



COURT

A meeting of Court will be held on **Tuesday 21 June 2022** at **2pm** in the Mary Stewart Room, Mary Stewart Building, Garscube Campus

Amber Higgins, Executive Officer and Clerk to Court 330 4976 amber.higgins@glasgow.ac.uk

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 20 April 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.	*Budget 22/23 and Financial Forecasts; Capital Plan minor projects Papers withheld FOI Exempt/Commercially confidential <i>1</i>	Frank Coton	4. and annexes		For approval
5.	*REF Results 2022 <i>Professor Chris Pearce, Vice-Principal (Research and Knowledge Exchange) to provide an update to Court on the REF results.</i>	Chris Pearce	5.		
6.	Report from the Principal <i>* Higher Education Developments *SFC Grants *Appointment of Assistant Vice-Principals *League Tables</i>	Principal	6.and annex		For information /discussion
7.	Report from the University Secretary <i>* GBV Update * Learning from Complaints * Mental Health Provision * Court Strategy Day 2022 * Student Recruitment and accommodation * USS Pay and Strike Action * Organisational Change Governance Committee * Directors/Heads of School</i>	David Duncan	7. and annexes		Items for approval/ otherwise for discussion/ information

8.	*Student Matters, including: Rectors Report; SEC Report; SRC President update <i>* SRC Annual Report</i>	Rector/ Ella McCabe	8. and SRC Annual Report		For information /discussion
9.	Reports of Court Committees				
9.1	Finance Committee Papers withheld FOI Exempt/Commercially confidential	Gavin Stewart	9.1 and annexes		For information /discussion/ approval
9.2	Estates Committee	Ronnie Mercer	9.2		For information /discussion
9.3	Information Policy & Strategy Committee Papers withheld FOI Exempt/Commercially confidential	Frank Coton	Oral report		For information /discussion
9.4	Audit & Risk Committee Papers withheld FOI Exempt/Commercially confidential	Elsbeth Orchardton	9.4		For information /discussion
9.5	Health, Safety and Wellbeing Committee	David Duncan	9.6		For information /discussion
9.6	Nominations Committee	Lesley Sutherland	Oral report		For information /discussion/ approval
9.7	Remuneration Committee	June Milligan	9.7		For information /discussion
10.	Senate Business	Jill Morrison	10		For information
11.	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		
12.	Date of Next Meeting Wednesday 28 September 2022 at 1400 – TBC				



Court

Minute of Meeting held on Wednesday 20 April 2022

Present:

Elizabeth Passey (Co-opted Member (Convener of Court)), Dr Craig Daly (Trade Union Nominee), David Finlayson (Co-opted Member), Professor Carl Goodyear (Elected Academic Staff Member), Duncan Henderson (SRC Assessor), Professor Simon Kennedy (Elected Academic Staff Member), Jonathan Loukes (Co-opted Member), Ella McCabe (SRC President), Paula McKerrow (Trade Union Nominee), Lady Rae (Rector), 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),

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 - Professor Chris Pearce (Vice Principal (Research and Knowledge Exchange))

Apologies:

Cllr Susan Aitken (Glasgow City Council Assessor), Professor Nick Hill (Elected Academic Staff Member), Christopher Kennedy (Elected Professional Services Representative), Laic Khalique (Co-opted Member), Professor Kirsteen McCue (Elected Academic Staff Member), Shan Saba (Co-opted Member), Dr Bethan Wood (Elected Academic Staff Member).

CRT/2021/38. Announcements

The Convener noted that Shan Saba (absent) had been appointed as a new Co-opted Member of Court. The Convener also welcomed Professor Chris Pearce Vice Principal (Research and Knowledge Exchange) to the meeting.

The Convener reported that Heather Cousins, Co-opted Member of Court, had stepped down. Heather had been a member of Court for 8 years, and a member of Audit and Risk Committee - for 6 years as the Chair. Over that time, she had made a huge contribution to the University and was leaving the University in a significantly stronger position. Court recorded its thanks to Heather for her huge contribution and dedication to the University and wished her well for the future.

The Convener reported that following the departure of Graeme Bissett, there was a vacancy for a new Vice-Convener. Following the meeting of Nominations Committee a recommendation that Elspeth Orcharton be appointed as the Vice-Convener of Court for the duration of her appointment on Court.

Court approved the appointment of Elspeth Orcharton as the Vice-Convener of Court until September 2024.

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 Court had received a tour of the new Advanced Research Centre (ARC). Court's thanks for the tour were recorded.

Court was reminded that papers and business were confidential.

CRT/2021/039. Minutes of the meetings held on Wednesday 16 February 2022

The minutes were approved.

CRT/2021/40. Matters Arising

No matters were raised.

CRT/2021/41. Annual Report on Research & KPIs

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

- Research KPIs and progress, along with the introduction of 3 new KPIs – Doctoral Degrees awarded, Large grant capture and Collaborative and contract research income;
- The impact of the Covid pandemic and the mitigations which had been put in place, such as furlough, PGR stipend extensions and enhanced comms and Q&A sessions;
- Workstreams established to look at the delivery of the strategy;
- The Research Strategy 2020-2025 was acting as a north star to guide plans, projects, decisions and investments;
- Good progress was being made on the workstreams – talent, collaboration, creativity and investing in strengths.

Professor Pearce reported that the focus was now on Research futures which were institutional-level; cross-disciplinary; and challenge-oriented research areas that signalled a commitment to addressing major challenges. These areas would be grounded in the University's strengths and would help develop cross-disciplinary collaboration; two key areas would be addressing health inequalities and sustainable solutions to the climate emergency. Professor Pearce also indicated that the results for the Research Excellence were due in May 2022.

During the discussion it was noted that staff and students were exhausted due to the challenges that they had faced over the last two years and that discussions were ongoing about the best way to support staff and students. It was also noted that fixed-term contracts for research staff were being looked into, particularly 3-6 month contracts.

It was also noted that the mental health of PGR students had been impacted by Covid and that the way in which this cohort could be supported was being considered. It was noted that at present the number of students requesting extensions had not been looked into in depth but once the annual review process had been completed, a broader analysis would be undertaken.

Court thanked Professor Pearce for his presentation and recorded its thanks to the staff involved with all aspect of research over the last 12 months.

CRT/2021/42. Report from the Principal

CRT/2021/42.1 Geopolitical update

CRT/2021/42.1.1 Ukraine

Court members received a summary of some of the main issues in the external landscape which the Principal and senior colleagues were factoring into the decision-making at present. The University's current actions and considerations relating to Ukraine were outlined and Court members were asked to note that the situation was expected to evolve quickly as the University adapted to changing requirements.

The Principal reported that the University had signed public statements with their networks, the Guild for European Research-Intensive Universities, and CIVIS, the European Civic University Alliance, and communication platforms had been established. The University had 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.

It was noted that the University had reinforced the importance of always treating everyone in the community – regardless of their nationality or their views – with respect and dignity, and that they had reached out directly to all students and colleagues with links to Ukraine, the Russian Federation and Belarus.

Court welcomed the ongoing work at the University to support the humanitarian effort for Ukraine and thanked all those involved with this.

CRT/2021/42.1.2 Inflation and Energy Prices

Court noted the Principal's update in relation to increasing inflation and energy prices which were having an impact on the cost of living for students and staff. They were also impacting on the University through increased costs. It was noted that the University was continuing to explore the opportunities available to support students, including extending the use of student hardship funds.

The Principal reported that the Scottish Government Higher and Further Education Minister had written to all university Principals in February, asking them to encourage students most in need to apply for support and to prioritise the allocation of funding. So far, more than £5m had 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 included:

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

Students adversely affected by the energy crisis had also been added to the Scottish Government's list of priority groups in the Discretionary Fund guidance, distributed by the University. Following discussions with the local trade unions the University was 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.

During the discussion the SRC President raised concerns about the impact of inflation and higher energy prices on students and stated that students were facing the biggest increase in the costs of living for decades. It was noted that this would negatively impact students as they would be required to find additional sources of funding. The cost of accommodation was also increasing alongside this. The Principal acknowledged that currently inflation and energy prices were having the biggest impact on the standard of living and that he was working with the Scottish Government, SMG and key staff to look for ways to support students. The University would be mindful of external pressures on students in determining tuition and accommodation fees.

CRT/2021/42.1.3 Covid -19

The Principal also reported that the situation with regard to the pandemic remained volatile in a number of countries, including China, and this might 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 the University in person in the autumn. It was noted that the Chinese authorities had 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 had also entered into full lockdown, and flights out of the country continued to be cancelled. Court noted that this could impact on accommodation due to the travel disruption; SMG would continue to monitor this closely.

CRT/2021/41.2 Higher Education Developments & Scottish Government Budget

Court also noted the Principals report - Paper 5 and the following areas were noted:

- SFC Indicative Funding allocations for 2022/23 had been announced, but statements on research funding had been delayed until after the publication of the REF results. The main Teaching Grant had increased by 1.14%; the 'Strategically Important Subject' top-up funding the university received for RUK students in Clinical and Lab-based subjects had gone up by £166k (4%) but this was offset somewhat by a reduction in the allocation of funded places (-164.7 places, -1.11%).
- The University had also received 80 Graduate Apprenticeship places, in line with what was needed to cover the current SFC funded GA student numbers.
- Final interviews for Professor Roibeard Ó Maolalaigh's successor as Vice-Principal and Head of College (Arts) had taken place and a decision had been taken to appoint Professor Jo Gill. Professor Gill would join the University 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.

Court also noted that following the retiral of Vice-Principal Corporate Engagement and Innovation, Bonnie Dean, Uzma Khan had taken on the role of Vice-Principal Economic Development and Innovation, and Professor Chris Pearce would be the Vice-Principal Research and Knowledge Exchange. It was noted that this arrangement would be reviewed in 3-4 months.

The Convener thanked the Principal for the update.

CRT/2021/43. Report from the University Secretary

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

CRT 2021.43.1 Gender Representation Objective

Court noted the 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%. An appointment to the current vacancy following the resignation of Linda Hann would be made shortly.

Court approved the Gender Representation on Public Boards (Scotland) Act 2018 report.

CRT 2021.43.2 Lighthouse Lab

Court received an update on the Lighthouse Laboratory which had been providing state-of-the-art mass testing capability and related services as part of the nationwide effort against Covid-19 since 2020.

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

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

In addition, the University was looking into legacy opportunities from the Lighthouse Laboratory, which included the commissioning of consultants to provide an assessment on this, particularly around the potential for wider diagnostics, with the outcome available shortly.

Court thanked the University Secretary for the update.

CRT 2021.43.3 Gender Based Violence & Sexual Harassment

Court noted that Morag Ross QC had now met almost all the people who asked to see her as part of her investigations. There would also be a number of follow-up meetings. At this stage the intention was to complete the investigation before the start of the next academic year. In the meantime, the University was implementing a number of interim actions developed by the Executive Director of People and Organisational Development and approved by the Senior Management Group.

It was agreed that Court would receive a further update at its next meeting in June.

CRT 2021.43.4 Convener appraisal and Annual Court Self-Assessment

The Convener left the meeting for this item, with the Vice-Convener Elspeth Orcharton chairing instead. As part of the good practice set out in the Code of Good HE Governance, Ronnie Mercer had undertaken an appraisal of the Convener's performance. Court members had been provided with a report, which Mr Mercer now summarised. The report on the Convener's performance was very positive with some helpful suggestions in relation to the operational running of Court meetings. It was noted that the appraisal would continue to be undertaken annually.

CRT 2021.43.5 USS and Strike Action update

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

CRT 2021.43.6 Organisational Change

Court noted that following approval at the Court meeting in November for the organisational change within the College of MVLS a further update was provided which proposed the names for Schools within the College.

Court approved the School names within the College of MVLS.

CRT 2021.43.7 Directors of Research Institutes and Heads of School Appointments

Court noted the following changes:

College of Arts

School of Critical Studies

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

School of Culture and Creative Arts

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

CRT 2021.43.8 GUU Constitution

Court noted that the updated Glasgow University Union Constitution had been approved on behalf of Court by the University Secretary.

The Convener thanked the University Secretary for the update.

CRT/2021/44. Student Matters, including: SEC Report; SRC President update

The Rector highlighted that she continued to work with individual students to provide support and help find resolutions were possible.

The SRC President highlighted that an SEC Strategy had been drafted. 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.

Court noted that students continued to be impacted by the increase in the cost of living.

The Convener thanked the Rector and the SRC President for their reports.

CRT/2021/45. Reports of Court Committees

CRT/2021/45.1 Finance Committee

Gavin Stewart, chair of the Committee outlined the report from the Committee. Court noted that the Committee had received a presentation from the Executive Director of Finance on the main financial risks and opportunities. The Committee had also noted the paper outlining inflation and pricing where the strategy of increasing international fees to offset the impact of inflation was explored and noted that further discussions would take place at the next meeting. It was noted that the Committee had endorsed the proposal and process for budgets and investment for 2022/23 with the final budgets coming to the meeting in June 2022.

Court noted that the Committee had approved the TRAC Return for 2020/21 and three Capex projects – Hillhead St/ Great George Street £5m; ASBS & PGT Hub/Southern Gateway £10m; and Skabara Lab £2.8m.

Court noted that an additional paper had been circulated to members which outlined the future governance arrangements for the Strategic Property Joint Venture from April 2022 till incorporation and beyond. This proposal was an update to previous papers presented to Court and approved in June 2021 and included an update on progress to date and current status of the project. It was noted that a hotel on the campus would be a valuable addition.

Court approved the proposed governance arrangements for the Strategic Property Joint Venture as outlined in the paper.

The SRC President raised a query about the surplus being generated as outlined in the management accounts. Court noted that it was important that surplus generated by the University should be used to enhance and develop the student experience where possible.

The report was noted.

CRT/2021/45.2 Estates Committee

Ronnie Mercer, chair of the Committee, outlined the report from the Committee and reported that the Clarice Pears Building would be delayed until January 2022 due to the facade being removed to replace materials which had been recalled by the manufacturer.

The report was noted.

CRT/2021/45.3 Information Policy and Strategy Committee

Frank Coton, chair of the Committee, outlined the report from the Committee. Court noted that the Technology strategy financial investment plan had been updated to reflect: provisions for corporate systems replacement (students/staff/finance); research computing and staff computing direction. Court also noted that Information and cyber security was a key priority and a joint meeting of lay members of Audit & Risk and IPSC Committees and the Security Programme Board, supported by external independent cyber consultants, had taken place recently.

The report was noted.

CRT/2021/45.4 Audit and Risk Committee

Elsbeth Orcharton, chair of the Committee, outlined the report from the Committee. Court noted that the Committee had received internal audit reports on reviews of: Conflict of Interest and Strategic Risk Register.

Court also noted that the Committee had discussed the process for the replacement of

External Auditors. Court noted the lack of tenders for the role of external auditors and queried the timeframe between PWC's term of office as Internal Auditors and their appointment as External Auditors. It was reported that within PWC there were separate teams for internal and external auditors, which would help to prevent a conflict of interest by ensuring that the auditors were not reviewing their own work. Court requested that PWC should provide a written statement to confirm that their appointment as external auditors did not breach any regulations and that there were no Conflicts of Interest.

Court also recommended that the appointment of the external auditors is added to the risk register.

Court approved the appointment of PWC as the External Auditors.

The report was noted.

CRT/2021/45.5 People and Organisational Development Committee

June Milligan, chair of the Committee, outlined the report from the Committee. Court noted that the Committee had received 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 the internal talent, increasing our diversity, and enhancing our employer brand. It was noted that the Committee also received an update on strategic activity including the latest position on the USS pension and industrial action, colleague engagement diversity and inclusion, and a presentation on the development of a new Colleague Wellbeing Strategy.

The report was noted

CRT/2021/45.6 Health Safety and Wellbeing Committee

Court noted the report.

CRT/2021/45.7 Nominations Committee

Lesley Sutherland, chair of the Committee, outlined the report from the Committee. Court noted that the Committee had received an update on the current recruitment process for the Co-opted member of Court and discussed the recommendations of the Selection Panel. Court also noted that Linda Hanna had been appointed as the Chair in SRUC and would therefore be stepping down as a Court Co-Opted member. It was noted that Linda would continue as a member of the Estates Committee.

Court noted the appointment of Shan Saba as a Co-Opted member of Court from 1 April 2022 for four years initially.

The report was noted.

CRT/2021/46. Senate Matters

Court noted the report from the Senate meetings held on the 7 April 2022. The Clerk of Senate reported that Senate had approved the College of MVLS school titles following the restructuring and had received a presentation from the World-Changing Glasgow Transformation Team.

The Clerk of Senate also reported that Senate had been informed 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 forthcoming 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.

Court noted 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. 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.

Court also noted the forthcoming ceremonial events which included catch-up graduation ceremonies for students whose ceremonies had been cancelled due to the Covid-19 pandemic.

The Convener thanked the Clerk of Senate for the report.

CRT/2021/47. Other Business

No substantive items were raised.

CRT/2021/48. Date of Next Meeting

The next meeting of Court will be held on Tuesday 21 June 2022 at 2pm. A Pre-Court briefing will take place at 12pm.

Further details on the venue and location of the meeting would be circulated to members shortly.

