

Contamination surveys

Radiation labs contamination surveys restarted during 2021, due to ongoing Covid restrictions 13 contamination surveys were conducted. This was up from 0 surveys during 2020 but still short of our normal 30+ per year. Contamination surveys are part of our license conditions.

Source audits

Another license condition, there were 18 source audits conducted during 2021, up from 8 the previous year.

Sealed sources

Most of the sealed sources are held in the Kelvin Building. As part of our licence conditions these must be swab tested annually for leakage. See Section 5 for details.

Decommissioning

Room 619 Robertson Building was decommissioned July 2021.

Level 3 GBRC Building was decommissioned December 2021.

The necessary paperwork was submitted to SEPA as required by our licence.

Dosimetry service

420 whole body dosimeters are issued bi-monthly.
30 eye dosimeters are issued bi-monthly.
64 extremity dosimeters are issued bi-monthly.

Contamination Monitor Testing

The University has around 300 contamination monitors available for staff, these must be tested annually for compliance with Ionising Radiations Regulations 2017. Of these 150 were tested (up from 40 in 2020), 4 monitors needed repaired (3 in 2020) and 130 needed replacement batteries.

Radioactive waste disposal

There were no solid waste disposals during 2021.

'Dustbin' solid waste disposals are no longer undertaken at Gilmorehill Campus, these continue at the Garscube Campus for radioactive cat litter and horse bedding, and these records are kept on-site.

Liquid radioactive disposals are detailed in Section 5, and there were no sealed source disposals during 2021.

Radiation safety courses

All training courses during 2021 were moved to online delivery through the Moodle platform. See section 4 table for details.

Registered Radiation Workers

There were 46 new registrations in 2021 for a current total of 416 registered radiation workers.

Move to electronic records

Several measures have been put in place to reduce paper records in the service; an e-form for registering new radiation workers, issue of radiation safety certificates electronically as pdfs instead of paper and scanning/ digitizing all remaining radiation registration forms (much of this had already been carried out by a contractor on our behalf).

Occupational Health

Health Surveillance

Due to the pandemic, face to face health surveillance stopped in 2020 but questionnaire screening for lab animal allergy continued to be sent and screened until late March although the numbers were slightly lower because a number of researchers had been furloughed or were no longer working with animals.

Student Health

The volume of student work during 2021 increased substantially, mainly due to the arrival of students who were unable to travel to Glasgow in 2020. As well as carrying out the highest ever number of blood tests and vaccinations, the number of student referrals also trebled. The Louisa Jordan hospital were extremely accommodating providing space for these huge clinics until it closed in June. The clinics subsequently reverted to the clinical skills lab within the medical school which always proves a challenge in terms of space and availability.

No elective work was undertaken for students in 2021 due to their inability to travel.

Client Feedback

As part of ongoing SEQOHS accreditation, the Occupational Health Unit is required to undertake client feedback analysis. This is anonymous and uses a Survey Monkey questionnaire sent to all students and staff who have attended the Occupational Health Unit for any reason in a selected period (usually two months). A separate questionnaire goes to line managers of staff who have attended in order that feedback can be obtained from them.

At the time of the survey during 2021, patient consultations had moved to telephone and zoom calls. It was only possible to survey those employees who had been referred by their manager rather than, as was previously possible, all those who had attended OHU for any reason. Surprisingly those employees who responded to the survey were all very positive about the consultation and support provided with over 90 percent of respondents completely satisfied with the consultation and outcome.

Manager feedback was also positive with all respondents saying they were either completely, very, or fairly satisfied with the process and the feedback via the OH report.

Occupational Health Records and Report Sending

Occupational health referrals are now an integral part of the Ivanti helpdesk system. Referrals are more easily tracked, and managers /HR receive reports back from OH much more quickly and securely. Feedback on the system has been very positive.

Wellbeing

The Director of Health, Safety & Wellbeing worked with the Director of Organisational Development to agree the question set to measure workplace stress within the Pulse Survey.

The Director of HSW is a member of the Wellbeing Working Group which, over the last year or so, has developed a draft UofG Colleague Wellbeing Strategy which is currently undergoing consultation.

Business Continuity

Exercising

There were 2 post-covid lessons learned exercises delivered. In April, Denis Fishbacher-Smith kindly gave a half-day online session attended by around 30 colleagues across mainly academic areas. The Director of HSW delivered a second lessons learned exercise in August for a group of 20 colleagues across professional services.

Internal Audit

September saw PWC conduct an internal audit of business continuity management. Whilst it recognised some good practice around policy and arrangements, it recognised the enormity of scale of planning for BC management in such a large and diverse institute as UofG and made several recommendations including suggesting a review of the current BC resource. The University has recognised this and recruitment for a new post of BC Officer is currently underway.

3. Collaboration and co-operation with external bodies

External Representation

The BSA was nominated at the start of the year to be a member of the UK Institute of Safety in Technology and Research (ISTR) Executive Committee and attended many meetings throughout the year. She took over as Chair of The ISTR UK Biosafety Steering Group which represents the interests of UK biosafety nationally and internationally on behalf of ISTR. She is also a member of the Events Steering Group for ISTR and gave input to the various events and 2021 conference where she helped procure speakers and chaired one of the sessions online at the 4-day Autumn Symposium 'Engineering for Safety'.

The CSA has continued to represent the University on the Management Group of the University Chemical Safety Forum (UCSF) which is an organisation dedicated to improving chemical health and safety in academia. He has organised and presented at two online conferences attended by chemical safety advisers from across the UK.

Following a small number of incidents involving compressed gas cylinders, the CSA was invited by BOC (Linde) to participate in an online working group to provide feedback on health and safety issues associated with compressed gases. This involved working with technical experts from higher education and other industries to answer technical questions, review safety innovations and make suggestions to help them develop safer cylinders.

All of the safety team are active participants in the Universities Safety & Health Association (USHA) and in our local branch, the Scottish Universities Safety Advisers Group (SUSAG). Examples of the main organisations with whom HS&W regularly interact are shown below.

- Advanced Procurement for Universities and Colleges Ltd.
- Association of University Radiation Protection Officers (AURPO)
- Chartered Institute of Waste Management (CIWM)
- Department of Energy and Climate Change – Chemical Weapons Convention licences. – annual return submitted based on information supplied by Schools/RI's in response to SEPS request.
- Department for Transport – enforcing authority for some aspects of transport of dangerous goods.
- Environmental Association for Universities and Colleges (EAUC)
- European Biosafety Association
- Glasgow City Council / Glasgow Life (HMO Licensing)
- Health and Safety Executive – incident investigations, notifications, biological
- HEBCoN – Higher Education Business Continuity Network.
- Home Office – Controlled Drugs/Drug Precursor licences
- Institution of Occupational Safety and Health – IOSH-accredited training courses
- Institute of Safety in Technology and Research (ISTR)
- National Counter Terrorism Security office (NaCTSO) – Biosecurity
- NHS Scotland – consultation re joint occupation of premises
- Northern Biological Safety Advisers Group – sector meetings
- Public Health Scotland
- Police Scotland – (Counter-terrorism security controls and explosives.)
- Royal Sun Alliance – Consultation on insurance liability issues and external audit.
- Scottish Ambulance Service (CTSA - Counter terrorism liaison)
- Scottish Environmental Protection Agency (SEPA)
- Scottish Fire and Rescue Service
- Scottish Government
- Society for Radiological Protection
- Scottish Universities Safety Advisers Groups (general, fire and chemical)
- University Chemical Safety Forum (UCSF) (Committee support)
- Universities Safety & Health Association (USHA)
- USHA Environmental sub-group
- USHA Fire sub-group
- Working group of Scottish Central Belt University Chemical Safety Advisers (University of Glasgow, University of Strathclyde, university of Edinburgh)

- Zero Waste Scotland
- Zurich Municipal – external statutory equipment examinations

4. HSW University training provision and staff CPD

Although training was quite seriously curtailed in 2020, SEPS were able to deliver a more normal training programme during 2021. Due to lockdown restrictions all face-to-face training courses were suspended during the January to March period. Our training facility within the Isabella Elder room was initially limited to a capacity of only 4 (with 2m distancing) and so group training was impossible. Later in the year, when distancing was reduced to 1m, the capacity was raised to a maximum of 8 allowing some smaller group training to take place and we continue to make use of this capacity where we can. Booking of larger rooms is not normally possible due to academic teaching requirements having first claim on these and the room capacity limits meant that much of our training had to be done by online methods.

First aid training is one of our main deliverables and prior to Covid was provided in the Isabella Elder building via courses of 12 delegates plus a trainer. During the early part of 2021 we were unable to run courses on site at all. However, once restrictions were lifted in March we worked with our training provider to trial a new blended-learning course model. This is a 3-part course comprising three elements: i) Self-study (4 hours), ii) Trainer-led webinar instruction (6 hours), iii) Face-to-face classroom based practical session (2 hours). This courses model has had positive feedback from those who have taken part although a large number of staff still prefer to attend the face-to-face courses as a preference. We have been able to support this through face-to-face first aid training available at our trainer's city centre premises but they also had capacity restrictions, and so these courses accommodated fewer delegates than normal and have been correspondingly more expensive per delegate. Once distancing was reduced to 1m allowing the room capacity to be increased we were able to run some face-to-face courses on site but with a capacity of only 6 due to the practical work involved and space requirements needed for that.

The effect of these restrictions has been to massively increase the administrative burden on SEPS as we now must routinely arrange training for 1 and 2 people at a time where before we were arranging for groups of 12. Despite this we have met the demand for all required first aid refresher training and for initial training

A similar situation exists with our manual handling courses. As staff began to return to campus, we started to get enquiries about manual handling courses and were able to schedule a few courses throughout the year. However, customer demand for practical manual handling training has been reduced this year from normal level. We hope that face-to-face courses will be able to fully resume in 2022.

Our Mental Health First Aid Courses are overseen by Public Health Scotland and because of Covid, no courses were permitted to run during 2021. These courses will resume in January 2022, with one course planned each month until May 2022. We will then reassess the demand for this course from our waiting list and plan further courses.

We have been unable to run our usual programme of Institute of Occupational Safety & Health (IOSH) approved courses during 2020 or 2021 as IOSH have no approved online route for us to deliver these. As they are aimed at developing managerial competence on a longer-term basis and are not normally run frequently, that has not been a major issue. With an increased room capacity now available we are able to recommence this training and have a course scheduled for early March 2022.

On occasions we have been able to provide some types of face-to-face training within non-bookable areas and rooms under the control of other departments but made available by them for training of their staff. This has included some fire training and technical training such as compressed gases and cryogenics courses which would normally have been customer-hosted anyway.

Both the BSA and CSA have been able to provide regular online health and safety training in their specialist areas to staff and students across the organisation using Zoom and Microsoft Teams. These courses have continued to be well received and attended by staff and PhD students from across the University. The topics covered, number of sessions and number of individuals trained are set out in the table below. We feel that this has been a successful delivery of this training under the circumstances we face and a useful addition to our capabilities although not something that we'd want to use as a complete substitute for face-to-face training.

In addition to delivering formal health and safety training sessions, the CSA has also provided specialist input as part of a range of health and safety inductions for new PhD students in the School of Chemistry, Institute of Infection, Immunity and Inflammation and JWNC.

Participation in the online fire-safety training module is significantly increased from previous years with the Moodle system in which the training is hosted showing that 2151 staff undertook this training and passed the competence assessment. Additionally, 68 research students and 160 other students also successfully completed the training. The Moodle system is configured to automatically export records of completed staff training to staff CoreHR records and we expect in early 2022 to work with the HR team to make staff training records directly accessible to Schools via the Core “Insight” reporting system.

In December 2020 SEPS were able to add the online course “*Homeworking Essentials*” to our Moodle hosted options alongside our general “*Fire Safety*” course. The Homeworking course became live early in 2021 and Moodle reports indicate participation by 1731 individuals, with 1177 of these participants going through the full course and completing the assessment. 39 of the participants were students, the remainder being members of staff. As this is not a mandatory course, this shows that there has been a significant demand for this training and that it has been a useful resource.

Overall participation in the online computer/display screen equipment training is increased from 2020 but remains low in comparison to the ‘*Homeworking*’ course. The latter course, although wider ranging, does contain similar content about computer workstations but does not provide a facility to carry out a workstation assessment which is, of course, a legal requirement.

The Head of SEPS and Director of HSW, with the Estates Compliance & Safety Manager reviewed, updated and re-recorded the videos for the Return to Campus online induction with much appreciated support from the Learning and Academic Development Service.

The following table shows the delivery of formal courses and training that was achieved during 2021.