Court Context Card 21 June 2022 - Research Excellence Framework (REF) 2021 Results Report	
Speaker	Professor Chris Pearce
Speaker role	Vice-Principal (Research and Knowledge Exchange)
Paper Description	Presentation Slides
Topic last discussed at Court	Apr-22
Cost of proposed plan	N/A
Major benefit of proposed plan	N/A
Revenue from proposed plan	N/A
Urgency	Low
Timing	NA
Red-Amber-Green Rating	Green
Paper Type	Information
Paper Summary	<p>At the last Court meeting Professor Pearce provided an annual update on Research. The Research Excellence Framework (REF) 2021 results have now been published and the University of Glasgow was recognised for its world-leading research and the positive impact it has had on society. Professor Pearce will provide a presentation which will highlight Glasgow's position as a world-changing university which produces research of global and national importance.</p> <p>The REF 2021 submission also highlighted Glasgow's commitment to making a difference beyond academia. The University submitted 118 impact case studies to expert panels, showcasing the University's wide-ranging collaborations with external partners to deliver societal and economic impacts locally, nationally and globally.</p> <p>The University has one of the broadest research bases in the UK with a wide range of disciplines reflected in our academic community. Further information can be found on the University website - https://www.gla.ac.uk/research/excellence/</p>
Topics to be discussed	as required
Action from Court	To note the REF 2021 Results
Recommendation to Court	
Relevant Strategic Plan workstream	
Most relevant Primary KPI it will help the university to achieve	
Most relevant Secondary KPI it will help the university to achieve	
Risk register - university level	
Demographics	
% of University	100% Cross University application on several items
Operating stats	
% of	100% operating stats per UoG accounts
Campus	All
External bodies	
Conflict areas	None Highlighted
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	
Suggested next steps	N/A
Any other observations	



University
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REF
2021

REF2021 Results

Chris Pearce
Vice Principal (R&KE)



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Our REF2021 Results

REF
2021

28 Submissions
(to 27 UoAs)

1,445 staff submitted
(1,375 FTEs)

3,300 Outputs
118 Impact Case Studies

4*	3*	2*	1*	U/C
50.6	42.5	6.6	0.2	0.1

93.1%
World-leading or
Internationally
excellent§

4*: World-leading

3*: Internationally excellent

2*: Internationally recognised

1*: Nationally recognised



Our REF2021 Results

REF
2021

	Overall GPA	Outputs GPA	Impact GPA	Env GPA
Glasgow	3.43	3.39	3.57	3.46
UK average	3.24	3.17	3.35	3.34
RG average	3.43			
Scotland average	3.24			

GPA: Grade Point Average

Times Higher Education:

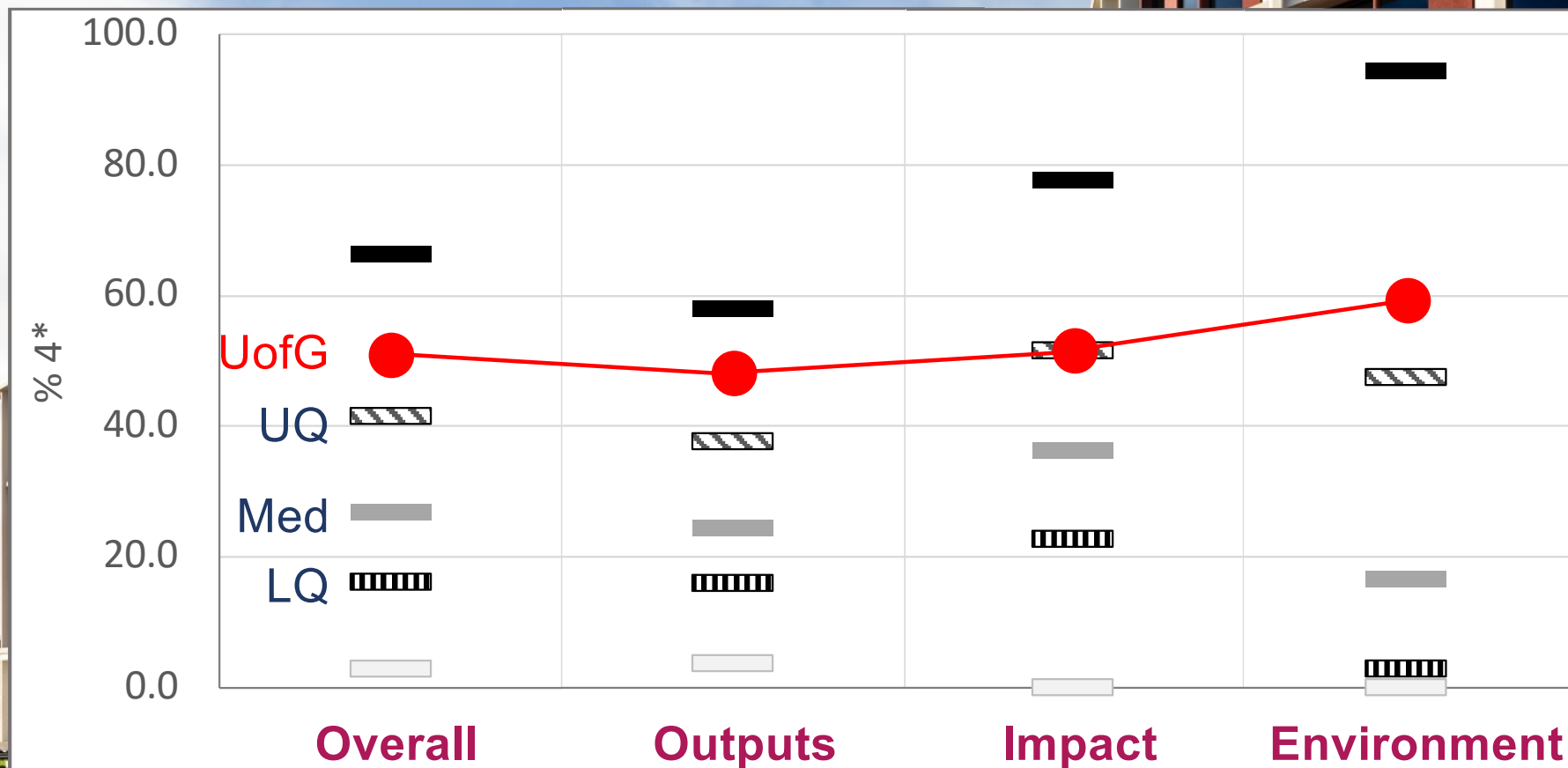
- =13th in UK - up from 25th in 2014 (and 33rd 2008)
- =10th in Russell Group - up from 18th in 2014
- 1st in Scotland



University of Glasgow

Our REF2021 Results – % World-leading (4*)

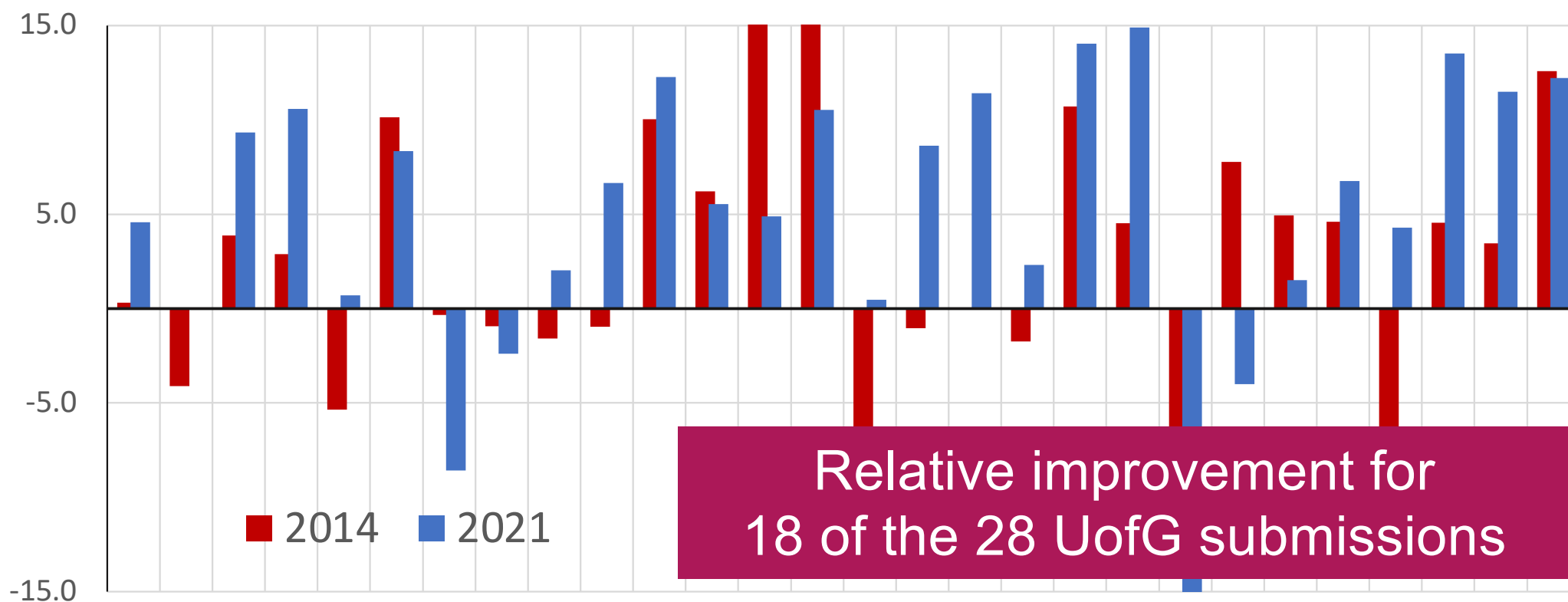
REF 2021



Our REF2021 Results - Comparison with 2014 across our UoAs

REF
2021

% Difference between UofG GPA and UoA average GPA

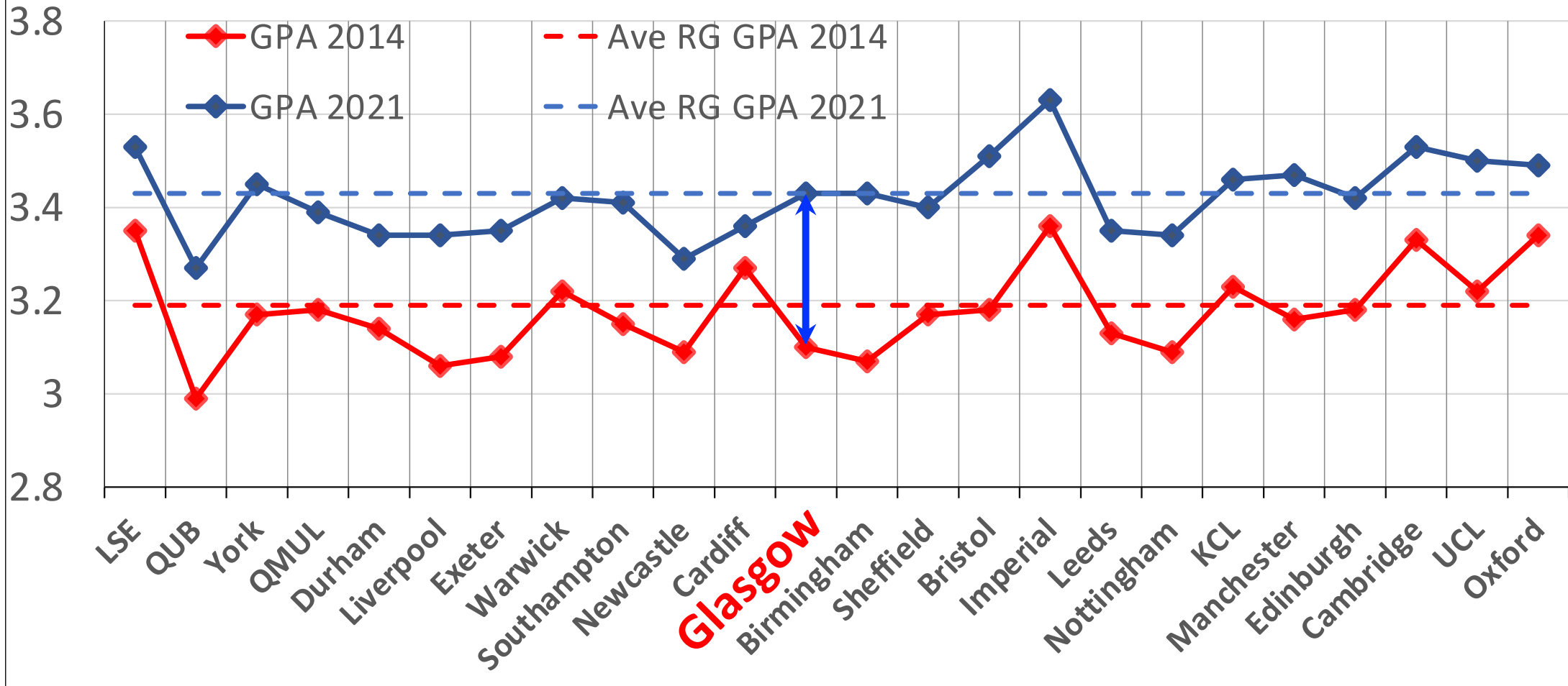


Relative improvement for
18 of the 28 UofG submissions



University of Glasgow

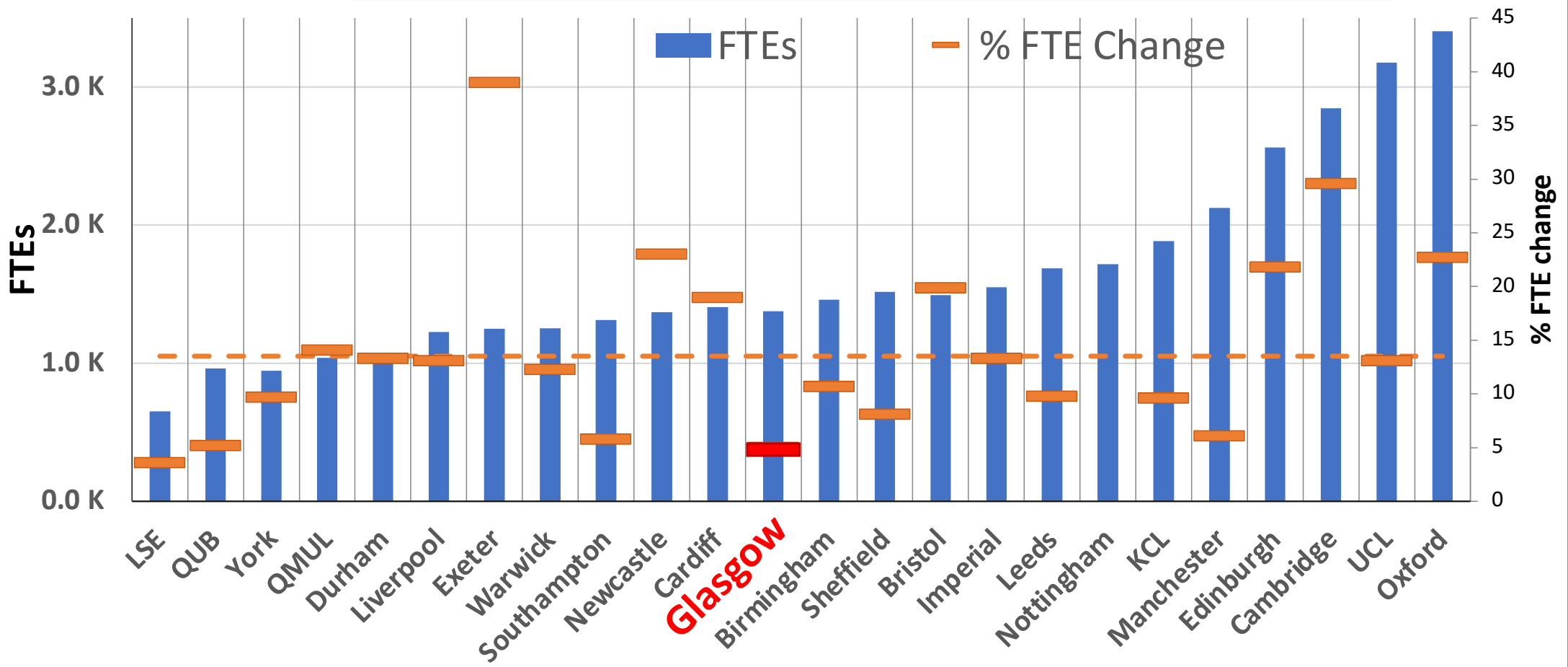
Russell Group REF 2014 and 2021 - GPA





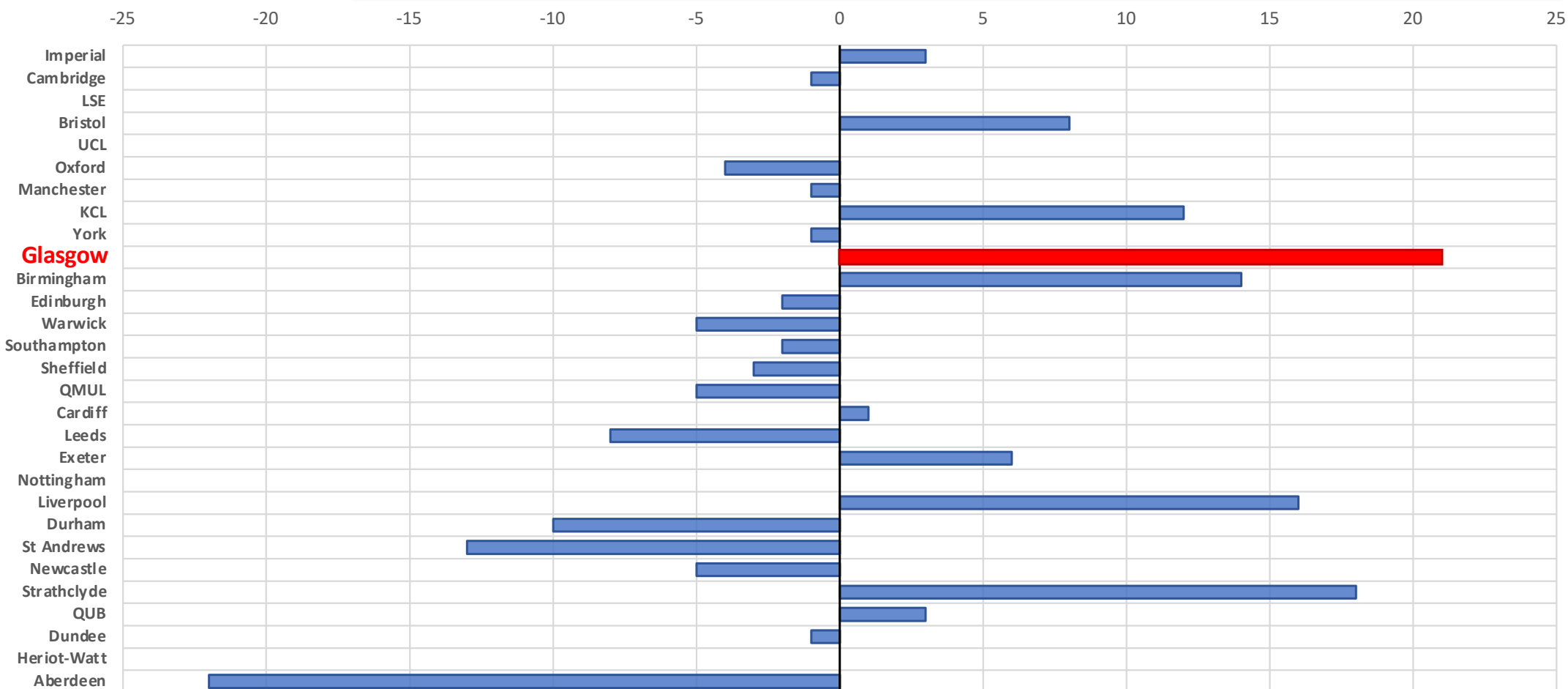
University of Glasgow

Russell Group FTEs (2021 vs 2014)



GPA Rank Change: RAE2008 – REF2021

(Russell Group + selected Scottish institutions)





University
of Glasgow

A huge thanks to everyone ...

REF
2021

- **All our researchers**
- REF Champions
- Deans of Research
- Impact Champions and Impact Officers
- College Assessment Panels
- R&I Services and all professional services
- REF operations group & College Research Support teams
- REF Project Board (chaired by Frank Coton)
- Staff circumstances committee
- Miles Padgett
- REF panel members



Next steps ...