Courses and training delivered 2021

Subject	No. Courses	No. Attendees
Induction		
“e-Induction” online training for new staff		1892
Return to Campus online Induction		1910
IOSH Accredited courses		
IOSH Working Safely Course (1 day)	0	0
IOSH Managing Safely Course (4 day)	0	0
General and specialist safety courses		
Biological Safety and GM (1/2 day)	11	177 staff/students
Biological Module within PIL (45 minutes)	2	66
3Ills PGR Induction (1 hour PJR & 1 hour AG)	1	19 students
COSHH and Chemical Safety (3 hours)	8	194 staff/students
Chemical Emergencies (1 hour)	2	33 staff
Compressed Gas Safety (1 day)	2	36 staff
Cryogenic Refresher (2 hours)	4	103 staff/students
Display Screen Equipment (online)		
Training and workstation assessment fully completed	-	98
<i>Training element only completed.</i>		139
<i>Training element partially completed</i>		42
Overall participation		181
Homeworking (online)		
Participation in training element	-	1731
Completion of training and assessment element		1177
Manual Handling (1/2 day – external trainer)	6	86 staff
First Aid Courses		
First aid 3-day certificated course	2	10 staff
First aid external 3-day certificated course	42	89 staff
First-aid 2-day refresher course	3	23 staff
First-aid external refresher course	36	59 staff
Mental Health First-aid 2-day course	0	0
Fire Safety Courses		
Area Fire Officer (1/2 day)	11	63 staff/students
Fire Warden (2 hours)	13	87 staff/students
Living support staff fire awareness training	1	58 staff
Staff fire safety awareness training (online Moodle)	-	2151 (see note)
Radiation Protection (Attended)		
Radiation Protection (Passed Examination)		65
Radiation Safety Refresher		(65)
Radiation Safety Refresher		4
X-Ray Safety Course		30
Laser Safety Course		23

Totals	144	10,546
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Note: Figure as reported by Moodle

Development of staff within Health, Safety & Wellbeing

The usual programme of staff development and CPD events continues to be much reduced with some events moving online. These, although easier to attend, lack the benefits of sector networking that forms a useful part of face-to-face events. All of the safety adviser team follow a professional body CPD programme under the auspices of the Institution of Occupational Safety and Health (IOSH). Some of the external engagement in which staff are involved are shown in Section 3 above.

The CSA undertook two substantial professional development activities over the course of 2021. He successfully completed an NVQ Level 6 qualification in Occupational Health and Safety Practice allowing him to move to a higher level of professional membership of IOSH (GradIOSH).

He also undertook a Dangerous Goods by Road training course delivered online by Peter East Associates to build his knowledge of the safe transport of dangerous chemicals and the application of ADR under the Carriage of Dangerous Goods and Transportable Pressure Equipment Regulations (CDG). This course has proven to be of particular value in advising academic members of staff in how to safely prepare consignments of hazardous substances for transportation and in preparing for the transport of hazardous substances to the new ARC facility.

The Radiation Protection Adviser undertook the ‘Veterinary compliance issues with IRR and EPR’ one-day webinar in November 2021.

The Radiation Safety Technician undertook a one-day laser management course in December 2021.

Subject	No. staff attending
Biological and GM safety (online)	1
BOC Gas Cylinder EVOS Working Group (online meetings)	1
Chemical Emergencies (online)	1
Covid return to campus video	1
Cryogenic Safety (face-to-face) 1 day)	1
Dangerous Goods by Road Course	1
Equality and Diversity Essentials	1
Fire online training	1
First aid refresher	1
HSW E-induction (online)	1
Homeworking Essential (online module)	3
Introduction to GDPR (online)	1
IOSH CPD programme (rolling professional programme)	5
IOSH membership upgrades to Grad IOSH	1
ISTR Autumn Symposium (live event over 4 days)	1
ISTR Executive Committee meetings (online ½ day x4)	1
ISTR Biosafety Steering Group meetings (online 2hr x 3)	1
ISTR Ventilation Discussion Forum (online 1 day)	1
Mental Fitness Webinar	1
Mentoring Training course (online)	3
NVQ Level 6 qualification in Occupational Health and Safety Practice	1
Procurement Level 2	1
Purchasing Officer training Level 1 and 2	1

Scottish Univ. Fire Advisers' Group (online)	2
Scottish Univ. Safety Advisers' Group (online)	4
Universities Chemical Safety Advisers Forum Conference (online 1 day x 2)	1
Veterinary compliance issues with IRR and EPR 1-day webinar	1
Laser Safety Management	1

5. Other Operational Activities

Activity	Description	Activity Total 2017 Blue 2018 Red	2019 Black 2020 Green 2021 Purple
Occupational Health			
Bloods	All bloods in OHU diary plus additional numbers from September screening and May titre clinic	(682) 706 1022	859 1718
DNA	Staff/students who didn't attend appointment	40 19 99 (Ivanti system introduced)	
Management Referral	New referrals	(273) 296 304	223 253
Management Referral - Returned	Returned to the referring manager due to insufficient/incomplete info on referral paperwork.	(22) 8 10 6	
Management Referral - Not Actioned	Referral arrived at the OHU, further discussion with referring manager indicated referral not appropriate.	(3) 6 6 6	
Review Appts	Management referral review appointments	(256) 189 198 24	158
Health Surveillance	All health surveillance appointments at Occupational Health and paper screening. This figure also includes medicals for CERN, ionising radiation medicals and any HAVS appointments for the Occupational Health Physician.	(564) 366 324	273 204
Elective Work for students	Comprising: Elective consultations, elective paperwork completion and pre-employment FY1 paperwork completion	(100) 92 123 0 0	
Fitness to Practice for students	Undergraduate students from MVLS referred to OH.	(39) 28 29 26 73	
MVLS Student Screening at Wolfson Medical School	New undergraduate Students attending for their health screening at Wolfson Medical School (start of term)	(544) 438 550 567 744	(due to adding students who weren't in Glasgow in 2020)
Research Passports	Research passport paperwork processed at OHU	(62) 41 37 28 22	
Vaccinations	All Staff and Student attendances for vaccinations	1148 728 1306	
Radiation Protection			
Ionising Radiation	Registration of new workers	(84) 416	
	Registration of classified radiation workers	(0) 0	
	Issue of Personnel dosimeters	(436) 514 (420 whole body, 30 eye and 64 extremity dosimeters)	
	Radiation Monitors testing (4 required repairs, 130 batteries replaced)	(40) 150	
	Swab tests of sealed sources (all passed)	(170) 176	
	X-ray surveys (include electron microscopes and dedicated X-ray units)	(14) 0	
Radioactive Substances	Contamination Surveys	(0) 13	

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	Source Audits	(8) 18
	De-commissions (includes one downgrade of a Controlled Area to a Supervised Area)	(2) 2
	Isotope Order Management	(89) 130
	Contractor Disposals of solid waste	(2) 0
	Liquid Waste Disposal - Gilmorehill	(1081) 2802.2 MBq
	Liquid Waste Disposal - Garscube	(79) 256 MBq
Non-Ionising Radiation	Laser Surveys	(0) Schools

6. University Performance Indicators

Table 1 Summary of incidents reported in 2021.

2021	Animals	Electricity	Explosion	Fall/Level	Fall/Stair	Fall/Height	Fire*	Handling	Glass/Sharps	Hand Tools	Hot/Cold	Machinery	Spill/Release	Sport	Strike Against	Struck by	Traffic	Other (inc medical)	Occ. Disease	Violence	Totals
Staff	13	1		18	4			4	20		3		24		16	17			1		121
UG Students	9							1	15				6		1	1			1		34
PG Students	3								11		3		11			2					29
Visitors/other	1				1										1						3
Total minor and over 3-day	26	1		18	4			5	46		5		41		18	20			2		187
RIDDOR reportable incidents				2	1	1						1	1		1				2		9
TOTAL work-related injuries	26			20	7	1		5	46		5	1	42		19	20			4		196
Work related injuries by year																					
2020	20	1		18	3			8	52		5		27	2	8	13	2	1	3	1	164
2019	38			36	14	1		11	62		9	1	36	2	19	25	3		3	1	261
2018	35	3		37	16			12	92		9	1	35	1	17	19	1	1	6	2	266
2017	30	2		34	18	1	1	10	79		9	1	40		21	27	1	4	2	1	281
2016	32	2		20	10		1	16	88		3	5	34		22	24		3	5		265

Other incidents - 2021																					
DO / Near Miss		3		1			7	5	3			1	108			5		3			136
Not work-related				4		1			1					15				17			38
Contractors								1	1						2	2					6

*Fire category covers incidents involving injury from fire only.

STAFF all injury incident frequency rate	15.5 per 1000	Comparator: SUSAG 2019 16.7 per 1000 SUSAG 2020 12.8 per 1000	Based on 122 minor incidents plus 3 RIDDOR (Total 125) and staff headcount of 9854 at Sept 2021 (Source UofG FOI webpage)
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STUDENT all injury incident frequency rate	1.9 per 1000	Comparator: SUSAG 2019 2.0 per 1000 SUSAG 2020 1.6 per 1000	Based on 63 minor incidents plus 4 RIDDOR (Total 67) and student headcount of 34811 (Source UofG FOI webpage)
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Table 2: RIDDOR incidents reported to enforcing authority in 2021 by reporting criteria

Description of incident	Category	Totals
“Major” Injuries (RIDDOR defined)		
Fall on stair within University building. No stair defect but face covering may have been contributory. (Staff)	Fall on stair	1
Over 7-day incidents (RIDDOR defined)		
Crush injury to thumb sustained while manually adjusting pallet forks on agricultural machinery. (Staff)	Machinery	1
Student/public to hospital for treatment		
Fell on loose ground surface outdoors while on work placement. (Student)	Fall on level	5
Fell on uneven flooring within University building during exercise activity. (Student)	Fall on level	
Struck head on underside of x-ray equipment when standing up close to it. (Student)	Struck against	
Fell from chair being incorrect used as a means of access. (Student)	Fall from height	
Trapped finger in door in sports facility. (Visitor)	Struck by	
Reportable dangerous occurrence		
No reportable dangerous occurrences recorded.	n/a	0
Reportable occupational disease		
Covid infection possibly associated with spillage while handling a test sample. (Staff)	Occupational disease	2
Tendonitis diagnosed in staff member who carries out repetitive lab analysis work. (Staff)	Occupational disease	
TOTAL RIDDOR REPORTABLE INCIDENTS		9

Note: Total remains lower than the long-term average probably because of continuing reduced levels of practical work due to Covid. Historically, levels would most typically be around 15 incidents per year, but numbers do vary both upward and downwards between years.

Table 3: Fire incidents 2021

Building	Probable Cause
Major fires (significant damage beyond part of building immediately affected)	<ul style="list-style-type: none"> • A significant fire occurred within a laboratory in Wolfson Link Building resulting in severe damage to the laboratory. The cause was unexpected ignition of natural gas most likely due to a leak or detachment of the Bunsen gas supply tubing. (March 2021) (SFRS Post-fire audit)
Minor fires (localised fire or minor incident only)	<ul style="list-style-type: none"> • Combustible materials near cooker accidentally ignited – Lister House. (April 2021) • Bower Building (April 21- Compressor unit overheated Blatt Lab Room 231) • Error in operation of remotely operated equipment led to overheating and melting of components. (May 2021 SUERC) • Small bench fire due to use of heat gun near silica gel (May 2021 JBB) • South Park Terrace (Cooking close to combustible materials. June 21) • Generator within Wolfson Medical Building (July 2021) (SFRS – Post-fire audit) • Significant overheating of a fluorescent light fitting ballast in Maclay Residences. (Sept 2021) (SFRS – Post-fire audit)
Other (Near Miss)	<ul style="list-style-type: none"> • Small Animal Hospital (May 21- Overheating vending machine) • Davidson Building (July 21 – Overheating fridge - smoke) • Rankine Building (July 21 Overheating light fitting room 805 smoke)

	<ul style="list-style-type: none"> Biomedical Building L5, it was identified that a machine in a lab had overheated and began smoking which caused the fire alarm detector head to activate (October 21)
External	<ul style="list-style-type: none"> Drynoch Place (July 21 external fire leading to minor internal fire damage).

Table 4: Fire alarm incidents and activations 2017 – 2021

	2017	2018	2019	2020	2021
Genuine incidents					
Major fire	0	0	0	0	1
Intermediate fire (cat. introduced late 2015)	4	5	0	0	0
Small fire	5	4	10	3	9
External fire	2	1	3	0	5
Near miss		1	3	0	1
TOTAL GENUINE	11	11	16	3	16
Unwanted activations					
Accidental activation (good intent)	4	6	1	3	6
Alarm faults	6	13	15	8	32
Contractor activity/building work	22	20	33	18	23
Cooking	24	26	22	7	33
Deliberate/malicious	1	3	2	2	2
Occupant activity (other than cooking)	15	29	30	14	34
Water ingress/damp/steam	14	10	13	12	11

Unknown cause (unable to be determined)	33	32	41	26	77
Dust	3	5	4	10	3
TOTAL UNWANTED	122	144	161	100	221
TOTAL ALL INCIDENTS	134	155	177	104	237
Of which activations in residential properties: -	23	28	31	14	79

Table 5: Detail of Unwanted Activations for 2018 - 2021

Year	No of Incidents	Fire Service attendance Of total	As a % of Total Incidents	Attendance for Fire Incidents (no of incidents)	Attendance for non-fire Incidents (no of incidents)	Attendance for Residential (no of incidents)
2018	155	56	36%	10	46	28
2019	176	48	27%	8	40	23
2020	104	26	24%	1	17	8
2021	237	98	41%	8	11	79

7. Enforcing authority contact, visits and interventions.

Home Office

Our routine annual chemical weapons declaration was requested by the Home Office in December 2021 and a request issued to relevant unit to provide the required data. The legally required return was submitted, on time, by SEPS in January 2022.