Each UoA will be asked to undertake a “light-touch” Reflective Analysis:

- To reflect on their REF2021 results
- To highlight positives, negatives and surprises
- To place results in context (e.g. UK, Scotland, Russell Group, REF2014)



Summary

- Excellent institutional performance showing significant improvement from REF2014 (and RAE 2008)
- Strong performance across most of our disciplinary units
- Our focus on output quality and research environment has borne fruit
- Looking ahead, increased emphasis on Impact required
- As we grow in size, we must maintain focus on quality

Court Context Card 21 June 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 April 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	Updates on areas listed in the paper as follows: 1. Higher Education Developments and Political Update - Horizon Europe - UK Government 'Plan B' may be adopted; increasingly likely the UK will not associate to Horizon Europe - outcome remains uncertain. - Resource Spending Review Framework - Multi-year spending review framework published to 2026-27, highlighting Scottish Government priorities as well as reforms and actions to deliver these. - UKRI budget allocation - £25 billion to be invested over 3 years in world-class research and innovation. - New Chief Scientist (Health) Appointed - Professor Dame Anna Dominiczak appointed Chief Scientist (Health) to the Scottish Government. - Scotland leads UK on university students from deprived areas - Sir Peter Scott's report highlights relative success in Widening Access in Scottish HE. 2. SFC Grants 2022-23 - Final allocations confirm uplift in research funding, reflecting success in REF. 3. Appointment of Assistant Vice-Principals - Prof Wendy Anderson will be Assistant VP Learning & Teaching; Prof Carl Goodyear will be Assistant VP Strategy & Resources. 4. League Tables Times Higher Education Impact Rankings - Glasgow ranked 19th globally, a tremendous result in this league table reflecting our contribution to the UN SDGs. Complete University Guide 2023 - the University has fallen 7 places to 23rd in the UK. QS World University Rankings 2023 - the University has fallen 8 places to 81st in the world. 5. Key activities 6. Senior Management Group Business
Topics to be discussed	as required
Action from Court	to note the report
Recommendation to Court	
Relevant Strategic Plan workstream	NA
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	Impact on all 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, SFC, UKRI, Russell Group, UUK, Universities Scotland
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	
Suggested next steps	
Any other observations	



Court - Tuesday 21 June 2022

Principal's Report

Items A: For Discussion

1. Higher Education Developments and Political Update

Horizon Europe

In April I informed Court that the UK Government had announced the extension of the funding guarantee for Horizon Europe grants, and that uncertainty remained around the UK's association to Horizon Europe. Unfortunately, it appears increasingly unlikely that the UK will successfully associate to Horizon Europe. Issues around the Northern Ireland Protocol have yet to be resolved. Attention has now turned to the "bold, global alternative to Horizon" that UK Government Minister George Freeman MP has said is "ready to launch" and which I mentioned to members at the last meeting. Whilst UK Research and Innovation (UKRI) has vowed to cover any funding lost by Horizon Europe grant winners, a much larger sum remains available and unspent as the UK-EU deadlock continues (with around £2.5 billion, including £1.3 billion rolled over from 2021-22 made available to spend this year in last November's Budget, roughly the same as the combined core research budgets of the UK's seven main grant-awarding research councils in 2022-23). As a sector, we will continue to engage with the UK Government to ensure this unspent allocation is used to support excellent research collaborations. The University of Glasgow has also agreed to underwrite any shortfall in existing grants, to give award holders security. I will also shortly host the EU Ambassador to the UK, Ambassador João Vale de Almeida, and will discuss issues around post-Brexit funding of research and the importance of maintaining cross-border research collaborations with our EU neighbours. We will also use the Ambassador's visit to showcase key European Research Council (ERC) and EU-funded projects led by Glasgow.

Scottish Government Resource Spending Review Framework

On 31 May, Finance & Economy Secretary Kate Forbes MSP gave a statement to the Scottish Parliament on the [Resource Spending Review Framework](#). This is the Scottish Government's first resource spending review since 2011 and provides a long-term plan (to 2026-27) to deliver on the Programme for Government and the Bute House Agreement with the Scottish Green Party. The Finance Secretary noted that the multi-year spending framework will enable public sector bodies and delivery partners to work with the Scottish Government to plan effectively over the medium-term for the future of Scotland's public services. These plans do not replace the normal budget process and more detailed spending plans, including how key priorities will be funded, will be set out in the 2023-24 Scottish Budget and subsequent annual budgets. The Finance Secretary highlighted that when the UK Spending Review in October set out funding for the Scottish Budget, inflation was 3.1%, and despite inflation currently hitting 9%, the UK Government has not updated its spending plans. The Spending Review provides an overarching financial framework focusing on four key Scottish Government priorities:

- Tackling child poverty
- Addressing the climate crisis
- Securing a stronger, fairer, greener economy
- Delivering excellent public services

Key reforms and actions intended to support delivery of the key priorities include:

- Education Reform – establishing a new national agency for education, a new qualifications body and a new inspectorate to replace the Scottish Qualifications Authority and Education Scotland, in order to better support and promote improved outcomes and continuous improvement through codesign and co-creation with learners, families, practitioners and providers.
- National Strategy for Economic Transformation (NSET) – five key priority programmes identified as having the greatest potential to deliver economic growth that significantly outperforms the last decade within the current constitutional arrangements.
- Continuing through the Inward Investment Plan to attract high quality inward investment in areas such as energy transition and the space sector
- Pushing ahead with the export growth plan *A Trading Nation* to scale up Scotland's international reach
- Embedding entrepreneurship in education, to give young people opportunities to start and grow businesses

In addition, over the remainder of the parliament, the Scottish Government will direct the allocation of around £180 billion of public funds including:

- £73.1 billion for health and social care including developing a National Care Service
- £22.9 billion for social security assistance including the Scottish Child Payment
- £42.5 billion funding for local government for the delivery of local services
- £12.3 billion for education and skills (including £1 billion to tackle the poverty related attainment gap and support education recovery through the Scottish Attainment Challenge)
- £11.6 billion for the justice system

The spending review also provides a platform for engagement ahead of the next budget on how best to reform Scotland's public sector to become more efficient. The statement noted that this means rapidly digitalising the public sector, maximising revenue through public sector innovation, reforming the public sector estate and the public body landscape, and improving public procurement. The University will continue to engage with the Scottish Government on how universities can best support Scotland's economic growth, primarily through driving innovation from the research base, widening access to education and working to tackle the health and social inequalities that exist in Scotland.

UKRI budget allocation

The Secretary of State for Business, Energy and Industrial Strategy, Kwasi Kwarteng MP has confirmed the UKRI's detailed three-year [budget allocations](#). Based on the advice of the UKRI Board, the allocations set out how they will invest £25.1 billion in world-class research and innovation (announced in March 2022) to deliver benefits for communities across the UK. This is against a wider backdrop of increased UK Government investment in R&D across the Spending Review 2021 (SR21) period, with a commitment made by the Chancellor to support R&D with

£20 billion per annum by 2024-2025, an increase of more than £5 billion on 2021-2022. UKRI's R&D budget will reach over £8.8 billion in 2024-2025, its highest ever level with the UKRI outlining its ambitions to support a “vibrant research and innovation system that attracts private sector investment and drives up productivity across the UK” by:

- strengthening the UK's R&D system
- attracting and developing top research talent
- unlocking investment from the private sector
- utilising R&D funding to support levelling up across the UK

UKRI's allocations will also underpin the organisation's first 5-year strategy, published in March this year. This Strategy sets out UKRI's long-term high-level priorities to deliver their vision for an outstanding research and innovation system to cement the UK's ambition to become a science superpower and innovation nation.

New Chief Scientist (Health) Appointed

Professor Dame Anna Dominiczak has been appointed as new Chief Scientist (Health) for the Scottish Government from 1 July. As Court will be aware, Professor Dominiczak is currently seconded to the UK Health Security Agency (UKHSA) in the UK Government as Director of Laboratories. In March 2020, she worked with several University of Glasgow colleagues to establish the Lighthouse Laboratory in Glasgow (LLiG) at the Queen Elizabeth University Hospital campus in Govan, leading to her current role within UKHSA. Professor Dominiczak has been appointed to Chief Scientist role for 3 years.

Scotland leads UK on university students from deprived areas

The Commissioner for Fair Access for Scotland, Sir Peter Scott, released his most recent annual report on 31 May 2022. In his report, Sir Peter outlined that Scotland is continuing to “set the pace” when it comes to students from deprived areas getting into university and that “all the fair access indicators are flashing green”, despite the impact of COVID-19. A record 16.7% of students from Scotland's most deprived 20% of communities were entrants on full-time first-year degree courses in 2020/21, an increase of 545 students compared with the previous year and Scotland has already reached its interim target on fair access (that 16% of new entrants to full-time first-degree courses should come from the 20% most deprived communities as measured by the Scottish Index of Multiple Deprivation). This target rises to 18% in 2026 and the final target of 20%, a level playing-field in terms of access to higher education, by 2030. As a civic University, Glasgow is committed to doing more to support Scotland's ambitions towards fair access and our Widening Participation team works with more than 30,000 students across the West of Scotland annually and Court will remember in March we launched our third Centre in Maryhill with the charity IntoUniversity and in partnership with the University of Edinburgh.

2. SFC Grants 2022-23

At the last meeting I updated Court on the indicative allocations of SFC funding. The final allocations have now been published, and we would normally expect to see little change between the indicative and final funding announcements. However, given the delay to Research Excellence Grant, University Innovation Fund and Research Postgraduate Grant allocation announcements

until the release of REF results, there is more change between this year’s indicative and final funding announcement than normal. Glasgow’s overall funding settlement has seen a 1.5% increase from 2021-22, with REG funding increasing by 2.3% and teaching grant increasing by 1.1%.

Overall, this is very much in line with the outcome forecast prepared post-REF results by our Planning colleagues with respect to REG – Glasgow has gained a reasonable uplift from our much-improved performance. Responding to the announcement, Universities Scotland highlighted that eight of Scotland’s universities would be facing cuts to their SFC funding.

Items B: For Information

3. Appointment of Assistant Vice-Principals

Two new Assistant Vice-Principals have been appointed to support SMG in strategy delivery. Professor Wendy Anderson has been appointed as Assistant VP (Learning & Teaching) and will support Professor Moira Fischbacher-Smith, VP L&T, in implementing the Learning and Teaching Strategy. Professor Carl Goodyear has been appointed as Assistant VP (Strategy & Resources) to support Professor Frank Coton, Senior VP and Deputy Vice-Chancellor (Academic), in leading the implementation of the University’s Strategic Plan and in aspects of institutional resource planning.

Professor Anderson took up post on 1 May 2022. Professor Goodyear, currently the Senior Elected Staff Member on Court, will take up post on 1 August.

These are key appointments, which will strengthen leadership capacity in strategically important areas for the University, and both colleagues will bring their considerable experience to bear as they take up their new roles.

4. League Tables

Times Higher Education Impact Rankings

The University has seen an extremely positive performance in the THE Impact Rankings. This is the first time Glasgow has entered this league table and we have been placed 19th in the world (3rd in the UK and first in Scotland). These rankings demonstrate the difference a university is making in the world by working towards the United Nations’ Sustainable Development Goals, and aim to highlight work by universities in their communities and feature institutional activities and efforts not covered in other rankings. As well as being ranked 19th out of 1,406 institutions overall, the University of Glasgow was placed 2nd globally for Sustainable Cities and Communities (SDG11) – which is concerned with making “cities and human settlements inclusive, safe and sustainable”. The University also came equal 8th for Life on Land (SDG15) and 21st for Responsible Consumption and Production (SDG12).

This is an excellent result, and colleagues in External Relations continue to maximise opportunities to showcase the elements of University activity which secured this achievement.

Complete University Guide 2023

Glasgow is placed 23rd in the UK in this ranking, a disappointing drop of 7 places on last year's table. We also dropped five places in the Russell Group to 17th and we remain 3rd in Scotland.

The University of Glasgow leads the table in two subjects, namely Nursing and Food Science. A further 4 subjects can be found in the Top 5. Our best performing metrics are:

- Student Satisfaction – improved 24 places from 58 to 34, driven by positive results from NSS 2021, especially in relation to other providers.
- Degree Completion improved 13 places from 45 to 32.
- Research Quality improved 13 places from 23 to 10.

Metrics that slipped this year include:

- Research Intensity fell 33 places from 13 to 46. This league table has changed the methodology behind this metric with Research Intensity now calculated as Staff Submitted to REF / Staff on Teaching contracts and Research & Teaching contracts.
- Academic Spend fell 11 places from 47 to 58; Facilities Spend fell 9 places from 66 to 75.

We will look in more depth at this outcome, but there is no doubt that Research Intensity played a role in offsetting our improvement in the REF. Other national league tables do not use this measure. Similarly the spike in student numbers during 2020-21 may have played a role. Our league table action group will feed into SMG to see if we can optimize our outcomes to reverse this fall in CUG.

QS World University Rankings 2023

The University of Glasgow has fallen by eight places in the rankings from 73rd to 81st in 2023. This places us 12th in the UK and in the Russell Group. Despite the disappointing overall result, it is very positive to see that our Academic Reputation ranking has improved again, resulting in a rank of 77th. There is a similar story with the QS Employer Reputation Survey in which we have achieved a rank of 85th. Our strongest performing indicator is international students, ranked at 49th in the world.

It is also worth viewing this performance in the context of percentile evolution which sees us maintain our position within the top 6% best performing Universities. For further context, an additional 122 institutions were ranked this year bringing the total to 1,422 ranked institutions.

Two metrics, both accounting for 20% of the overall weighting, have seen a fall. Faculty: Student which measures the ratio of academic staff to students has seen a drop of 55 places (the continuing substantial growth of the student population will be a contributing factor). Citations per faculty sees a drop of 38 places. The Citations metric remains our poorest performing indicator and we remain focused on improving our performance in this metric.

Work continues to further strengthen our approach to building our reputation worldwide. Particularly given these results, SMG will hear soon from the league table action group with recommendations for the coming year.

5. Key activities

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

I have, in the main, provided brief headings and can expand on any items of interest to Court.

Academic Development and Strategy

- 28 April: I contributed to the series of Masterclasses in Academic Leadership, organised by and for colleagues in the College of Social Sciences.
- 10-11 May: SMG Strategy Away Day. Sessions focused on academic reputation, research size and shape, internationalisation strategy and REF results.
- 7 June: Senate. This was Professor Jill Morrison's last meeting as Clerk of Senate.
- 20 June: Hosted Andrew Thompson, former UKRI International Champion and former AHRC Executive Chair, to discuss future strategy in relation to UKRI funded research and the future of Horizon Europe or UK alternative schemes.

Internationalisation Activities

- 25 April: Hosted a delegation from the French Embassy and witnessed signing of MoU on future collaborations with our partner Aix-Marseille University.
- 27 April: Met with delegates from Pontifical Catholic University of Valparaiso (including the incoming Rector) – to discuss collaborations which are centred on the School of Education.
- 27 April: Filmed a video message for Zhejiang University on the occasion of its 125th birthday.
- 28 April: Hosted the UK Ambassador to China.
- 1 May: Online MoU signing ceremony with Gujarat University.
- 4-6 May: Universitas 21 AGM And Presidential Symposium, held in Birmingham – an opportunity to reconnect in person with U21 Presidents.
- 17 May: Met with a group of University Rectors, primarily from Latin America and the Iberian peninsula, as preparation for an international meeting of Rectors to take place in Spain in 2023, organised by the Universia forum. The University has been introduced into this forum via our relationship with Santander Universities.
- 25 May: University of Glasgow Future of Internationalisation: I gave a keynote speech at this event held to promote the launch of Global Glasgow, our international strategy, to our partners.
- 6 June: Filmed a video message congratulating this year's graduates from Glasgow College UESTC, as we were again unable to travel to the graduation ceremonies in person.
- 13 June: I gave a speech of congratulations to our graduating cohort of Chinese students at the Glasgow Chinese Students & Scholars Association Graduation Ball.

Lobbying/Policy Influencing and Promoting the University

Media engagement

- 3 May: Times Education Commission – I was invited to provide evidence to a comprehensive inquiry into the UK’s education system, from early years to lifelong learning, with over 600 witnesses contributing. The full report can be accessed via the Times news story, [here](#).

USS Meetings

- 19 May: USS Investment Committee Meeting.
- 23-24 May: USS Board Strategy Day and USS Board Meeting. I hosted the USS Board in Glasgow and we were able to hold our meetings in the James McCune Smith Building. Board members also visited the Hunterian Museum.

Russell Group Meetings

- 21 April: Russell Group Meeting with Swedish Council of Principals.

Other external engagement

- 21 April: Professor Iain McInnes and I met with the First Minister to discuss the legacy of the Lighthouse Laboratory.
- 27 April: Public Launch of Scottish Council on Global Affairs – I spoke alongside the First Minister, Cabinet Secretary and others to mark the launch of this new think tank established by Universities of Glasgow, Edinburgh and St Andrews.
- 9 May: Introductory meeting with Permanent Secretary to the Scottish Government
- 13 May: Spoke at conference organised by colleagues in some Italian universities entitled ‘Constitutional Acts of Scotland’ on the Calman Commission and subsequent fiscal devolution for Scotland
- 16 May: Attended event on ‘COP26 – six months on’ including a keynote by COP President Alok Sharma.
- 17 May: Hosted a senior delegation from Thales and met with the Group CTO – opportunity to showcase the University’s strengths.
- 17 May: Met with Neil Gray MSP, Minister for Culture, Europe & International Development with special responsibility for refugees from Ukraine. I was able to update the Minister on the broad range of UofG activities in relation to Ukraine as well as briefing him on international development research, links with Europe and our cultural assets.
- 17 May / 20 May: Meetings of the Hong Kong University Grants Committee
- 18 May: Hosted a senior delegation from Ericsson.
- 18 May: Met with Scottish Government officials to contribute to preparation of the national Innovation Strategy.
- 18 May: Gave a welcome speech at the book launch for the volume “Reclaiming the Piazza (vol 3)” – led by colleagues in the School of Education and the St Andrews Foundation
- 24 May: Ten Years of the Scottish Graduate School of Social Science: I gave a keynote speech at this event on the importance and impact of the social sciences.
- 26 May: Met with the Chair & Director General of the Institute of Export & International Trade to discuss potential collaborations, primarily in the College of Social Sciences.

- 31 May: Met with Stewart McDonald MP and Kira Rudyk, Ukrainian MP and party leader.
- 2 June: Modern Languages Association of America International Symposium: I welcomed delegates to this major international conference, hosted by the School of Modern Languages and the City
- 6 June: Attended the opening of the Glasgow Cabinet Office Hub, hosted by Jacob Rees-Mogg MP
- 7 June: Met with the Director General (Economy) Scottish Government, with Uzma Khan, VP Economic Development and Innovation
- 8 June: Attended a reception in the Bute Hall organised by the Italian Consulate General to mark Italian National Day.
- 13 June: Meeting with the Chief Executive of the SFC
- 14 June: I introduced the Royal Economic Society annual lecture, which was held in Glasgow for the first time. The speaker was Jagjit Chadha, Director of the National Institute of Economic and Social Research, and the lecture was aimed towards an audience of sixth year school pupils.
- 17 June: I assisted the University of Liverpool by joining the interview panel for the appointment of their next Vice-Chancellor.

Internal activities and Communications and Alumni events

- Chaired regular meetings of Senior Leaders' Forum including Heads of School/Directors of Research Institute, Deans, and senior members of Professional Services.
- 26 April: Anti-racism event: Understanding Racism, Transforming University Cultures report one year on – event to reflect on progress with the action plan.
- 9 May, 6 June: Regular meetings with the SRC Executive.
- 25 May: Congratulated colleagues on our performance in REF2021 at a celebration event held in the ARC.
- 15 June: Commemoration Day. I was delighted to welcome honorary graduates including Mario Monti (former Prime Minister of Italy) and Mary Robinson (former President of Ireland) to our first Commemoration Day celebrations since 2019.

Communications/Alumni events

- 25 May: Filmed a message as part of a video prepared to promote the opening of the ARC.
- 30 May: Campaign Leadership Board Meeting – held on campus.
- 7 June: Attended a reunion of Political Economy graduates, held on campus.
- 8 June: Official opening of the Mazumdar-Shaw ARC. The ARC was opened by Professor Sir David MacMillan, Nobel Prize Winner and UofG graduate.
- 13 June: University of Glasgow Trust meeting.

6. Senior Management Group business

In addition to standing and regular items, including Strategic Risk Review, Management Accounts and People & OD Data Analytics, the following issues were discussed:

SMG Meeting of 25 April

- Quarterly Reporting on Research Metrics: College of Social Sciences
- Continuing pandemic impact on international students/TNE
- Catering & Events: Function and Delivered Catering update
- THE Impact Rankings

SMG Meeting of 3 May

- Infrastructure Investment Plan
- ARC Space Release Project Recommendations
- Consultation on the UK's future research assessment system
- Turing Scheme

SMG Meeting of 17 May

- PGT planning for programmes with large international cohorts
- Strategic Planning and Review – Principal's final budget meeting
- ERC Awards
- Cyber Security

SMG Meeting of 23 May

- Ukraine Student Mobility
- REF2021 Results Summary
- Teaching Plans 2022-23: Late arriving students
- Budget – Inflation Assumptions
- International Partner Events

SMG Meeting of 31 May

- Travel Management Online Solution
- Gender Based Violence Action Plan update
- Quality Considerations for Teaching 2022-23
- Budget and Four Year Forecast
- Innovation Accelerators

SMG Meeting of 6 June

- Considerations for Teaching 2022-23

SMG Meeting of 14 June

- Carbon Management Plan
- Student Experience Strategy
- Discussion with outgoing SRC Executive
- Teaching Excellence Framework
- Scottish Quality Framework
- University Representation on School Boards

Court Context Card 21 June 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 April 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	<p>Report from Secretary on a number of items for Court's discussion/decision and/or information. A brief outline of the key points is outlined below.</p> <p>A1 Gender Based Violence and Sexual Harrassment</p> <p>At the last Court meeting it was noted that the report was being finalised and will be published towards the end of the summer</p> <p>A2 Learning from Complaints</p> <p>Following the update to Court in February 2022 Annex 1 outlines the key reasons for the complaints and actions being put into place to help prevent further complaints.</p> <p>A3 Mental Health Provision</p> <p>Annex 2 provides an update from the Mental Health working group.</p> <p>B1 Court Strategy Day Agenda</p> <p>The Strategy Day is scheduled for Tuesday 27 September and the suggested agenda for the day is detailed for discussion</p> <p>B4 Organisational Change Governance Committee</p> <p>Court receives regular updates from the Committee and Court is asked to note the annual report and to approve the remit. It is noted that two new lay members for the Committee are required from Court</p> <p>Information on the student recruitment and accommodation is provided as an update from the last Court meeting.</p> <p>Information on the USS Pay/Strike Action is provided as an update from the last Court meeting.</p>
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 Remit for the Organistational Change Governance Committee
Recommendation to Court	Approve the remit
Relevant Strategic Plan workstream	Empowering People, Agility, Focus
Most relevant Primary KPI it will help the university to	NA
Most relevant Secondary KPI it will help the university to	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 – Tuesday 21 June 2022

Report from the University Secretary

SECTION A - ITEMS FOR DISCUSSION / DECISION

A.1 Gender Based Violence & Sexual Harassment

We expect to have the report by Morag Ross QC towards the end of the summer. In the meantime, we are taking forward the GBV action plan developed by colleagues in P&OD / EDU.

A.2 Learning from Complaints

Following the update to Court in February 2022 **Annex 1** outlines the key reasons for the complaints and actions being put into place to help prevent further complaints. There has been notable growth in the number of complaints relating to confusing/conflicting communications, teaching space and facilities, student support and wellbeing, harassment/bullying/discrimination.

Some of the most complex and intractable problems relate to research students, those with disabilities and the effectiveness of academic advising. We also continue to learn lessons from complaints relating to industrial action and the pandemic.

A.3 Mental Health Provision

Annex 2 provides an update from the Mental Health working group. Members of the group are drawn from across the University community and including representation from the on-campus GP practice (Barclay Medical Practice). The group continues to meet on a regular basis to oversee mental health provision for students and members of staff; the last meeting took place on 4 May 2022.

SECTION B – ITEMS FOR INFORMATION / ROUTINE ITEMS FOR APPROVAL

B.1 Court Strategy Day 2022

The Strategy Day is scheduled for Tuesday 27 September and the suggested agenda for the day is as follows

10:00-10:30	Coffee, pastries and welcome
10:30-12:00	A Vision of the Future: where we might be in 2036 and 2051 (This session will include short inputs from senior staff followed by break-out sessions focusing on key issues raised by the SRC sabbatical team)
12:00-12:45	Where we have come from: the University's history, with a focus on trends and performance since the 1990s
12:45-13:30	Buffet Lunch
13:30-14:30	Geopolitics: the national and international context and the implications for HE (Potentially with input from the Economist Intelligence Unit)

14:30-15:30 Impact: an update on UofG and the SDG goals
15:30-15:45 Closing remarks

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. Feedback from the last Court Strategy Day indicated that members would like there to be more opportunity for discussion and fewer presentations/topics covered.

B.2 *Student recruitment and accommodation*

The international travel situation appears to be easing as the lockdown ends in the PRC - flights are opening up and there is an improving prospect that students will be able to return to China and start the new academic year here on schedule. Even so, we will keep a very close eye on this over the coming weeks.

On student accommodation, we remain concerned about a constriction in the private rental sector and the impact this may have on students' ability to find affordable rental properties close to our Glasgow campuses. We have taken an additional 800 beds in purpose-built student accommodation buildings (PBSAs) in Glasgow next year and 1,000 rooms in the subsequent four years to help alleviate this.

B.3 *USS Pay/Strike Action*

We are pleased to confirm that the local branch of UCU decided not to proceed with the planned marking boycott; this means that all examinations and assessed work are being dealt with on schedule and that students will graduate or progress to the next stage of their studies without interruption.

University representatives and local UCU reps have agreed a statement on the future of the USS pension scheme; this statement was subsequently endorsed at a national UCU conference.

We are in discussion with the UCU and other campus trade unions about how best to address issues of pay and working conditions. We are committed to addressing the concerns of the trade unions and colleagues across the University, and thereby avoiding the possibility of further industrial action in the coming year.

B.4 *Organisational Change Governance Committee*

The annual report from the Organisational Change Governance Committee can be found in **Annex 3**. The report also includes the remit of the Committee.

Courts approval for the remit is sought.

B.5 *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 4**.

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

College of Medical, Veterinary and Life Sciences

School of Molecular Biosciences

Professor Helen Walden has been appointed as Head of the School for four years from 1 August 2022 until 31 July 2026.

School of Psychology and Neuroscience

Professor Gregor Thut has been extended for a 6 months until 31 December 2022 as the Interim Head of School of Psychology and Neuroscience until the permanent Head of School has been recruited.

College of Science and Engineering

School of Geographical and Earth Sciences

Dr Cristina Persano has been appointed as Interim Head of the School for one year from 1 August 2022 until 31 July 2023.

University of Glasgow

Court: 21 June 2022

Learning from Complaints

Introduction

The University is receiving a growing number of complaints each year.

Stage 1 complaints are handled locally, as close to the source as possible for front-line resolution, and Stage 2 complaints are handled by the Complaints Resolution Office. There are 25 Stage 2 cases under investigation and another 2 pending; there have been 62 Stage 2 complaints to date this year, cf. 72 for the entirety of the previous year. In addition, there have been 298 Stage 1 cases to date this year (cf. 172 for the entirety of last year). Complaint figures for previous years, are below for comparison.

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Stage 1	112	116	109	100	123	119	133	172
Stage 2	46	32	40	67	60	47	58	72

There has been notable growth in complaints relating to confusing/conflicting communications, teaching space and facilities, student support and wellbeing, harassment/bullying/discrimination.

Some of the most complex and intractable problems relate to research students, those with disabilities and the effectiveness of academic advising. We also continue to learn lessons from complaints relating to industrial action and the pandemic.

Postgraduate research students

These complaints often involve a breakdown in relations between student and supervisor(s). They can be quite difficult to resolve because the depth of expertise required to supervise a student means that there may be no other suitable individual/team inside the university. In addition, the terms of a scholarship may mean that it is non-transferable.

When issues arise early in a student's programme of study, this often seems to be because there has been insufficient scrutiny during the selection process, a mismatch of expectations between student and supervisor, or failures of induction and training. The best resolution for both parties is often for the student to withdraw, in which case we normally reimburse fees and associated costs and we might offer a letter of introduction/reference to another university.

When problems arise in the later stages of study, they are more difficult to resolve because both parties have usually invested significant time and effort to reach this point. Sometimes the problem is triggered by a period of ill health or other adverse circumstances affecting the student. However, we often learn that the problems have existed for some time and have

not been addressed through the supervisor or through annual progress review. The resolution in these cases may be to work towards an early exit award, such as a MSc by research or MPhil degree.

PGR complaints are often made more difficult to resolve, because the process of informal resolution within the relevant graduate school can become extremely protracted.

Thirty-eight new Respect Advisers across all four Colleges have been appointed; it is anticipated that this will help to resolve some of the issues that PGR students experience, before they become formal complaints.

We have been working with colleagues in Research and Innovation Services and Graduate Schools to consider the support needs for PGR students when they experience difficulties. Some of the measures already taken include enhancements to the APR process and PGR students receive increasing amounts of training and support related to their wellbeing. Supervisors also benefit from a range of initiatives to support them as supervisors (training, supervisor community of practice, supervisor buddying).

Students with disabilities

Complaints received from students with disabilities have typically related to dissatisfaction with the support provided during their studies. The issues raised by students include:

- registration with the Disability Service is not automatic following the disclosure of a disability at registration/enrolment
- the timeliness of the implementation of reasonable adjustments or failure to implement adjustments consistently
- Failures in communication between central services and subject areas the extent to which support can be proactively offered, and the way in which information about disabilities/support requirements is shared across different parts of the University

The University completed a major review of provision for disabled students in February 2021 and is pursuing a programme of work which builds on its commitments to access and inclusion. Of particular significance are actions to improve the sharing of data concerning the needs of new students and the implementation of a new case management system. There will also be a review of the roles of school-based disability coordinators, which will address concerns about the implementation of teaching-related adjustments.

Academic Advising

Complaints relating to Academic Advising are frequently linked to issues of support and wellbeing and reflect some ambiguity around the roles and reasonable expectations of Academic Advisers. Students typically complain about lack of contact with their Adviser, poor or inaccurate information and signposting to other sources of support, and inadequate advice about matters of progression.

To address these concerns, the University has implemented a new support and wellbeing service model and invested in a team of Student Support Officers to work alongside Academic Advisers.

There are developments to Academic Advising to ensure support for PGT students (following an ELIR recommendation) which will also help to address the types of concerns raised through the Complaints Handling Procedure. Other developments within the Colleges include new appointments to dedicated advising posts and roles the additional Senior Advisors to address the needs of both UG and PGT students.

In the future, the University may want to undertake a further review of the Academic Advising system, clarify the role and responsibilities, and enhance induction and training for Advisers.

Industrial Action

Students have understandably been concerned by the impact of the ongoing Industrial Action, particularly those who have already experienced disruption from the pandemic and the previous round of strikes. Complaints tend to relate to the impact of cancelled classes and are often associated with requests for reduction in tuition fees. It is apparent from the concerns raised, that students are often not clear about the measures that are being put in place to minimise the impact of disruption and that University and schools should therefore do more to explain the mitigating measures in place.

Covid-19

Complaint handling has been impacted significantly by the Coronavirus pandemic. The number of complaints has risen markedly, but they also reflects the wide-ranging impact of the pandemic on students' lives and the associated stress and anxiety they have experienced. This is hardly a surprise and is replicated across the HE sector.

It has been a challenging time for staff as well as for students and many decisions have understandably had to be made a short notice, in line with changing Government guidance. The complaints we have received underline the importance, at times of uncertainty, of clear, consistent, and timely communication.

The main themes reflected in Covid-related complaints relate to:

- inadequate, unclear or conflicting communication, particularly as it related to the provision of on-campus and online teaching and assessment
- the timeliness and quantum of information and support for students
- a perception that online teaching is not a good substitute for on-campus teaching and does not deliver value for money
- teaching materials and assessments, which have not been adapted sufficiently for delivery online

It is worth noting, though, that the total number of complaints relating to the pandemic has been smaller than we had expected. In the main, students seem to have recognised that the staff has made every effort to ensure that standards are maintained and keep disruption to a minimum.

A note about communication

Issues of communication are a feature of almost all complaints:

- They sit at the heart of some of the most intractable problems affecting research students
- Inconsistencies between institutional, school and programme/course messaging can be a source of confusion and anxiety to students
- Our messages often employ complex educational terminology and jargon which can be difficult for all students and particularly so for non-native speakers of English
- Our reaction to complaints is often defensive, which can lead to unhelpful escalation.

Clare Barnes and Robert Partridge

11 May 2022

University Senate
Update of Mental Health Provision

2 June 2022

A working group with members drawn from across the University community and including representation from the on-campus GP practice (Barclay Medical Practice) continues to meet on a regular basis to oversee mental health provision for students and members of staff; the last meeting took place on 4 May 2022.

Provision for students

Provision for students has continued to improve over the past few years, largely due to five developments:

- Additional investment in the Counselling & Psychological Services team (partly funded by the University and partly by a special grant from the Scottish Government)
- The appointment of additional Student Support Officers in the Colleges
- The development of a more effective triage system, which allows us to direct students to the most appropriate form of support and helps us devote specialist resources to those most in need
- More effective use of the 24-hour Security team, with reports being received via the Gatehouse and, where necessary, passed immediately to members of the crisis team
- More extensive educational provision, covering such areas as Building Resilience & Managing Stress; Foundations of Wellbeing; Improving Sleep; Mindfulness and Relaxation; Low Mood; Anxiety; Overcoming Perfectionism; Overcoming Procrastination; and Managing Change.

As a result, despite the increased number of registrations (rising from 2,158 in 2017/18 to 2,423 in 2020/21), waiting times for a standard first appointment have come down from 27 days in 2017/18 to 15 days in 2020/21, while waiting times from initial consultation to first ongoing appointment have been cut by more than half, from 55 days to 25 days. At the same time, students presenting with severe symptoms continue to be seen within 24 hours in almost all cases.

The SRC also plays an important part in combatting mental ill-health through its own training provision, its support for students through the 'Mind Your Mate' programme, and via the SRC Advisory Centre.

Online support continues to be offered on a 24-hour basis via Togetherall (formerly the Big White Wall) – an online community which affords users the opportunity to help each other and which also provides access to specialist support if needed.

Our overall approach to mental health and wellbeing is conceptualised in a Student Wellbeing Strategy, overseen by the Student Experience Committee. We anticipate that the emergent Student Experience Strategy, which will be finalised and disseminated in the coming weeks, will place a strong emphasis on wellbeing and inclusion, with practical steps being identified to reduce isolation and promote a sense of community in which all students can find a place.

Satisfaction levels with CAPS are generally high, with over 90% of students responding that they feel the University listens to their concerns and takes them seriously.

At the mental health working group, in addition to monitoring resourcing and scrutinising the effectiveness of provision, we also regularly discuss specific issues such as the impact of past trauma, eating disorders and the particular needs of the PGR community.

Two areas of continued challenge are worth highlighting. Firstly, in the wake of the Covid-19 pandemic, the NHS has at times battled to cope with the rising number of acute cases presenting for treatment – this has meant that some students with severe symptoms have been referred back to the University for ongoing support. We are working closely with colleagues in the NHS to address this with assistance from clinical academics within the University.

Related to this, the University's in-house crisis team has been dealing with an increasing number of students presenting with complex mental health issues. These include growing numbers of international students.

In terms of the role of members of academic staff, we would ask all colleagues to:

- Undertake the short training module that we have developed on mental health and wellbeing (accessible via Moodle)
- Be aware of the support that is available in the Colleges via the Student Support Officers
- Remember that crisis support can be accessed via the Security team by dialling 0141 330 4444.

Provision for staff

Provision for staff continues to be offered principally through the Employee Assistance Programme (PAM Assist). Staff can access this by telephone; 601 calls were received in the period February-April 2022. The issues raised included depression and low mood; alcohol, gambling; bereavement; relationship issues, workplace conflict; and financial and legal matters. There were 10 'red flag' cases.

There is a significant gender divide, with male members of staff being noticeably less willing to access this form of support; we continue to encourage all members of staff to be aware of the support that is available, to understand that it is free and confidential, and to make use of it as appropriate.

We are currently about to re-tender for our employee assistance programme; if members of Senate have any feedback on the service, please let me know.

In addition to the Employee Assistance Programme, we continue to benefit from a professional Occupational Health team on campus. We are very grateful to the head of the OH service, Aileen Stewart, who retires this month after long and dedicated service to the University; her departure affords us an opportunity to review the overall resourcing and focus of the unit.

This review will be carried out in the context of a new Colleague Wellbeing Strategy, the development of which was led by Deputy Director of P&OD, Elise Gallagher. As with the Student Wellbeing Strategy, we are placing a clear emphasis on community building at the team and institutional level, and on supporting members of staff to be mindful of their own mental health and that of colleagues around them. Activities to support implementation of the Colleague Wellbeing

Strategy will be listed on a Staff Wellbeing Portal – further information on this will be shared in the near future.

While we have not seen a major uptick in the numbers of staff coming forward for help, we are of course conscious of the extraordinary pressures faced by many colleagues over the past two years. Part of our approach to staff mental health and wellbeing therefore has to involve close attention to wider issues such as workload, effective leadership and management, career development pathways and relationships in the workplace. These issues are integral to our People and Organisational Development Strategy and are regularly discussed with representatives of the campus trade unions. Further targeted action in a number of areas is planned for the coming months.

Finally, we are fortunate as a University to have in place a dedicated fund to support staff welfare at all levels. The Ferguson Bequest is administered by Rhona Little in the Court Office; if you would like more information or have innovative ideas for activities that would promote staff wellbeing in the widest sense, please get in touch with Rhona.

David Duncan
COO and University Secretary
SMG Mental Health Champion

Organisational Change Governance Committee

Report to Court – June 2022

Introduction

The Management of Organisational Change Policy provides a framework within which proposed changes with the potential to impact on staff are considered and approved, subject to appropriate consultation with the relevant parties. The policy provides a 'tiered' approach to organisational change related decision-making as follows:

Tier 1 – Fixed term contracts and open-ended contracts with a funding end date (including individuals, teams or groups).