Health and Safety Executive (HSE)

The Health and Safety Executive’s (HSE) Microbiology and Biotechnology Unit undertook a part online and part physical inspection of CVR Specified Animal Pathogens Order (SAPO) activities in connection with renewal and addition of a significant change to the licence. HSE will consolidate this (once issued) with another University SAPO licence that was renewed at the start of the year for SAPO work within IBAHCM. The physical inspection was preceded by a remote desktop discussion attended by the Biological Safety Adviser and relevant CVR staff. This visit is detailed within the Biological Safety section above. The Unit responded in writing to a number of points raised by HSE immediately following the inspection and HSE were satisfied they were adequately addressed and points closed directly. No operational deficiencies were identified during this visit other than the need to complete an ongoing structural repair to the facility that was in progress and had previously been notified to HSE.

Scottish Fire and Rescue Service (SFRS)

Routine contact has continued over 2021, with contact during a number of post-fire audit incident, the most significant being that following the fire within the Wolfson Link Building in March 2021. Two other post fire audits were carried out following incidents involving failure and overheating of electrical equipment. Neither incident was due to any maintenance deficiencies and no enforcement action was taken on any of the incidents.

Police Scotland Counter Terrorism Security Adviser (CTSA)

The BSA met with our relevant Counter Terrorist Security Advisers at Police Scotland by Teams and specific area personnel for two of our annual security inspections in relation to Home Office regulated materials. There were no concerns in relation to Biosecurity.

Scottish Environmental Protection Agency (SEPA)

There have been no site visits or contact by SEPA in 2021 involving SEPS. Routine renewal of our annual licence to permit composting operations at Garscube, carried out by the Estates Grounds team is currently in progress.

8. Major activities and key objectives for 2022

At the time of writing it seems likely that Covid will continue to have some influence on our work for most of 2022. Safety advisory and incident investigation functions are considered routine tasks and are not specifically highlighted below but our other specific planned objectives are given some detail.

- Develop a new Moodle based general safety induction
- Continue support to aid onward development and uptake of the University travel portal
- Support the University's ongoing Covid management plans
- Recommence the SEPS safety management audit programme
- Review the SEPS auditing tool
- BSA to deliver targeted pre-planned CL2 inspections
- Review of SAPO policy document and monitoring of SAPO activities
- Continued support to the ARC as it is handed over and gets up to full capacity and range of activities
- Development of a guide to safe management of research groups
- Review of the fire risk assessment tool and programme
- Review of impact of new campus zoning arrangements on named persons roles
- Implementation of a new incident reporting tool on Ivanti platform
- Delivery of a suite of waste management training
- Consideration of options for environmental auditing
- Training of Radiation Safety Technician in Laser Safety in preparation to likely legislative requirement for a Laser Safety Adviser
- Continued evaluation of administrative systems with a view to further streamlining, reduced paper usage and smaller carbon footprint.
- Recruitment of Business Continuity Officer to address the recommendations of the Internal Audit report and provide the calibre of BC management advice and support appropriate to the University's operations.

Court Context Card 20 April 2022 - REPORT FROM Nominations Committee	
Speaker	Lesley Sutherland
Speaker role	Nominations Committee Convenor
Paper Description	Nominations Committee Report to Court
Topic last discussed at Court	Feb-22
Topic discussed at Committee	Mar-22
Court members present	Court members present at last meeting: E Passey, H Cousins, P McKerrrow, E McCabe, A Muscatelli, L Sutherland, C Goodyear, R Mercer
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	Low
Timing	Immediate
Red-Amber-Green Rating	Green
Paper Type	For approval, information and discussion
Paper Summary	<p>The Committee received an update on the current recruitment process for the Co-opted member of Court and discussed the recommendations of the Selection Panel. The Committee noted that Linda Hanna had been appointed as the Chair in SRUC and would therefore be setting down as a Court Co-Opted member, it was agreed that Linda would continue on the Estates Committee. Update - following the meeting the Nominations Committee recommended the appointment of Elseph Orcharton as the Vice-Convenor of Court for the duration of her appointment on Court.</p>
Topics to be discussed	As Court wishes
Action from Court	<p>To note the appointment of the Co-opted member of Court</p> <p>To approve the Vice-Convenor of Court appointment</p> <p>other items for noting</p>
Recommendation to Court	<p>Nominations Committee RECOMMENDS the appointment of the co-opted member of Court</p> <p>Nominations Committee RECOMMENDS the appointment of the Vice-Convenor of Court</p>
Relevant Strategic Plan workstream	
Most relevant Primary KPI it will help the university to achieve	
Most relevant Secondary KPI it will help the university to achieve	
Risk register - university level	
Demographics	
% of University	<p>100% students</p> <p>100% staff</p>
Operating stats	
% of	
Campus	All
External bodies	
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	
Suggested next steps	
Any other observations	

University of Glasgow
Nominations Committee
Notes of Meeting held on Monday 21 March 2022
via Zoom

Present: Heather Cousins (HC), Professor Carl Goodyear (CG), Lesley Sutherland (LS) (Chair), Ronnie Mercer (RM), Ella McCabe (EM), Paula McKerrow (PM), Elizabeth Passey (EP).

In attendance: Christine Barr (CB), Dr David Duncan (DD), Prof Anton Muscatelli (AM), Amber Higgins (Clerk),

Apologies: None

1. Declarations of Interest

No declarations of interest were noted.

2. Notes of the last meeting

The notes from the meeting on Friday 19 November 2021 were approved.

3. Matters arising

3.1 Court website

It was noted that the Court website update would be taken forward by the Communications and Marketing team in External Relations. It was noted that this would include the fast facts document.

3.2 Skills Matrix

It was noted that the Skills matrix was being updated and had been shared with sub committees for completion by August 2022.