Tier 2 – Core funding: a reduction in an individual post, team, group, programme, college support service or a subsection of a School, RI or University Service. Significant restructuring exercises may also be considered within this level.

Tier 3 – The closure of an academic subject / discipline. Increasingly complex and larger scale change proposals beyond this level are treated in a similar fashion and automatically referred to Court for consideration.

Proposed changes falling within Tier 1 are managed at a local level while changes classified as Tier 3, which are of a strategic nature, explicitly require the approval of Court. Change proposals that fall within Tier 2 are considered on Court's behalf by the Organisational Change Governance Group (OCGC), the nomenclature having changed from the Procedural Review Group in February 2017.

The full remit of the Organisational Change Governance Committee is set out in Appendix 1 for information. OCGC comprises five members of Court and the current membership is: David Finlayson, Carl Goodyear, Kirsteen McCue, David Milloy* and Morag Macdonald Simpson*. The meetings are convened by the Chief Operating Officer and University Secretary.

Once organisational change proposals have been approved, in principle, it is for the Executive to progress matters, taking all reasonable steps to minimise and mitigate the potential for redundancies and any other negative impact on individual(s). Proposals are of course subject to consultation with staff potentially affected by the change and the recognised trade unions. The OCGC may request an update prior to any final decision to implement. OCGC may also choose to refer a Tier 2 proposal to a full meeting of Court where it is considered to be strategically significant and/or contentious. Additionally, Court requires OCGC to provide an annual report to Court.

Proposals approved by the OCGC in the period from June 2021 - June 2022

1 June 2021 (via Email) – College Office, MVLS

This proposal sought to realign the staff resources of the MVLS College Office to meet the significant changes to operational requirements and working practices/activities across the team. A G3 Office Assistant (0.5FTE) role was impacted, with the position no longer required as the principal work undertaken had substantially diminished and remaining activities could be reasonably absorbed by other roles in the structure. Consultations were held with the postholder.

2 December 2021 (Virtual meeting) - Reach Out, Library, University Services

This proposal sought to bring the weekend Reach Out Library Services team into the same structure, format and ethos as the rest of Reach Out, both in the Library and across campus in the James McCune Smith Learning Hub and elsewhere, ensuring students/staff were provided with the same level of service and expertise throughout the week, regardless of day or location. Significant improvements to the service and to the support on offer to students and staff at weekends, both in-person and virtually, were expected. All existing weekend work patterns would close, however they would be replaced by a new extended working pattern which would offer

**these members will be replaced prior to the start of the next academic session*

those impacted the opportunity to increase their contractual entitlement as part of the move to the Reach Out Model. There was the possibility of staff redundancies if those affected did not wish to move to the new model.

Appendix 1

Terms of Reference of the Organisational Change Governance Committee

Remit

1. To act as an independent review Committee for all tier 2 proposals that involve organisational change, which might result in staffing reductions or significant changes to the organisational structure.
2. To provide strategic sign-off to management for Tier 2 proposals.
3. To decide, on strategic and/or key reputational grounds, or for other exceptional reasons, if the matter should be treated as equivalent to a Tier 3 proposal and receive initial strategic sign-off by Court prior to proceeding.¹
4. To assess, in more complex and/or potentially controversial or especially sensitive matters, whether the Committee need to review the final proposals following consultation and prior to the changes being implemented. In such circumstances the Committee may request further information or that additional consultation/consideration be carried out prior to final implementation.
5. The Policy requires Tier 3 issues to receive the initial strategic sign off from Court. In some cases, Court may decide that it wishes the Committee, as per point 4 of the remit above, to review the final outcome before any change occurs.
6. To provide a summary report to Court of changes given strategic sign-off.

Membership

- 3 Lay members of Court at least one of whom will be a member of HR Committee
- 2 Elected Academic Members on Court

Procedural Arrangements

Meetings of the OCGC will be arranged as and when required by the office of the COO/University Secretary who will typically act as convenor for the meetings.

Wherever possible the OCGC will meet face-to-face to consider proposals. Additionally, the VP/Head of College or University Secretary (or appropriate senior management delegate) for the affected area would also attend to provide organisational context and explain/ amplify the rationale for a proposal. The Organisational Change Governance Committee (OCGC) will be provided with advice and guidance by a senior member of the P&OD function, typically from the relevant College/US P&OD team.

The members of the OCGC may also seek input from the relevant Campus trades union representative(s) prior to providing strategic sign off or when reviewing a proposal following the full consultation process. This does not form part of the formal consultation process however the OCGC may request management to reconsider elements of the proposals or carry out further consultation prior to a final decision to implement.

The Court members will make the decision.

To ensure a degree of continuity of experience the membership of the OCGC will be established at the start of each academic year should it be required. The Lay members of Court will be identified by the Nominations Committee and the Elected Academic Members(s) will be chosen by the Senior Elected Academic Member. In each case a reserve will be identified in the event of lack of availability at a

particular time and/or to avoid any particular individual dealing with a case in a part of the University with which there may be close involvement or a potential conflict.

The remit and membership of the OCGC will be reviewed and agreed on an annual basis by Court.

**Convener of Court
Summary of Business – 21 April 2022 – 21 June 2022**

Date	Meeting	Location
21 April 2022	Meeting with Duncan Henderson, SRC Assessor	Glasgow
	Meeting with Ella McCabe, SRC President	Glasgow
	Meeting with Paula McKerrow, Trade Union Nominee	Glasgow
	Meeting with David Foley, Cabinet Office	Glasgow
26 April 2022	CUC Spring Plenary	London
16 May 2022	Catch up with the Principal	Phone call
26 May 2022	Remuneration Committee	Virtual Meeting
30 May 2022	Campaign Leadership Board	Virtual Meeting
1 June 2022	Finance Committee	Virtual Meeting
6 June 2022	Pre-Court Officer's Meeting	Virtual Meeting
14 June 2022	Court Candidate Interview	Virtual Meeting
15 June 2022	Commemoration Day	Glasgow
20 June 2022	SMG Dinner with Andrew Thompson (AHRC Exec Chair)	Glasgow
21 June 2022	Pre-Court Agenda Meeting	Glasgow
	Catch up with the Principal	Glasgow
	Court Meet and Greet	Glasgow
	Court Briefing – Tour of Cochno Farm and House	Glasgow
	Court	Glasgow
	Court Dinner	Glasgow

Court Context Card 21st June - Student Experience Strategy, SEC Report from meeting on 18th May 2022 and the SRC Annual Report	
Speaker	David Duncan and Ella McCabe
Speaker role	Joint Conveners of the Committee
Paper Description	Student Experience Strategy Report of the meeting of the Student Experience Committee 18 May 2022
Topic last discussed at Court	20th April 2022
Topic discussed at Committee	
Committee members present	Court members present at last Committee meeting: David Duncan, Ella McCabe, Morag Macdonald-Simpson, David Finlayson
Cost of proposed plan	TBC - Additional resources will be necessary to deliver the strategy including a building refurbishment programme and additional funds for the student organisations. Detailed cases would follow at a later stage.
Major benefit of proposed plan	The strategy aims to ensure that students have the opportunity and support to develop the skills, knowledge and experience that will enable them to be successful in their studies and future lives. It complements other University strategies and will provide a framework to measure and monitor the impact and delivery of the student experience.
Revenue from proposed plan	
Urgency	High
Timing	Session 22/23
Red-Amber-Green Rating	Green
Paper Type	Strategy - in principle approval Report - for information
Paper Summary	<p>Strategy - A small working group was formed to draw together thinking and develop a student experience strategy which will sit under World Changers Together and complements the L&T Strategy and other emerging University strategies. The strategy is structured around the three pillars of opportunity, wellbeing and inclusion & belonging. A wide consultation exercise has taken place.</p> <p>Report of the meeting of the Student Experience Committee (SEC) held on 18th May 2022. Court is invited to note the following updates: cost of living and provision of financial aid (item 1), student experience strategy (Item 2), update from student bodies (Item 3), home student working group action plan (item 4), mental health group (item 5), residences strategy and accommodation (item 6) and complaints update (item 7).</p> <p>SRC Annual Report - Court is asked to note the SRC Annual report from 2021/22</p>
Topics to be discussed	Student Experience Strategy Items from SEC report as Court wishes
Action from Court	Strategy - comments are sought from Court members. The final version will come back for approval in Autumn 2022. To note the SRC Annual Report
Recommendation to Court	_____
Relevant Strategic Plan workstream	
Most relevant Primary KPI it will help the university to achieve	student satisfaction
Most relevant Secondary KPI it will help the university to achieve	Risk 4 Student: Failure to offer an attractive, high quality and fulfilling student experience to UG and PG students.
Risk register - university level	
Risk register - college level	
Demographics	
% of University	100% students
Operating stats	
% of	
Campus	All
External bodies	
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	Many of the areas covered aim to bring about enhancement to the student experience that will positively impact on equality and diversity and cover a number of the protected characteristics of the Equality Act.
Suggested next steps	
Any other observations	

A strategy for student experience

Introduction

For hundreds of years, students have come to the University of Glasgow hoping to change the world, to find their place in the world, or simply to learn more about the world. Our student experience reflects the University's proud history, its diversity of talents, its places in the world and future ambitions.

We hope all our students will enjoy a fulfilling, rewarding and enriching experience with us. There are multifarious opportunities for students to complement and deepen their formal learning and study, and to contribute to the life of the University, city, or the wider world. Our strategy for the student experience prioritises opportunity, wellbeing and belonging. It is a companion to the University's Learning and Teaching strategy and, insofar as research students are concerned, our Research Strategy. Taken together, the strategies will ensure that students develop the skills, knowledge and experience that enable them to be successful in their studies and, as global citizens, in their future lives and careers.

Over recent years, the University's popularity has resulted in rapid growth in student numbers and, by any measure, increasing diversity. We have seen a particularly marked increase in international students, with many more studying at our joint schools, overseas. We are also seeing a growing number of online learners, including students who are enrolled on short courses.

We are developing this strategy at a particularly challenging time for students, as we emerge from the Covid-19 pandemic. There is growing evidence to show that the pandemic has disproportionately impacted on the mental health of the younger-age population, who are also more vulnerable to inflationary pressures and the consequent rising cost of living.

Our ambitions

The University of Glasgow Strategy 2025 describes our commitment to a world changing student experience:

- Our graduates achieve more than a degree: as students, they are able to access a panoply of social, sporting, volunteering and cultural experiences, which enable them to connect, develop new skills and enhance their prospects.
- We give students the space, time and guidance to forge their own paths and take their first steps as future world changers.
- Drawing strength from each other, and inspiration from the people, societies and cities we serve, our diverse body of staff, students and alumni come together as one Glasgow community, driven by a unifying desire to change the world for the better.

Our principles

There are five key principles which underpin our student experience strategy, and these are that:

1. It is the powerful combination of an inspirational education and a broad and vibrant set of co-curricular activities, which sit at the heart of the Glasgow student experience and prepare our students for the next steps in their lives and careers.

2. For students to be productive and benefit fully from the Glasgow student experience, we must do everything we can to ensure their safety and wellbeing.
3. Our unique quadrumvirate of student organisations, the Glasgow University Union, Queen Margaret Union, Glasgow University Sports Association, and the Students' Representative Council, plays a fundamental part in the social, cultural and educational lives of students and the Glasgow student experience is realised through effective partnership between the organisations and with the University.
4. Our places (Glasgow, Dumfries, Chengdu, Hainan, Singapore, Tianjin) and the provisions of our campuses in these places, are instrumental in the experience of our students. For all students, our virtual infrastructure ensures that, wherever we are in the world, we can remain connected to one another. And for our distance learning students, our online campus sits at the heart of their experience.
5. Our strategy and the experience we offer our students are anchored in the University's values and must be socially, financially, and environmentally sustainable.

Our pillars

Our strategy can be described in terms of three pillars:

1. Opportunity

Irrespective of circumstance, our students should have the opportunity to discover and develop themselves; push personal boundaries; try, fail and succeed; build self-confidence and ambition. They should be able to do this through clubs and societies, volunteering and work experience; sports and cultural activities. They should have the opportunity to do so in both familiar and unfamiliar environments, domestically and internationally. And there should be an impelling institutional framework within which students can plan, organise, reflect on and recognise their achievements.

Complementing the ambitions for Students' Professional and Skills Development outlined in the University's Learning and Teaching Strategy, we provide these opportunities not only to enrich and bring meaning to the student experience, but because they contribute to the employability of our graduates.

We will achieve our ambitions through:

- The curation of a menu of opportunities for students to acquire new skills and experience, online and on campus, relevant to the interests and needs of those pursuing undergraduate, taught postgraduate and research degrees.
- The provision of high-quality careers advice, to help students plan confidently for their futures.
- The expansion of opportunities for students to acquire work experience, through internships, volunteering, part-time work and applied research.
- The development of an impelling framework, which enables students to derive maximum benefit from their experience and includes:
 - o Self-help tools and support to assist students with their planning and reflection.

- A means of celebrating achievement in the form of accreditation and awards.

2. Wellbeing

Our intention is to foster learning communities that support, inspire and empower our students to fulfil their academic potential and to flourish more widely as individuals. Our wellbeing framework describes an institutional and holistic approach to mental health and wellbeing, which serves to minimise the number of students who leave the University because they feel unsupported in their studies and maximise the number of students who feel healthy and well.

Wellbeing, inclusion and belonging (the second and third pillars of this strategy) are the primary internal drivers that inform the Learning and Teaching Strategy.

We will achieve our objectives as they relate to student wellbeing through:

- Developing safe and supportive learning communities (setting out expectations at induction; promoting the use of the SafeZone app; and reforming our approach to matters of misconduct, including the concept of restorative justice, so that students have confidence we can deal effectively with bullying and harassment).
- Promoting a culture of continuing personal, academic and professional development.
- Promoting sport and active lifestyles.
- Encouraging mental health and wellbeing and destigmatising mental ill health.

3. Inclusion and belonging

The University comprises many intersecting communities which may be defined by academic interests, by backgrounds and shared experience, by needs and ambitions, by geography, or other factors. There is a place at Glasgow for everyone and we embrace diversity, valuing and respecting the perspectives and contributions of all our students.

For these reasons, we do not hold to the notion of a single student experience, but to the idea of student experiences, which will be many and various. Nonetheless, our physical facilities and our programme of opportunity should be open and accessible to all, whilst also catering to the diversity of needs and interests. In the same way, our student organisations each have their distinctive identities and followers, whilst remaining open to all.

This strategy and its commitments apply equally to students pursuing taught and research degrees, to those who have come to Glasgow from overseas and those who are long term residents, to those who study online and those who study on a campus. In providing for all, the strategy acknowledges that a substantial proportion of students will be with us for a year or less and the challenges that this brings.

The strategy also acknowledges that, alongside students in Dumfries, there is a growing number of Glasgow students in Chengdu, Hainan, Singapore and Tianjin. Whilst the University of Glasgow is rooted in its place and people, we recognise that people make Glasgow, whether in Scotland, China or Singapore.

We will enable everyone to find their place and feel part of the University by:

- Explaining and upholding our University values.
- Improving welcome and induction and transforming the online experience for students as they join the University.
- Ensuring that cost and accessibility do not represent barriers to participation in campus life.
- Providing for the physical and social needs of students who commute to the campus from other areas of the city region and beyond.
- Celebrating diversity, by curating an annual programme of events and festivals that reflect the many nations and beliefs represented within the campus community.
- Building on the work of the Understanding Racism, Transforming University Culture report, the review of gender issues and gender-based violence and other key inclusion initiatives, such as our review of provision for disabled students.
- Acknowledging and addressing the very real barriers to engagement that are often experienced by non-native speakers of English.

Our enablers

Our ability to provide an exceptional student experience is critically dependent upon three factors:

1. Partnership:
 - a. With students and, in particular, the quadrumvirate of student organisations that represent and provide for their interests and do so much to shape their experience. For many students, their involvement in these organisations is the central and defining element of University life. We are committed to maintaining the distinctive and complementary identities and missions of the four organisations, their financial sustainability and success.
 - b. Between the University Services, Colleges and Schools and, in particular, the provisions for student support and wellbeing within Student and Academic Services and in Commercial Services.
 - c. Between the University and the local authorities, the police and health services, the cultural and recreational sectors, community and voluntary organisations.
2. The provision of attractive, safe, accessible and flexible self-study, social, recreational and residential facilities, on campus and online and specifically:
 - a. A more clearly defined locus and focus for student life on campus (on Gilmorehill, stretching from facilities for research students in the ARC, through the JMS Hub, Library, Fraser Building and the Round Reading Room,

- and including both student unions and sports facilities; at Garscube and Dumfries, and in our shared campuses in China and Singapore).
- b. Provision for the physical health and wellbeing of our students through the expansion in the capacity and range of sporting facilities on the Gilmorehill and Garscube campuses.
 - c. Investment in the buildings occupied by the social unions and the provision of enhanced facilities for student clubs and societies.
 - d. The development of affordable residential accommodation, recognising the tension between our ambition to develop more accommodation and the pressing need for affordable rooms.
 - e. The development of a distinctive virtual environment for our online distance learning students and for blended and hybrid learning, facilitating connections, fostering community and enabling seamless access to support and services.
3. A financially, socially and environmentally sustainable approach, which will be achieved by:
- a. Agreeing and maintaining a measure of per capita investment in the student experience.
 - b. Establishing a scheme for the periodic review of provision and for the regular and systematic collection of feedback from students on each aspect of the student experience.
 - c. Ensuring that the activities which are supported and developed under this strategy are consistent with the commitments in the University's climate change strategy, 'Glasgow Green', and empower students to play their part in addressing the climate crisis.

University of Glasgow

Court: 21 June 2022

Student Experience Committee: Report of meeting held on 18 May 2022

Dr David Duncan and Ms Ella McCabe, Co-Conveners

1. The cost of living and provision of financial aid

Kezia Falconer introduced the paper which highlighted some of the key issues facing students and made recommendations to mitigate the effects of the cost of living crisis for SEC's consideration. It was noted that inflation is at its highest in 40 years and, coupled with the shortage of affordable accommodation near to the University, our students would be especially vulnerable to financial hardship. This was expected to affect assessment, good cause, progression, suspension and withdrawals, health and wellbeing, student satisfaction and complaints. The paper made a number of recommendations including establishing a short-life working group to look at the impact and suggest mitigating actions.

The report recommended establishing a web portal with information, advice and guidance for students which would include financial/academic/housing and wellbeing support. It was agreed that the SRC pages <https://www.glasgowunisrc.org/advice/> provided an excellent starting point for this to which more information could be added. It was thought that signposting for support could be improved, and it was suggested that information and advice could be included in induction and enrolment materials.

It was noted that UofG students were working 77% more hours than the average for the UK (five hours a week on average). It was not known if this was a recent development or of long standing as figures were taken from the pandemic period. It was noted that levels of financial aid at UofG were greater than in other institutions and it was thought that the higher proportion of widening access students at Glasgow may partly explain this.

It was noted that further increases in energy prices could make the situation more acute. The importance of effective lobbying was stressed, for while the university may be able to provide some short-term support, a national response was required.