3.3 Court Member Characteristics – Advance HE Toolkit

It was noted that the Advance HE Toolkit was a useful resource and highlighted that the process was a continuing rolling objective rather than a single action. The Committee noted that there were often a number of characteristics that needed to be balanced on a governing body to create a diverse and inclusive body but that this should not be thought of as being at the expense of the expertise and skills to be able to hold the senior managers to account. Indeed, enhancing diversity was essential to ensuring the Court benefitted from the appropriate range of necessary knowledge, skills and attributes to operate effectively.

3.4 Scottish Higher Education – Code of Good Governance

It was noted that the Code was currently being updated. It was also reported that CB had reached out to HR Directors to see if there were any discussions taking place at other institutions in relation to payment for Lay members, and although there had been some discussion at present there was not a change in position i.e. lay members would be offered

travel and subsistence for meetings and any reasonable expenses such as child care. It was noted that there was a push for governing bodies to be more proactive from within the Sector which could lead to this being revisited at some point in the future.

4. Vice-Chair of the Nominations Committee

The Chair reported Ronnie Mercer, Chancellor's Assessor had agreed to take on the role of Vice-Chair of the Nominations Committee.

5. Court appointments

The Chair reported that single candidate interview had been taken place. The Selection Panel had agreed after discussion to put forward Shan Saba as the recommended candidate to the Nominations Committee.

The Nominations Committee agreed that Shan Saba would be recommended to Court for appointment as Co-opted member of Court for four years initially.

The Chair thanked everyone involved with the Selection Panel.

DD reported that Linda Hanna has been successful in being elected as the Chair of the SRUC and would take up the post in April 2022. This would mean that Linda would need to step down from her Court role but she would continue as an external member of the Estates Committee. The Committee agreed that the recruitment brochure would be updated and the role would be re-advertised.

6. Recruitment Cycle 2022 onwards

AH outlined paper 7 which provided an update to the Committee the Court Membership and dates that members would be demitting office. The Committee noted that the majority of the positions coming up were outwith the Nominations Committee remit.

It was noted that the Senior Lay Member's (Convener of Court) appointment was due in August 2024. It was agreed that a process for the shortlisting and election would be drafted and circulated to the Committee by September 2022. It was agreed that it would be beneficial to engage a search consultant and also to ensure that there was a period of shadowing for the new Convener of Court.

The Committee also noted that it would be beneficial to have a lessons learned exercise from the series of recent appointments once the new co-opted member of Court had been recruited.

7. AOB

DD noted that Heather Cousins had been a member of Court for 8 years, and a member of Nominations Committee for 6 years. Over that time, she had made a huge contribution to the University and was leaving the University in a significantly stronger position. The Committee thanked Heather warmly for her huge contribution and dedication to the University and wished her well for the future.

8. Table of Actions

Action	Date Due	Notes
Court Website to be updated to include information about appointment to Court positions	September 2022	Clerk
Court Video to be updated	September 2022	Clerk
Nominations Committee recommended to candidate put forward to Court	April 2021	Clerk
Recruitment brochure updated	April 2022	Clerk
Proceed to recruit for new co-opted member vacancy	May/June 2022	Clerk
Draft policy and process for the recruitment and election of the Senior Lay Member (Convener of Court)	September 2022	Clerk

9. Date of Next Meeting

It was agreed that a meeting would take place in late 2022.

University of Glasgow

University Court – Wednesday 20 April 2022

Communications to Court from the meeting of Senate held on 7 April 2022

Ms Helen Butcher, Head of Senate Office

(All matters are for noting)

1. Principal's Q and A

One question had been submitted for the Principal's Q and A item:

1.1 Would the University be willing to consider inviting Colleges, Schools and research active members of staff to limit seminars and meetings in person with scholars coming from abroad, and replace them with online meetings? This might involve setting rules (and exceptions), and would assist the University to meet its carbon reduction targets and save money.

Professor Frank Coton, Senior Vice-Principal and Deputy Vice-Chancellor (Academic), informed Senate that he had spoken with Dr David Duncan, Chief Operating Officer and University Secretary, and Deputy Vice-Chancellor, and Professor Jaime Toney, Director of the Centre for Sustainable Solutions, and had agreed with them that the Sustainability Working Group would develop guidance for staff to assist them with sustainability considerations when they were organising an event. The intention was to develop a 'decision aid', similar to the one that had been produced for staff to assist them with travel considerations, that would help colleagues to think through some of the trade-offs of flying speakers into an event versus other modes of travel, or holding the event online.

2. MVLS School titles

Professor Iain McInnes, Vice-Principal and Head of the College of Medical, Veterinary and Life Sciences, informed Senate that the College of MVLS had developed strategies for education, research, innovation, engagement, and enterprise. The delivery of these strategies required a College structure that enabled academic and professional services staff to coalesce around thematic strengths in education, research, and innovation. Therefore, the College had developed a proposal to move from its current structure of six Research Institutes and four Schools, to eight Schools, the arrangement of which would be based on similar disciplinary interests, rather than their teaching or research function.

The MVLS staff consultation on the new proposed College had concluded on 15 October 2021, with the final proposal being approved by the MVLS College Management Group on 27 October 2021, by the University's Senior Management Group on 1 November 2021, and by the University Court on 24 November 2021. The proposal included the following School names, which were indicative to give a sense of the intended disciplinary groups:

- School of Biodiversity, One Health and Veterinary Medicine
- School of Cancer Sciences
- School of Cardiovascular and Metabolic Health
- School of Health and Wellbeing
- School of Infection and Immunology
- School of Medicine, Dentistry and Nursing

- School of Molecular Biosciences
- School of Psychology and Neuroscience

The names of the new Schools would need to be finalised and approved before the transition date of 1 August 2022. To enable this to happen, Professor McInnes requested that Senate approve the proposed School names.

Senate approved the proposal to restructure the College of MVLS into eight Schools, and approved the proposed School names.

3. World-Changing Glasgow Transformation update - Presentation by Mr Chris Green, Chief Transformation Officer

Mr Chris Green, Chief Transformation Officer, provided Senate with an update on the progress of the World-Changing Glasgow Transformation (WCGT) projects over the past year. Mr Green informed Senate that the WCGT projects would assist the University to meet the objectives set out in the University Strategy by:

- Significantly improving the quality of services provided to the University community.
- Improving value for money and efficiency to support greater investment in the University's strategic imperatives.
- Enabling a culture focused on service excellence and collaboration.

In so doing, WCGT projects would help to improve the student and staff experience, support research and teaching, and improve efficiency across the University.