The SEC were supportive of the report and approved the recommendations.

2. Student Experience Strategy

2.1 Consultation feedback

Robert Partridge summarised the feedback which had been received from the consultation on the student experience strategy to date. Broadly the strategy had been welcomed though there was recognition that the detailed action plan would need careful consideration. There had been strong support for the points raised at the March meeting of SEC regarding measurement, benchmarking and monitoring student satisfaction. The third pillar would be expanded to become 'inclusion and belonging' and there would be some rewording to ensure that the research student perspective was captured along with the focus on teaching. The alignment of the opportunity pillar with the skills pillar in the Learning and Teaching Strategy demonstrated

clearly that the two strategies were strongly linked together, and it was noted that the next learning and teaching conference would focus on skills and professional development.

There was a discussion on how best to record the volunteering activities which a student had undertaken. It was noted that this was being discussed in a number of forums. These discussions would need to be drawn together in a coherent way to avoid a proliferation of different forms of recognition and to avoid multiple layers of approvals. It was agreed that the strategy should be updated to include reference to the ongoing work on gender-based violence and anti-racism.

It was noted that, for the strategy to gain wide support throughout the university community, it must articulate a convincing case which resonates with a range of different perspectives. Considerable investment would be required to deliver the strategy, so it was important that it was presented as a coherent project supported by individual business cases. The strategy would be presented at Court in June with an indication of how the action plan would progress.

2.2 Draft Action Plan

The action plan was an outline at this stage, with more detail to be added as discussions developed. The next stage would be to hold meetings with key stakeholders to map out activities. It was thought that delivery of the strategy should be taken forward as a programme of work. This would require significant investment to be scoped out, with capital sums identified for building works and for improving the digital experience and with recurrent funding agreed for each of the three pillars.

3. Update from Student Bodies

3.1 SRC update from President

Ella McCabe reflected on some of the SRCs recent achievements. These included a popular Refreshers Week, and the plan was to continue to make this a more inclusive event which was open to returning students. The SRC had run additional welcome activities, a programme for COP26, black history month and LGBTQ+ history month. The SRC had delivered more mental health and suicide awareness training and was trialling a gender-based violence drop-in counselling service.

Financially supporting clubs and societies, new projects and environmental activities were a challenge for the SRC, and it was hoped that funding could be released in line with the student experience strategy. Ella asked that the university considered giving the SRC more space in the McIntyre building which would be used for the benefit of clubs and societies.

3.2 General items from Student Bodies

The importance of keeping Wednesday afternoons free of teaching so that students could participate in sport was raised and it was confirmed that there should be no teaching scheduled for then unless there was an alternative option to attend the class.

4. Home Student Working Group Action Plan

The action plan of the home student working group had been developed following meetings with each action holder and the recommendations had been formalised and a timescale assigned. It was confirmed that home students meant commuting students in this context. Planning Insight & Analytics had been developing a tool to provide the demographic profile for courses which would enable data to be captured on this group, however the timescale was unknown. The

action plan was supported by the committee, and it was noted that it would link to, or form part of, the student experience strategy action plan.

5. Mental Health Group

Clare Craig gave a presentation which had previously been shared with the Mental Health Group. She reported that the Counselling and Psychological Service (CaPS) was in high demand with referrals increasing year on year, especially throughout the pandemic, and with the complexity of cases also increasing. This had resulted in long wait times and, although the situation had improved, there was still much to do. The aim of CaPS was to support students and help them build strategies to self-manage their condition. A programme of bookable workshops and masterclasses had been developed which had webinar style content. These had received positive feedback with students reporting to be reassured by knowing others were having a similar experience to themselves. Students in need of specialist support were referred on to their GP or to specialist services. It was confirmed that CaPS would continue to work with the student up to the point that community mental health were able to take on the case, and that there was a close and productive working relationship with the NHS. It was noted that the Rector was in discussion with the chair of the Health Board about future policy direction.

6. Residences Strategy and Accommodation Update

Robert Garnish gave a presentation on current developments regarding the residences and accommodation for students. Although covid numbers were now low in the residences, the weekly meetings which had been introduced during the pandemic had proved useful and were being continued. These included representation from the SRC. The number of additional beds had been confirmed at 826 for next session and would rise to 1000 for the following four years. Dumfries residences were now being managed by the Accommodation Service and the contract for these was being renegotiated to look at longer leases which would allow for more refurbishment to take place. There were increasing requests for help in the private let marketplace in Glasgow and although UofG has limited involvement it was working with the other universities in the city to develop a system with greater transparency. This would be launched in the coming year.

An additional £7M had been invested in the current financial cycle largely by bringing forward the planned refurbishment of Maclay residences. Additional social space was planned for Kelvinhaugh Gate. In the longer term, the strategy was to acquire or build new accommodation closer to campus.

7. Complaints Update

Clare Barnes introduced the paper titled Learning from Complaints and asked for comments. She reported that the number of complaints had grown in recent years and this was common across the sector. There had been notable growth in complaints relating to communications, teaching space and facilities, student support and wellbeing, and harassment/bullying/discrimination. Cases had been increasingly complex - particularly those relating to research students, those with disabilities and the effectiveness of academic advising. There had also been a number of requests for compensation for the impact of both the pandemic and industrial action, but the approach had been to focus on the mitigating measures and the support in place. It was noted that the expectations of complainants had also changed.

Complaints from research students often involved a breakdown of relations between the student and supervisor. The importance of the annual progress system in identifying problems at an

early stage was stressed. Complaints about academic advising were frequently linked to issues of support and wellbeing. It was noted that Prof Cheryl Woolhead was leading a project looking at advising across programmes.

It was suggested that historical data should be included in the report so that trends could be identified, and a section added to highlight mitigating activities for the common types of complaint. Progress had been made with the appointment of 38 respect advisers and it was hoped that they would be able to resolve many complaints of bullying/harassment and discrimination at an informal stage. It was noted that the increase in this type of complaint may reflect that people are more confident coming forward with these issues.

Foreword

Welcome to the the Glasgow University Students' Representative Council (GUSRC) Annual Report 2021-22 on what has been a challenging year as we emerge from the restrictions and regulations that kept us all apart and start to respond to an emergent 'normal' that still seems to be shifting and changing shape on a day-to-day basis. In these pages you will read about the range of work we have undertaken over the year, by ourselves and in partnership with the University. Hopefully the work speaks for itself. However, that's all in the past - what's equally important is how we look towards the future.

This year saw a significant amount of time and energy invested in development of our next Strategic Plan. Our previous Strategic Plan covered the period 2015-2020 and our intention was to issue a refreshed plan in 2020. The COVID-19 pandemic meant an immediate reprioritisation and the decision to extend the existing plan whilst we focused on the immediate needs of our members. This enabled us to take time during the pandemic to consider carefully and consult widely on the content of our next plan. This time was invaluable, given the huge changes in the environment for students at Glasgow and for the SRC itself. Our new plan was endorsed by SRC Council in May 2022, will come into operation on July 1st, 2022, and covers the 5-year period to 2027.

As with our previous plans it provides an overall framework for our development during the period, whilst recognising that we must approach our work in a flexible way to reflect the pace of change within the University, the student community and wider society. The extended timescale for development of the plan also enabled us to fully consider the University and the Learning and Teaching Strategy as well as the emergent

Student Experience Strategy. The new plan reflects the SRC's status as the only cross-campus representative body recognised as such by the University, and our unique ability to facilitate student-led services and opportunities for students, with strong organisational capabilities built up over time.

We know that there can be no certainties in this post Covid environment but hopefully our work over the year has ensured that we will be as ready as possible to respond to future challenges and opportunities.



Ella McCabe
SRC President 21-22

Bob Hay
Permanent Secretary



About Us

MISSION

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

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

AIMS

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

Representation & Engagement

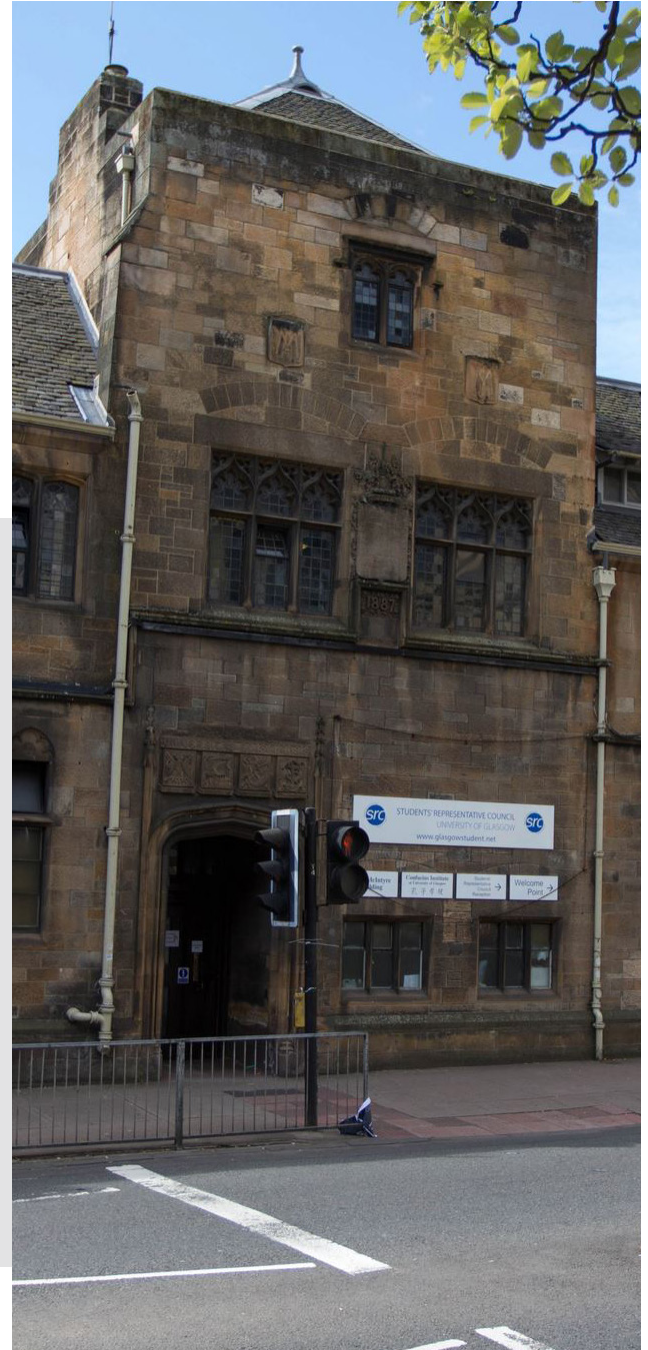
Ensure the interests and views of our members are represented and addressed throughout the University and externally.

Support & Well-being

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

Volunteering & Community Engagement

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



Representation

Elections

GUSRC runs two sets of elections annually. The Spring elections include the most senior positions of SRC President, VP Student Support, VP Education and VP Student Activities all of which are full time salaried (sabbatical) positions. The Autumn elections are for less senior positions and tend to have a smaller voter turnout as a result.

AUTUMN ELECTIONS

Our voter turnout in the Autumn 2021 was 1,166 students who cast 1,680 votes.

SPRING ELECTIONS

Our voter turnout in the Spring 2022 elections was 2,205 students who cast 7,483 votes. The elected officers for 2022-23 are:

- President: Rinna Väre
- VP Education: Micaela Levesque
- VP Student Activities: Katie Fish
- VP Student Support: Hailie Pentleton



Class Reps

GUSRC is considerably larger than its elected representatives on Council - with over 1,300 class representatives on campus, we consider there is potential to work with them to develop engagement and gain wider influence and understanding of learning and teaching.

CLASS REPRESENTATIVES: INFLUENCING CHANGE

The SRC trained 797 class representatives in 2021-22.

The most recent annual class representative survey found:

- 79% of respondents felt well prepared for their role by the SRC training (86% for international students)
- 81% found it easy or very easy to raise issues at Staff Student Liaison Committee
- 81% reported that some action had been agreed or taken as a result of their input

797
class
reps
trained



CLASS REPRESENTATIVES: SKILLS DEVELOPMENT

Through our annual class representative survey over 80% of Class Reps reported that they had developed communication and listening skills and felt these skills increased their effectiveness in their role and their future employability. Class reps consistently espouse how rewarding they found their tenure. Nearly half of all Class Reps reported that action had been taken by the University on issues they had raised this year with a further 25% of actions agreed to be enacted in the next year.

The latest class rep survey found:

- 80% believing that the role enhanced their communication skills
- 64% believed it enhanced confidence
- 48% reported an improvement in negotiation and diplomacy skills
- 53% developed a greater understanding of meeting conventions

Responses to the survey included:

"Being a Class Rep has been a wonderful experience. During the pandemic and the hard times that we all face, I still managed to meet more people virtually and most importantly to listen, help and discuss any issues with my fellow classmates. I had very good communication with my classmates and I was there for them, whenever needed. Any questions or concerns they had for the course I was there to solve them, as I raised the concerns to the meetings and emailed the lecturers when needed..."

"Being a Class Rep has helped me develop

a better understanding of the course structure and what lecturers expect from students. I have the feeling that I have contributed to the development of the course and the satisfaction of my classmates. It was challenging to live this experience during a pandemic, but I learnt a lot..."

"Being a class rep has built my confidence in liaising with my student colleagues and the staff to resolve issues as a community"

"The online training was great... more flexible and I could do part of it on my own when I wanted to..."

CLASS REP CONFERENCE & MIXERS

For the first time this year, the VP Education decided to hold the Class Rep Conference wholly online as a webinar. The conference focused on building an inclusive curriculum, and featured speakers from the SRC Executive and University staff. This was a successful endeavour from an organisational side with positive feedback from participants although numbers were down slightly on previous years. That said, the conference is available online and class reps have been notified they can access the talks at any time. Subjects discussed included the University's approach to an inclusive curriculum, student engagement with their peers and a case study from staff in MVLS.

**Class Rep
Conference**

2022

University
of Glasgow

SRC



Representation

Academic Issues

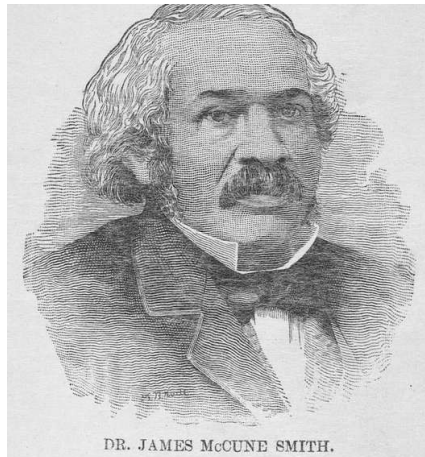
ONLINE EXAMS

As the University moved away from measures introduced during the COVID-19 pandemic, this also required a shift in how exams and assessments would proceed going forward. The decision was taken, partially due to SRC campaigning, for exams to remain online by default. Academic representatives at all levels were pivotal in ensuring many exams did indeed remain online, with one school overturning the initial decision to have in-person exams because of SRC lobbying. The retention of online exams for the majority of students was seen as a success due to disability provisions, concerns regarding students who were not currently in Glasgow and the potential impact returning to in-person exams would have on students who had commenced their studies in 2020-21 and had no previous experience of in-person exams to date.

1,300
unique
nominations
for the
Student
Teaching
Awards

DECOLONISING THE CURRICULUM PROJECT

The SRC has worked in partnership with the University to implement the Learning and Teaching strategic goal of decolonising the curriculum and working to improve inclusivity. Examples of work that has taken place this year include the initiation of working groups by student representatives across a variety of schools and colleges. There has also been the successful enactment of Senate Office policy written by the VP Education and Senate Office Staff, regarding anti-racist curricula and LGBTQ+ rights in education. This work has been presented at a University conference alongside the Vice Principal of Learning and Teaching. Across the Decolonising the Curriculum project, the SRC have represented students in implementing important changes to the curriculum and were a pivotal voice in the introduction of the James McCune Smith PhD scholarships.



STUDENT TEACHING AWARDS

The 12th Annual Student Teaching Awards took place this year, and for the first time in 3 years we were able to pivot back from online to an 'in person' event. These awards celebrate the unique efforts of teaching staff, support staff, student reps and supervisors in their learning and teaching work. A concentrated social media campaign generated significant participation with over **1,300 unique nominations** for the awards being submitted.

CIVIS

CIVIS was created as a pan-European alliance of universities to transcend borders. The University of Glasgow was approached by CIVIS to be part of the alliance, with a significant student council arm. CIVIS is aiming to introduce more mobility programmes and is also trying to design new pedagogical models on which the student council has direct impact.

This was the first year that the SRC has participated in the CIVIS student council. We contributed a significant Glasgow student voice and will continue to develop this through ongoing participation in the work of CIVIS. We are grateful to UofG External Relations Department for funding our Council Members' travel and attendance at these events.



STUDENT EXPERIENCE STRATEGY

This year, whilst continuing to co-chair the Student Experience Committee, we've played a key role in developing the new Student Experience Strategy at the University.

This project has sought to apply more strategic direction to the University's approach addressing the student experience, particularly that which sits outside the realm of learning and teaching, with an emphasis on the co-curricular experience. This has been an important exercise, as it has allowed us to outline key areas of support and development which need to be prioritised at a high level over the next five years, and will enable greater transparency as the University reports on its progress against the commitments in the Strategy. Alongside helping to co-author the Strategy, we've played a key role in facilitating the consultation process, ensuring a wide range of staff and student feedback has been received on the draft. We look forward to this being approved at University Court!

As stated earlier we have now finalised our own strategy for the next five years and the issues and priorities emerging from our own consultative process closely reflect those of the Student Experience Strategy, a scenario that bodes well for future partnership working between the SRC and UofG!



24-HOUR EXAMS

We participated in the University's 'Inclusive Online Assessment Working Group' which, amongst other areas, was tasked with investigating the possibility of continuing 24-hour exams at the University. It was apparent that the 24-hour exams had an extremely positive impact on student well-being, and we were successful in encouraging the University to continue with these for almost all exams held in the Spring 2022 exam diet.

OFFICER WORKLOAD

The workload of our 4 sabbatical officers continues to increase year on year, and working from home during the pandemic has further contributed to this. In the last year our officers participated in over 70 different University Committees / Working Groups. In total they attended **1,769 Zoom meetings**.

1,769
Zoom
meetings
attended
by our
Sabbatical
Officers

Campaigning Activity



EXAM DE-STRESS

Once again GUSRC led on the coordination and delivery of the cross-campus Exam De-stress programme. In order to meet demand and enable more students to participate we reviewed, revamped and expanded our De-stress calendar this year with a mix of online and in-person activities.

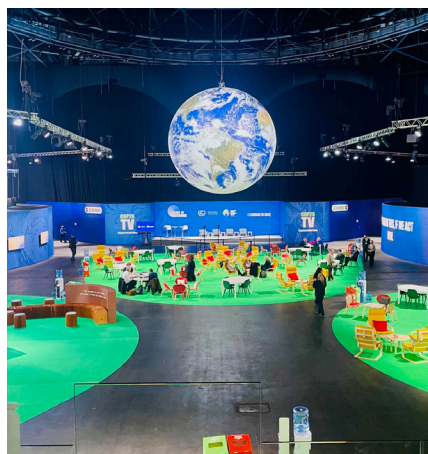
We worked with student societies who ran a range of events complementing the SRC led activities resulting in our fullest ever De-stress calendar! As well as running events we attracted donations of a range of items to include in the 1,000 de-stress packs we handed out in the Library and JMS. The De-stress packs were extremely well received with students coming into the McIntyre building to ask for them after we'd run out.

As always, our most popular events involved animals. This year we hosted 3 Therapet sessions, two with dogs and, for the first time since before the pandemic... alpacas.

COP26 FRINGE

In November 2021, Glasgow hosted the 2021 United Nations Climate Change Conference also known as COP26. The SRC curated a variety of student-led activities to complement the conference including a mix of society events, SRC-led events as well as recruiting student volunteers to help out and engage with the events taking place across the city. Events included the Southside Tree Trail, a beach cleaning event in Troon with the Geography and Sea Societies, and numerous online workshops.

It was a fantastic opportunity to engage with students on the climate crisis and other contemporary issues. It was unfortunate that it coincided with the time where students were encouraged to stay at home, meaning that there were less people on campus during this period, however overall we are pleased with the contribution that University of Glasgow students made towards this global event through their activities and volunteering.



Student Volunteering at COP26

COP26 Volunteering with Glasgow City Council (50 students) - Volunteers represented Glasgow and the UK to delegates from around the world. They provided key information on the conference, advice on how to move around the city and promote the best of what Glasgow has to offer.

Global Landscapes Forum with Centre for International Forestry Research (30 students) - The Global Landscapes Forum (GLF) is the world's largest knowledge-led platform on integrated land use, dedicated to achieving the Sustainable Development Goals and Paris Climate Agreement. Volunteers helped with the logistics of the conference held at UofG.

Volunteer with the Climate Justice Movement at COP26 with Stop Climate Chaos Scotland and COP26 Coalition (40 students) - The COP26 Coalition is an international civil society coalition of groups and individuals organising towards mobilising around climate justice during COP26. Coalition members include environment and development NGOs, trade unions, grassroots community campaigns, faith groups, youth groups, migrant and racial justice networks. Stop Climate Chaos Scotland (SCCS) is a Scottish civil society coalition who have been campaigning together on climate change since 2007. They have over 60 members including environment and development NGOs, community groups, unions, and faith groups.

BLACK HISTORY MONTH

In collaboration with the Students of Colour Network, we hosted a series of virtual interdisciplinary panel discussions. including explorations of what it means to be Black and Queer, Black and a Woman, and Black and in the Arts. Each of these had 3-4 guest speakers that discussed their own experiences and challenges in a conversational style, then answered questions. The panels were streamed live onto Facebook increasing engagement massively. Other events included: Key Speaker event with the Head of the Afro-Caribbean centre in Glasgow and Scottish local councillor, Graham Campbell. We ran a popular workshop on 'Remembering and Resisting Trans-Atlantic Slavery' and organised a social mixer event with Afro-Caribbean food from a local African caterer. For the month we also organised a book display in the library showcasing literature from Black authors or about Black History. All these events were aimed at celebrating Black History and Black members of our community and raising awareness of the existence of race-based violence and the need to challenge it.



INTERNATIONAL WOMEN'S WEEK

In March 2022 we hosted a series of events to mark International Women's Week. Many of these were in collaboration with clubs and societies including a panel discussion event around the theme of women and disability and participating in the organisation of an International Women's Day march alongside Successful Women at Glasgow (SWAG). Our Women of Colour coffee morning was highly popular and the trip to and tour of the Glasgow Women's Library was over subscribed.



LGBTQ+ HISTORY MONTH

We Raised the Flag to celebrate LGBTQ+ history month at both the north and south flagpole. At the end of the month, for the first time, we held a flag lowering ceremony to mark the end of the month which included an accompaniment by the Glasgow Community Choir. We held a film screening and pizza event of the film 'Mama Gloria', LGBTQ+ book sharing mornings and a virtual intersectional panel event: LGBTQ+ and faith. This was a successful event, with speakers from a range of different faith backgrounds discussing their relationship with faith and sexuality and/or gender identity before answering questions from the virtual audience.



TRANSGENDER STUDENT DAYS

We organised two key events in support of Transgender students: Transgender Day of Remembrance (Nov 20th 2021) - in collaboration with GULGBTQ+ - and Transgender Day of Visibility (Mar 31st 2022). The first mourned the loss of trans people to transphobia and included the raising of the Trans flag at the Main Building as well as signposting to support resources. For the Trans Day of Visibility we released some infographic style messages on 'How to be a better Trans Ally' and '5 things you should know about trans people'. We also designed an anti-transphobia poster that was distributed across campus buildings.

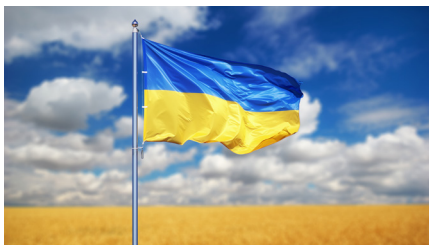


Campaigning Activity

ALCOHOL AWARENESS WEEK

We forged a new working partnership with Glasgow Council for Alcohol (GCA) in order to maximise our impact in raising awareness of support avenues amongst students who may be experiencing difficulties around their alcohol consumption. We ran a digital campaign and co-staffed a stall for a week in the James McCune Smith Building.

The stall was there for students to visit, pick up materials or leaflets and have a conversation about their alcohol consumption and accessing support if needed. There was also a support session for students who identified as struggling with their relationship to alcohol. Turn out to the support session was low and we will review this element of the campaign for future years.



VIGIL FOR UKRAINE

We Worked alongside the Chaplaincy to support a vigil for the war in Ukraine. This event took place in the chaplaincy and students were given a time to come and reflect, listen to music, and light a candle. We set up a Zoom stream so that people were able to join virtually and at least 200 staff and students were in attendance over the course of the event.

"A NEW DEAL FOR TENANTS"

Our submission in response to the Scottish Government's "A New Deal for Tenants" consultation on their review of the rented sector, addressed several issues we believe students are currently experiencing in the private rented sector. In particular we strongly reiterated an argument we've made consistently over the last five years, that tenants currently living in Purpose Built Student Accommodation (PBSA) should be entitled to the same legal rights as those living in private residential tenancies. This would, among other things, allow PBSA tenants to end their tenancies by giving the landlord 28 days' notice in writing.

The current legislation only permits the ending of a PBSA contract early where both parties agree. Most commonly this allows PBSA landlords to apply a policy whereby the existing tenant must find a suitable replacement tenant before being permitted to terminate the tenancy. This often results in PBSA tenants whose circumstances have required them to leave their accommodation early experiencing considerable financial penalties as they must pay rent for the full period of the lease.

Additionally, we argued that the Scottish Government should amend the Housing (Scotland) Act 2016 to allow an individual living with others as part of a joint tenancy to bring their tenancy to an end, without requiring the permission of the other tenants. Our Advice Centre often receives enquiries from students in exactly this position which can be extremely stressful for those involved.

The consultation is part of the Scottish Government's "Housing to 2040" strategy and we will monitor the results of this and continue to lobby for the changes we have outlined above.



FIND A FLATMATE

We're aware, through feedback from the Advice Centre, that some students have struggled to make connections in their time at university or just not yet found other students with whom to share accommodation in the coming year. We already offer a service: checking tenancy agreements and advising students before they sign up.

We complemented the service this year by organising an opportunity for students seeking flatmates to meet others in the same situation. The event included speed-friending, bingo and input from members of the University's Living Support Team and The SRC Advice Team.

Communications

WEBSITE

Our webpage glasgowunisrc.org continued to be a widely used resource, with many students returning to the site regularly 913,597 total page views). Our most visited pages included 3 pages relating to Clubs and Societies, as well as our Volunteering page (14,692 views), our Flatshare service (11,874 views), and our Advice Centre page on Sexual Violence Support and Resources (8,173 views).

Most visited pages:

- *Find a club* (55,668)
- *Homepage* (51,441)
- *Clubs landing page* (36,590)
- *Volunteering landing page* (14,692)
- *Clubs Handbook, Secretary Role* (14,598)
- *Flatshare* (11,875)
- *Advice: Sexual Violence Support* (8,173)
- *Services: Bookshop* (8,150)
- *VCS Nomination Form* (5,703)
- *Advice: Academic Appeals* (5,233)

913,597
total
webpage
views

SOCIAL MEDIA

We worked to grow our social media presence across the year and used Facebook, Twitter and Instagram to engage with students, University staff and the wider community. Through these channels we aim to communicate to students the broad range of services that we offer, as well as promoting the work we do around representation, support & well-being, and community engagement.

In addition to promoting our internal services and activities, and assisting with the University's campaigns, we also created content focused on:

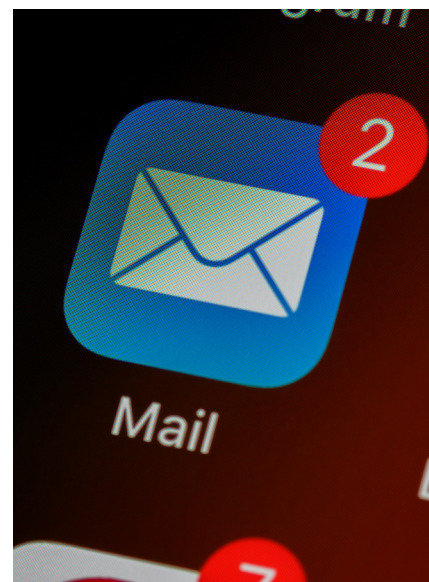
- Responding with agility to local, national and international affairs
- Campus issues such as bookable exam spaces, digital accessibility and access to the library and James McCune Smith Building
- Guidance and top tips from our Advice Centre web pages, including: Studying and exam tips, Fearless flat hunting tips and more
- Celebrating cultural, community and religious events (Christmas, Hannukah, Holocaust Day of Remembrance, Memorial Day for Sinti and Roma, Diwali, Ramadan, Chinese New Year, LGBTQ+ Awareness Days)

1,953,200

total Twitter
impressions:

653,464

total Facebook
impressions



EMAIL

We continue to regularly use mass email communications to keep students updated on work we're undertaking on their behalf. Although there is always a lot for us to share, we try to strike a balance between keeping students informed and trying not to be intrusive.

Despite the proliferation of social media platforms, email remains our most reliable method of reaching out to students, and is often the best way to elicit feedback and engagement in our activities. The sector-wide trend for social media engagement is that Facebook and Twitter are being used less by the 18-24 demographic, with other sites like Instagram and Tiktok proving more popular with this cohort. Going forward, we will be investing more of our efforts into these emerging platforms, whilst also maintaining a presence on our existing channels.

Support & Well-being

The Advice Centre

GUSRC's Advice Centre employs 4 FTE staff members and provides high quality, impartial advice and advocacy on a range of welfare and academic issues to students and prospective students of the University. The Advice Centre also plays a key role in informing and legitimising our policy development and campaigning work. We were pleased this year to receive an uplift in our grant from the University to enable us to fund an additional member of staff for the Advice Team.

CLIENT CONTACT

During the year, the Advice Team dealt with 2,238 cases (for comparison, in the 12 months from May 2020 the advice team dealt with 1,795 cases). This is an increase of around 20% from the same period in the previous year. The Advice Team moved to remote working in November 2020, along with the SRC's Welcome Point and Admin Team. As restrictions began to ease in January 2022 the Advice Team was back on-campus, offering a same day face-to-face appointment service along with telephone advice whilst continuing to offer advice via email and online video conferencing.

TIME SPENT

94,510 minutes were spent in direct contact with clients during the year; which is an increase of just over 5% from the 2020-21 annual figure of 89,903 minutes. This figure is broken down into email correspondence with students (78,815 minutes), telephone

calls with students (7,040 minutes), online meetings with students (5,530 minutes) and in person meetings (3,125 minutes).

A further 64,134 minutes were spent on non-contact casework (e.g. researching information for clients, contact with third parties on clients' behalf and so on), which is an increase of just under 12% on last year's annual figure of 57,537 minutes. This equates to around 9.8 hours per day spent by the team on advice work, compared with just over 9 hours per day in the last annual report (and 7 hours per day in 2017-18).

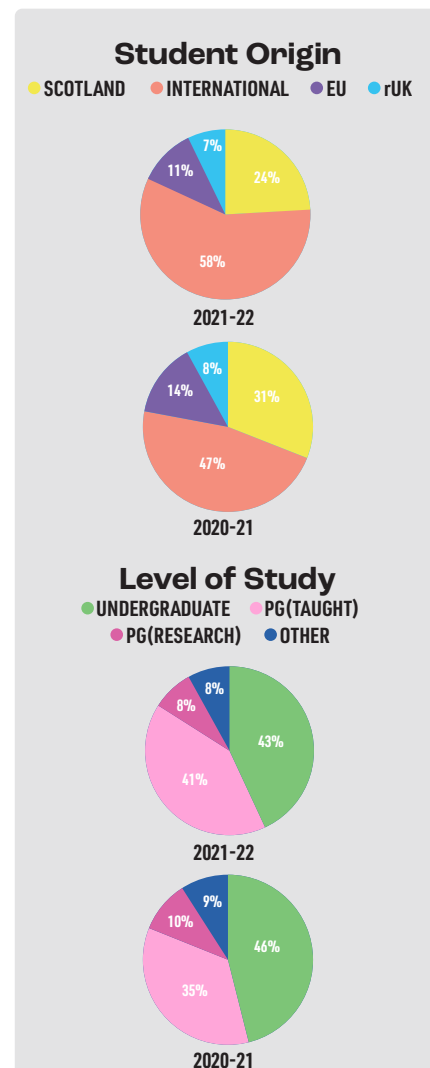
22% of cases were classed as 'Quick Advice Given', which meant they were dealt with in a single interaction. Conversely, therefore, 78% of cases required more work to resolve. (The equivalent figures in the previous annual report are 26% quick advice given, 84% more work to resolve).

STUDENT ORIGIN/FEE STATUS

Scottish domiciled students were 24% of those identified (versus 31% in 2020-21); international students 58% (versus 47% in 2020-21); EU students 11% (versus 14% in 2020-21); rUK students 7% (versus 8% in 2019). These figures should be treated with caution as over half of our clients did not provide information about their origin/fee status so this is not a complete picture.

Of those identified, 43% were undergrads, 41% were postgraduate (taught) students and 8% were postgraduate (research) students. The remaining 8% of our client group includes students' parents, staff, former students, prospective students and members

of the public. Again, however, almost half of our clients did not provide this information so this is not definitive.



CASE TYPES

As in previous years, University/Academic issues (1,219 cases), Housing (510 cases) and Finance (175 cases) are the most common types of enquiry. The top ten case topics (by number of cases) were:

1. Student Conduct (Plagiarism / Collusion)
2. Academic Appeal
3. Finding Accommodation
4. Complaint (Academic)
5. Other University / Study Issues
6. Leaving Private Rented Accommodation Early
7. Academic Good Cause
8. Tuition Fees
9. Student Finance
10. Council Tax Liability

£62,480
raised from
39 student
financial
gains

OUTCOMES & GAINS

Over the year there were:

- 41 appeal outcomes, of which 30 were successful
- 211 conduct cases of which 177 were successful
- 39 recorded financial gains, totalling **£62,480**
- 626 Non-financial gains Non-financial gains including almost 500 cases where the student was provided with information they needed to make a decision about how to proceed.

Other gains included students being accepted back onto courses (3 cases), resubmissions or resits being granted (79 cases). In addition, 28 students had a grade reviewed/ revised; 1 was allowed an uncapped re-sit, homelessness was prevented in 2 cases and housing repairs were carried out in 2 cases. As always, there were potentially many more positive outcomes but we can only record confirmations from students when they choose to inform us. 479 cases were closed when the student did not make further contact.



PUBLICITY

During periods of national lockdown, it was even more important than usual for the Advice Team to make efforts to reach a wider audience, working with the SRC communications team to publicise elements of the range of web-based information at relevant times of the year. The aim is to make information available to students at the most likely point of need. The Advice Team review and update sections of the website, adding new resources as the need becomes apparent – see page 21 of this report. Although impossible to fully quantify, website analytics data indicates that many students benefit from information downloaded from the advice section of the website or from the range of rights-based leaflets the SRC produce.

Most visited Advice web pages:

- *Academic* (44,180)
- *Accommodation* (32,500)
- *Health and Well-being* (11,745)
- *About the Advice Centre* (7,612)
- *Transport* (5,342)
- *Money* (5,096)
- *Employment* (4,396)

Support & Well-being

Welcome Events

SEPTEMBER WELCOME

This year was the first year of the SRC-run UofG Welcome. Following a Freshers' Week with minimal on-campus activity in 2020, we made the most of easing restrictions to offer as much in-person activity as possible this year. The re-branding to UofG Welcome was a decision taken in order to make our activities more inclusive, reflecting a sector-wide trend in moving away from the term 'Freshers' with its outdated connotations, and in doing so we aimed to target our events to a wider range of students including 2nd year students, international students, and mature students. In September, we ran a mix of online and in-person events open to everyone, a total of **122 SRC-run events**, nearly double the amount from 2020.

Events included our larger than ever Welcome Fair, which built on the success of the previous year when we ran one of the only on-campus fairs in the UK, incorporating the North Front, Professors' Square and the Main Building Quads. We also increased the number of clubs and societies events during the week in comparison to 2018 and 2019, which were hosted on and off campus. To reflect that many students will have

only recently moved to Glasgow due to the pandemic, an extended range of tours were organised – this included revamped campus and West End Tours, a city centre tour, and a West End bus tour. We repeated a number of these events in November for those students who had only recently moved to Glasgow. These were well attended and have great potential for future Welcome Weeks.

JANUARY WELCOME

Around the festive period, Covid restrictions meant campus return would be disrupted. We therefore, planned a month-long series of events as part of the January Welcome, we organised some of our own events, and by linking in with student societies and the Gilchrist we were able to deliver a kaleidoscope of activities across the month. We duplicated some of the events to be as inclusive as possible. Once again our West End and Campus Tours were in high demand, our Welcome Fair was really popular and our Welcome Ceilidh saw a long-awaited return to large scale events on campus as restrictions eased toward the end of the month.



STUDENT EXCURSIONS

This year, we led a number of excursions for students across the year with the aim of introducing new students to the local area and wider Scotland. This was the first time these had been organised and this was welcomed by varied groups of students. These excursions allowed students to explore locations free or at very low cost and were normally themed – for example, our COP26 Southside Tree Trail, and a trip to the Edinburgh Christmas Markets. Other examples of these types of events include our Burns Night Trip to Robert Burns Birthplace Museum in Alloway. Our standout excursion was our trip to St. Andrews in early March, which sold out in less than a day. The trip cost £15 for students which covered our costs, and was organised in collaboration with St. Andrews Union.