Mr Green informed Senate that, over the past 12-18 months, WCGT projects had delivered the following:

- The Assessment and Feedback Project had delivered an online assessment management system.
- Project Aurora had assisted with the return to campus of students in Semester 1, planning for Semester 2, and student admissions.
- The Smart Campus Project had delivered the University of Glasgow Life App and the 'People First' pilots.
- The Service Excellence Project had delivered an enquiry management system and an automation pilot for recruitment.

Regarding the University of Glasgow Life app, Mr Green informed Senate that rollout of the app had been successful, and that the app was a key channel for engagement with students, which enabled them to access information, and transact and engage with University life. The app had been downloaded by students from over 100 countries, and was used by over 15,000 students every week.

Mr Green also highlighted the following initiatives that were close to delivery:

- The Assessment and Feedback Project was close to delivering initiatives on the University's 'academic model', exam sustainability, and support for postgraduate research (PGR) students.
- The Service Excellence Project was working on a 'purchase to pay' initiative to minimise the University's purchase to pay costs, a timetabling project to assist with University timetabling, and an automation 'at scale' initiative.
- The Digital Project was continuing to work on the University of Glasgow Life app,

student and staff portals, and an Extended Reality (XR) project.

In relation to the ongoing automation pilot, Mr Green informed Senate that the Service Excellence Project had helped to automate reference requests, vacancy shortlisting, and the production of interview packs. These automations had been implemented in under 10 weeks, and automated task capture had minimised process mapping. This had helped to deliver significant benefits, allowing a week's worth of reference requests to be issued in two to three hours. Automation had also helped to make processes more auditable, and had enhanced service delivery and allowed for more oversight and flexibility.

Regarding the next two to three years, Mr Green informed Senate that the major transformation projects would be:

- Assessment and feedback
- Onboarding
- Purchase to pay
- Timetabling
- Automation
- Digital, including further development of the University of Glasgow Life app and development of the student and staff portals

Members of Senate enquired about whether the timetabling project was considering the space requirements of University clubs and societies. Mr Green informed Senate that this was being considered by the team developing the University of Glasgow Life app but was not currently being considered as part of the timetabling project. Members of Senate also enquired about what the work of the Extended Reality (XR) project entailed. Mr Green informed Senate that ARC-XR was a cutting-edge collection of resources and studio space housed within the University's Advanced Research Centre (ARC). This space was being used to bring together researchers and students from across the University to work in collaboration with external partners to carry out research on XR and to explore new opportunities arising from visualisation technology. In particular, the WCGT XR project was supporting a research project led by Professor Fiona MacPherson and Dr Neil McDonnell from the School of Humanities, which was exploring how Virtual Reality (VR) could be fruitfully utilised in teaching and learning environments.

Members of Senate expressed concerns about the allocation of teaching spaces by the University's current timetabling system, which required staff and students to travel large distances across campus between classes. Concerns were also raised about late changes to room bookings, and staff not receiving notifications about these changes. Mr Green informed Senate that timetabling was a complex issue, and that the timetabling project was focusing on understanding how the University currently timetabled teaching, and how this could be carried out more efficiently to maximise space utilisation across the University estate. Professor Coton informed Senate that new teaching buildings such as the James McCune Smith Learning and Teaching Hub, had been built in locations close to other large teaching buildings in an effort to minimise transit times for staff and students. However, Professor Coton acknowledged that timetabling was a challenging issue, and that there were still occasions when staff and students would be required to travel significant distances across campus between teaching sessions. Regarding notifications for late room changes, Mr Green informed Senate that students received notifications via the University of Glasgow Life app but work was required to ensure that staff also received these notifications. Professor Coton informed Senate that this issue fell outside of the remit of the timetabling project, and requested that Ms Helen Butcher, Head of the Senate Office, raise it with Ms Karen Lee, Director of Strategy, Performance and Transformation, to action. Members of Senate also

requested further communications and updates on work that was being undertaken by the WCGT team. Mr Green agreed to speak with WCGT colleagues to identify how the work of the WCGT team could be communicated more effectively to staff. Mr Green also informed Senate that he would continue to provide regular WCGT updates to Senate.

4. Education Policy and Strategy Committee: Report from the meeting held on 9 March 2022

Dr Jack Aitken, Director of Academic Services, informed Senate that there were two areas of the Education Policy and Strategy Committee (EdPSC) report that he wished to highlight: Exam planning, and the Joint University-Glasgow School of Art Liaison Group:

4.1 Exam planning

Dr Aitken informed Senate that an Exam Sustainability Project had been established to support decision making about which exams should be held on campus and which exams should remain online for the April/May and summer 2022 examination diets. The Project was also considering how to create a sustainable examination diet for December 2022 and beyond, and a questionnaire would be circulated to staff shortly to gather their views on approaches to examining students. To date, the Project had:

- Created criteria to support decision making about which exams should be held in person and which should be held online for the April/May and summer 2022 examination diets.
- Worked with colleagues to apply criteria to enable exam timetabling to take place.
- Communicated with Schools about the criteria for holding exams online and in person.
- Confirmed which exams would be held on campus.
- Created student exam support web pages, FAQs and communications.

Dr Aitken also informed Senate that a Proctoring Review Group had been established to assess the implications of remote exam proctoring. This group would determine the University's requirements for a remote proctoring tool, and carry out a procurement exercise and/or pilot study to identify a cost-effective and technically appropriate solution to meet the University's requirements. Given the issues associated with proctoring, Dr Aitken advised Senate that EdPSC's current inclination was to only recommend proctoring when its use could be fully justified by a School or Subject area, for example, in professional disciplines where proctoring was a requirement of an accrediting body.

4.2 Joint University of Glasgow-Glasgow School of Art Liaison Group

Dr Aitken informed Senate that a University of Glasgow-Glasgow School of Art (UoG/GSA) Enhancement-Led Institutional Review (ELIR) Joint Liaison Group had been established in response to the 2020 ELIR of GSA which had concluded that GSA's arrangements for managing academic standards and the student learning experience were only of limited effectiveness. Given that Glasgow University was the degree awarding body for GSA, it retained ultimate responsibility for the academic standards and quality of awards that were made in its name. The main purpose of the group was to advise EdPSC and GSA's Academic Council on the satisfactoriness of the content and progress of GSA's Action Plan for responding to the ELIR and Scottish Concerns Scheme (SCS), and on GSA's approach to the follow-up review that would take place in spring 2022. The following themes had been addressed by the group:

- Institutional leadership, strategy and direction

- Student representation, partnership and communication
- The availability of learning and teaching resources and additional programme costs
- Equality and Diversity
- Academic Standards
- Use of data for enhancement
- Student facing professional services review
- Responding to student feedback
- Independence in processes
- Relationship with the University of Glasgow

Dr Aitken informed Senate that EdPSC had expressed confidence in GSA's proposals but acknowledged that, due to the breadth and scale of the work being undertaken, it would take time for the changes to become fully embedded.

Members of Senate highlighted item three in the EdPSC report, which related to the implementation of the Student Support Officer (SSO) network, and praised the work of the SSOs, noting that they had become an essential part of the advising structure in each College.

5. Convener's Business

5.1 Horizon Europe

Professor Coton referred to the current context around the Horizon Europe research arrangements which faced potential disruption as a consequence of Brexit. Senate was advised that, although the UK Government was planning to maintain its association with Horizon Europe, this had not yet been formalised by the European Union (EU). To avoid damage to the Higher Education sector should negotiations with the EU not be successful, the UK Government had formulated a 'Plan B' alternative to association, which focused on international collaboration, and ensured that the UK retained its international reputation for research. The UK Government was aware of the challenges of being able to replicate the prestigious discovery and investigator-led funding schemes and fellowships offered European Research Council (ERC), and the support that ERC funding provided to the arts, humanities, and social sciences.

Considering the attractiveness and prestige of existing EU funding arrangements, there was a risk to the Higher Education sector associated with moving straight to 'Plan B' if the UK Government decided that it no longer wished to wait for the EU to agree to Horizon Europe association. However, given that the UK Government had provided a funding guarantee for successful Horizon Europe applicants, colleagues were urged to continue submitting funding applications to ERC/Horizon Europe in the hope of a positive outcome.

5.2 The University's response to the war in Ukraine

Miss Rachel Sandison, Deputy Vice-Chancellor (External Engagement) and Vice-Principal, External relations, provided Senate with a summary of the actions that the University had taken in response to the war in Ukraine. Miss Sandison informed Senate that events in the Ukraine were fast-moving and that the University was monitoring the situation in real-time, with a Ukraine sub-group meeting taking place every week. The University was taking the following actions in response to the war in Ukraine:

- The University had suspended its partnerships with Russian and Belarusian academic institutions.
- The University had agreed to waive fees for Ukrainian students currently studying at Glasgow, and to provide additional stipends for these students. The University had also agreed to waive fees for Ukrainian students transferring to Glasgow.
- The University had agreed to increase its support for the Council for at Risk Academics (CARA).
- The University was working with the Scottish Government to establish 'home' fee status for Ukrainian students.
- The University was expanding the number of humanitarian scholarships that it offered from four to twenty. These scholarships provided students with fee waivers and cash support.
- The University was working with Refugee Education UK to develop a portal for Ukrainian students seeking sanctuary in Scotland.
- The University had agreed to match colleagues volunteering to offer accommodation to individuals fleeing Ukraine.
- The University was providing additional pastoral support for students affected by the war in Ukraine.
- The University had set up a humanitarian donations hub in the Queen Margaret Union. The hub would be open until 20 May 2022 for staff to donate medical supplies, food, water, clothing, toiletries, and sleeping bags to people in Ukraine.
- The University was fundraising for its student hardship funds, which provided immediate support to students requiring financial assistance, including Ukrainian students.

Miss Sandison informed Senate that a further update on the University's response to the war in Ukraine would be provided in next week's staff newsletter. Miss Sandison also advised members to contact her if they had any direct queries about the University's response to the war in Ukraine, or to visit the University's dedicated 'Ukraine: Our response' webpage.

Members of Senate enquired about the impact of the war in Ukraine on languages students who were required to undertake placements in Russian-speaking countries. Miss Sandison informed Senate that the University had suspended its partnerships with Russian and Belarusian academic institutions. However, Professor Stephen Forcer, Head of the School of Modern Languages and Cultures (SMLC), informed Senate that SMLC were exploring contingency arrangements for study abroad opportunities to Russian-speaking countries, and advised that measures would be taken to ensure that students required to undertake placements to Russian-speaking countries would still be able to progress with their studies. Members of Senate also enquired about support for Ukrainian postgraduate students who were unable to complete their studies in Ukraine, and measures that were being taken to ensure that Russian nationals continued to feel welcome at the University. Miss Sandison informed Senate that the University had directed queries relating to support for Ukrainian postgraduate students through CARA, and that the University had engaged with 'Science for Ukraine' - an organisation that supported students and researchers from Ukraine who had been directly affected by the war. The University was also providing support for colleagues who had received queries directly from Ukrainian students. Regarding support for Russian nationals, Miss Sandison reported that the University had contacted Russian colleagues and students to provide direct support, and that a Russian support group had been established.

5.3 Appointment of Professor Martin Hendry as Vice-Principal and Clerk of Senate

Professor Coton informed Senate that Professor Martin Hendry from the School of Physics and Astronomy had accepted the role of Clerk of Senate and Vice-Principal for a period of four years from August 2022. Professor Hendry would replace Professor Jill Morrison, who had held the role since August 2018.

6. Clerk of Senate's Business

6.1 Honorary Degrees

The Clerk of Senate informed Senate that the following person had accepted an invitation issued by the Principal, on behalf of Senate, to receive an Honorary Degree in 2022:

DOCTOR OF SCIENCE (DSc)

Professor David William Cross MACMILLAN, Merck Center for Catalysis at Princeton University and Recipient of the Nobel Prize for Chemistry 2021.

6.2 Commemoration Day

The Clerk of Senate informed Senate that this year's Commemoration Day events would take place on Wednesday 15 June 2022 at 11.00am in the Bute Hall. The University would confer Honorary Degrees upon nine of the eleven graduands who were due to receive degrees at the cancelled Commemoration Day event in June 2020.

6.3 Spring graduation ceremonies

The Clerk of Senate informed Senate that the University's spring graduation ceremonies would take place between 7 April and 14 April 2022.

6.4 August 2022 catch-up graduation ceremonies

The Clerk of Senate informed Senate that catch-up ceremonies for students who had had their ceremonies cancelled due to the COVID-19 Pandemic would take place between 22 August and 26 August 2022. More information would be provided once the spring graduation ceremonies had finished.

7. University Court: Communications from the meeting held on 16 February 2022

Senate received and noted a report from the University Court meeting held on 16 February 2022. Items included:

- Information Services Strategic Plan
- Report from the Principal
- Report from the University Secretary
- Student matters, including: SEC Report; SRC President update
- Annual Complaints Report - 2020-21
- Senate Matters