Postgraduate Events DRAG 101

Although we were able to re-open The Gilchrist Postgraduate Club to the public this year, restrictions on capacity still presented a challenge for our in-person events. Despite this, we were still able to hold a series of events for our Postgraduate community. As part of UofG Welcome Week both The Diversity Quota and Drag 101 sold out almost instantly, even in the larger spaces (Bute Hall, Ferguson Room). We also brought back our popular Lip-sync battle, with 100 free tickets taken. Some of these events were repeated during the year with additional ones added. The following examples give a flavour of some of the activities delivered over the year that are particularly popular with the Postgraduate Community.

THE DIVERSITY QUOTA

For years the Diversity Quota have been platforming minority voices from all across Scotland and trying to make a difference to the Scottish comedy scene by creating accessible, inclusive, and diverse comedy nights for acts and audiences alike! Their regular performance in the Gilchrist Postgraduate Club allows students not only to listen to new perspectives (or see themselves reflected in a comedian), but also gives them a reason to laugh.

The August 2021 Diversity Quota was our first in-person show since 2020 and was filmed and aired on the BBC as part of the documentary '#CancelKarenDunbar'. We are now back to running these nights 'in person', when possible, but augment them with a livestream where they often gain over 1,000 viewers.

A drag night which showcases the leading drag artists in Glasgow, run by two longstanding Queens within the scene. The aim of the night was to share different styles and types of performers, to give the audience the full depth of what drag encompasses. We are now back to running these nights 'in person' but with a livestream accompaniment.

KNITTING FOR FUN

A social knitting evening every 2nd Monday which was run via Zoom, and in person when we were able. This meant that our regular knitters were able to still meet and socialise, and it also allowed any new postgraduate students a space to meet people. As this was a regular event, it allowed people to build friendships and also pick up a new skill!

CHINESE CULTURE WEEK

We were happy to welcome back Chinese Culture Week, held with the Chinese Students and Scholars Association. Traditionally we would run these twice a year (one each academic term). Due to restrictions in capacity and social distancing, we weren't able to run one in the first term, however we did run a 'Spring Festival Cultural Week' in February in place of our usual Chinese New Year event. This saw a week of students sharing their traditional Chinese culture, including calligraphy, live musicians, formal dress, dumpling making sessions to name a few.



Support & Well-being

Campaigns

MIND YOUR MATE

We rolled out our sixth iteration of our Peer Led “Mind Your Mate” programme during 21/22. The project was originally lottery funded but has now been brought under the auspices of our core Block Grant funding.

Our Student Mental Health Trainers delivered training to 556 student/staff members over 32 workshops, this included 91 PGR students, 28 Peer Well-being Support staff, 57 Living Support Assistants and Peer Supporters.

Feedback from participating students:

- 88% were more likely to ask for help if they were feeling down or depressed
- 97% were more likely to help a friend if they were feeling down or depressed
- 93% would recommend other people attend the programme

“The Mind Your Mate workshop was very informative, and I now feel more prepared - should the situation arise - to help my friend through it to help them find appropriate services to talk to.”

“It was incredibly useful both in terms of self-help and helping others. I wish everyone could take part in the programme, the topics addressed were stuff everyone should know about.”



Pictured: Ying Li - a student who completed our Mind Your Mate workshop and was awarded the 'Mental Health Champion' title as a Certificate of Completion.



EMOTIONAL RESILIENCE SKILLS

This year saw the implementation of our peer-led Emotional Resilience workshops, which aim to build emotional resilience in participants as a defence against common mental health issues such as clinical depression. The training explains how resilience works, and what practical skills participants can use in everyday life to maintain or build their resilience, and to protect their mental health and the mental health of those around them.

Our Mental Health Trainers delivered the training to 245 students over 18 workshops.

Feedback from participating students:

- 91% of participants had a better understanding of how to build their resilience
- 84% of participants were more likely to use the five core skills of resilience in their daily life
- 90% of participants would recommend other students attend the programme

‘This [workshop] was very helpful, now I understand how to better implement these things in my life, and what I need to do to be happier. I’ll be using the things from this workshop in my daily life.’

GBV MODULE

This year we were pleased to launch our online Gender Based Violence Module on Moodle. The module was developed in conjunction with Rape Crisis Scotland. Recognising how important it is to educate the University community on appropriate behaviours in this regard, understand the meaning of consent and how to access support, we successfully lobbied the University to support us in making this course mandatory for all students, however in recognition of the sensitivities in this area, there is an opt-out option available.

The pilot this year saw 12,000 complete the module, and looking forward, we will continue to work with the University to ensure this is effectively rolled out to the entire student population. We have also been advocating for the University to develop a similar course for all staff members to complete, which has been adopted in their GBV action plan.

LET'S TALK ABOUT SEXUAL VIOLENCE

Our trainers delivered the training to 129 students over 5 workshops. Our plans to develop the content of our workshops to complement our online GBV module took longer than anticipated, resulting in reduced participation and trainer numbers.

Feedback from participating students:

- 81% were confident about how to support survivors of sexual violence
- 66% know how to access support if they are affected by sexual violence
- 84% were more likely to intervene if they saw that a friend felt unsafe
- 100% think the programme will have a positive impact on students at the University of Glasgow

GBV VIGIL

To mark the murder of Sabina Nessa we wanted to set up a vigil for people to reflect and grieve for all those affected by gender-based violence. We were able to use space in the Hunterian Museum on Monday afternoon when the museum was closed to the general public. We advertised that a chosen space was available (decorated with messaging and candles) and students were welcome to also leave any words or flowers.

100%
of students
attending our
**Let's Talk About
Sexual Violence**
workshops think
they will have a
positive impact on
students at UofG



HOME STUDENT SUPPORT

Over the last 18 months the SRC led 'Home Students Working Group', has taken forward a range of activities focussed around exploring particular barriers experienced by 'home' or 'commuting' students' to participation in University life and the University community. As a result of the Group's work the Student Experience Committee approved funding for an intern to conduct research in furtherance of the group's aims.

The subsequent report and a series of high-level recommendations was presented to the SEC who endorsed those recommendations. Further to this, the recommendations have been consolidated into an action plan following meetings with each action holder. The recommendations have been formalised, and a timescale assigned. The University's Planning Insight & Analytics are developing a tool to provide the demographic profile for courses which will enable data to be captured on this group, although the timescale is unknown. The action plan has been supported by the SEC, and it will link to, or form part of, the student experience strategy action plan.

Support & Well-being

Campaigns



HARM REDUCTION

During the year, we had hoped to launch a “Harm Reduction Campaign” with a focus on raising awareness amongst students who choose to use recreational drugs, of how to use them more safely. Our intentions were, and are, to offer peer-led workshops around the safe use of recreational drugs as well as providing drug testing kits. This work will be augmented by a broader information and awareness campaign where we pull together relevant and credible sources from the mass of information that is already in circulation and make it accessible to students.

The sensitivities and responsibilities associated with such a project mean it is crucial that all risks are effectively managed and all training provision and materials come from credible sources. Whilst we have had discussions with several potential training providers over the year, we have not had the internal resources to manage the project. However, we hope to be able to progress matters in the coming year.

COST OF LIVING

We’ve been working across the year to bring housing issues in Glasgow to the University’s attention, and more recently, we’ve been raising awareness of the cost-of-living crisis and the impact that this is having on students. We presented a paper on the issue to the Student Experience Committee alongside the University Finance Team, which resulted in a working group being established to look at student support over the summer and into the next academic year. We have also met with local MSPs to vocalise our concerns in this area, and continue to advocate for local Council and Scottish Government support in tackling the present issues.



RAISING & GIVING (RAG) WEEK

We ran several fundraising activities for students to get involved, including dedicated events for a chosen charity every month throughout both semesters. This year’s Raising and Giving campaign was the first to have in-person activities since 2020. Alongside the popular Movember campaign, RAG raised money for a number of chosen charities including Glasgow Children’s Hospital Charity and Glasgow Care Foundation. It was going to be a hard act to follow from 2021’s very successful year due to their outstanding engagement during Movember, but we were glad to have the opportunity to run in-person fundraisers across campus.

During RAG Week, our stand-out fundraiser included a mystery book sale where people could donate books, which would subsequently be wrapped up and categorised into a genre, and students would come and purchase a book, only knowing the genre of it and not the title. RAG Week concluded with a 12-hour committee sponsored silence which raised over £400 for Glasgow Children’s Hospital Charity. At the time of writing, minus a few additions, RAG has raised **£27,211.82**

DISABLED STUDENT SUPPORT

To build on previous work raising disability awareness we ran a series of events throughout national disability month including screening of 'Crip Camp' a film about the origin of the disability rights movement, an intersectional panel about disability, sex, and relationships, and an intersectional panel about disability and activism and reflections on COP26.

We continued representation on the Disability Review Implementation Group and led student focus groups whose feedback was incorporated in the group's final report and helped inform the resulting action plan. We continue our representation on the group to assist in ensuring the student perspective is considered as actions are progressed.

We campaigned for improved support and learning accommodations for disabled students without a 'formal' diagnosis. A briefing paper was presented at the University's Disability Equality Group highlighting some of the complexities around undiagnosed disabilities, and the need to raise awareness of invisible disabilities. This is being developed into a guide to assist staff in improving accessibility for this community of students. Through the year we continued to argue for a stronger commitment from the University in providing accurate transcriptions within teaching materials and ensure guidance to staff emphasises the quality expected.

We worked hard to promote our

'Disabled Student Language Guide', more broadly and are pleased that it has been given visibility on the University's Website (alongside our own). We're currently in the process of developing a disability guide focused around assisting Clubs and Societies to improve access to their activities.

FREE SANITARY PRODUCTS

We continued to support the roll out of free sanitary products available on campus and to gather student feedback to ensure distribution was as inclusive as possible. On a more proactive note, we led a broad consultation to assist the University in meeting Scottish Government Objectives around accessibility and the distribution and uptake of free sanitary products and single use contraception.

£27,211
raised by the
Raising and
Giving
Committee



Pictured: Students attend a therapy dog event

Support & Well-being

Services, Information, Publications

The Services, Information and Publications offered by GUSRC continue to be highly sought after by students and are a key part of the support we provide at the University.



WELCOME POINT ENQUIRIES

The Welcome Point remains the key contact point for events such as Offer Holders' Day and Open Day. It is an ideal showpiece for new visitors to campus with our student staff team happy to engage and inform visitors as well as prospective and current students. We open the space at weekends for University and student run events as well as Welcome Week. The space is also used for small exhibitions and displays. Despite being closed for parts of the year due to COVID restrictions, there were periods when the Welcome Point was the only place on campus where students and visitors could easily access face to face and/or telephone information. Despite the part closure our team handled **29,462 enquiries** during the year.

2ND HAND BOOKSHOP

The bookshop had been closed since March 2020 due to social distancing and spatial limitations. With over 700 emails from students in early May 2021 asking about buying/selling books, the easing of lockdown has enabled us to establish a click and collect service operated through the Welcome Point.

With limited stock available and a reduced number of students on campus the service sold 628 books totalling £4778 between the period May 21 and April 22, this was a fall of 80% against the previous period, but was to be expected. During the same period, we paid out £4,702 to students for books sold during the period and from the previous year. With books priced at a third or less than the retail price, the benefit to students for both selling and buying books this year was in the region of £14,000 to £15,000.

29,462
enquiries
handled by
the SRC
Welcome
Point
team



HISTORICAL TOURS

At lockdown (March 2020) we were on track to have our best year in terms of revenue and daily visitors. Future growth looked secured as we established two new contracts with an international tour company.

By lockdown there had been over 2,200 tour participants for 19/20 and we had to cancel 38 private tours booked between March and July with 468 participants.

With demand increasing and lockdown easing we reopened the tours, operating on social distancing principles from April 2021, for the period May 21 to April 22 we have had 889 people book on scheduled tours, and have delivered 26 private tours (228 visitors) raising the total number of attendees in the last year to 1117, therefore down 50% on 19/20 numbers. We have over 198 visitors booked in for private tours in May to Sept, so we are expecting to see numbers rise again over the next few months.

To help develop this we are currently looking to recruit some additional new student guides who will be trained by an accredited blue badge guide trainer, which will help with the growth in bookings.

GLASGOW STUDENTS' NIGHTLINE PUBLICATIONS

In September, we launched Glasgow Students' Nightline having merged UofG Nightline with Strathclyde & Caledonian Nightline to create one service across three universities. By pooling our resources and expertise together with Strathclyde Students' Union and GCU Students' Association, we hope to enhance both the student volunteer and user experience thereby creating a higher profile and more effective Nightline presence for all students studying at Glasgow Higher Education institutions.

Since reopening in-person shifts in February 2022, the service has:

- Stayed open for 85% of shifts (52 out of 61 days)
- Received 28 IM Calls / 33 Phone Calls / 19 Immediate Hang Ups
- The top reasons for calls were academic stress, mental health, friend/family issues, and anxiety

We plan to continue the merged structure as a pilot until May at which point, we will review it and reach a decision likely to be one of the following.

- Continue Nightline in the merged format
- Return to UofG nightline as a separate entity focussed on only UofG Students
- Discontinue Nightline altogether



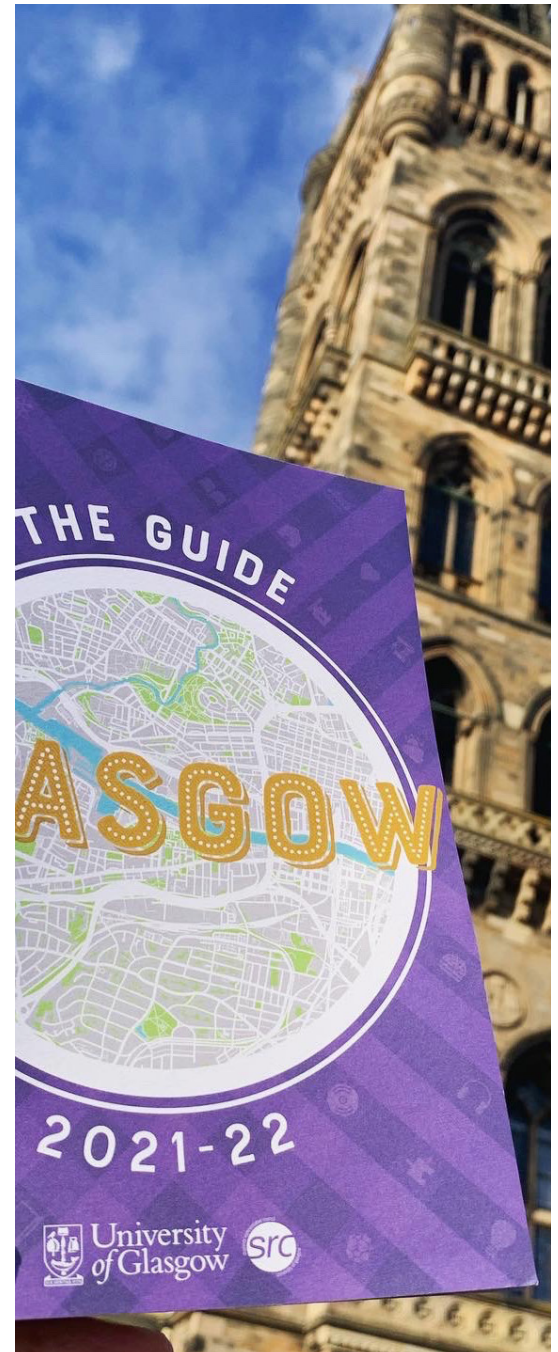
The Student Guide, produced by GUSRC, has long been seen as the key introductory document to life in Glasgow in general, and the University of Glasgow in particular. Produced to high quality print and design standards, 5,000 copies of The Guide were produced and made available to undergraduate and postgraduate students as part of Welcome Week. As with previous years, we reviewed all aspects of The Guide including design, content, and structure in order to produce a stylish and relevant document that will hopefully serve as a useful introduction to University life and the city itself.

NEW INFORMATION RESOURCES: WEB-BASED

GUSRC's website continues to be the "go to place" for independent, accurate and up to date rights based information and advice for students on a host of topics unavailable elsewhere on University platforms.

A sample of the webpages our team created includes:

- COVID-19 FAQs webpage updated regularly throughout the year
- Student Job Hub page, created in collaboration with UofG Careers
- Advice on rising energy prices and the cost of living crisis
- Fearless flat hunting tips
- Top tips for online exams



Volunteering & Community Engagement

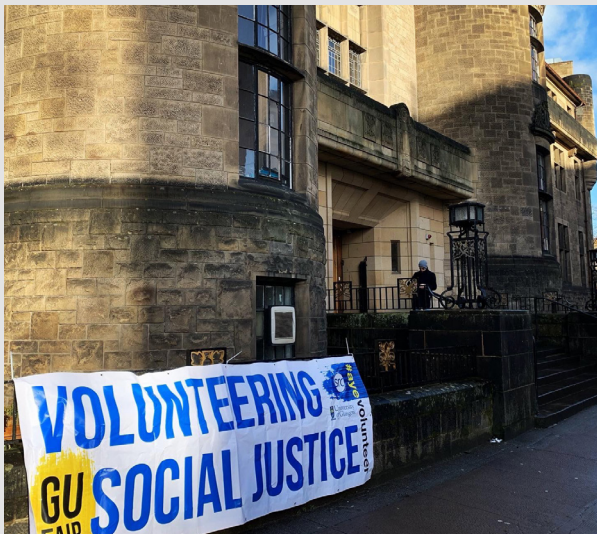
Volunteering

GUSRC is acknowledged by the University as the key partner organisation for progressing and supporting extracurricular activity at UofG: *"In partnership with the SRC and student services, we are increasing engagement with extracurricular activities through societies, volunteering, internships, enterprise, to promote skills development"*. UofG Outcome Agreement 2019-20 to 2021-22

815 volunteers

67 volunteering opportunities

71 community and student-led providers, including:



VOLUNTEERING & SOCIAL JUSTICE FAIR

In February 2022, we held our third Volunteering & Social Justice Fair on campus to encourage and motivate students to participate in community and on campus volunteering. The event was very well received, with one community partner describing it as a 'really great, great experience [with] plenty of interest!', and another noting that they 'came away with 53 email addresses from students! A great event that we would love to attend again.' Some key event figures:

- 30 exhibitors (20 community / 10 student-led)
- 2000+ free tickets in advance, with 1000+ students attending on the day
- 200+ new volunteering applications directly attributed to the event

200+
new volunteering applications directly attributed to our Volunteering Festival



VOLUNTEERING, CLUBS AND SOCIETIES (VCS) AWARDS

Each year, the VCS awards recognise and celebrate the incredible efforts made by any UofG student who plays a leadership role in a club or society, who volunteers with SRC Volunteering or who makes a significant contribution to the local community. The Awards were held in-person this year in the Kelvin Gallery and following a year of online award ceremonies, it was great to have the event in person, with nominees for the 10 awards, council members and a range of University staff invited to attend the ceremony. This was the second time that the flagship Principal's Award for Civic Engagement was awarded to nominated students and societies to reflect their amazing work in the local community and the city.

Community Engagement

Through SRC Volunteering, University of Glasgow students have the opportunity to find and pursue new interests whilst developing themselves as individuals and learning about life beyond the more structured learning environment.

CITYWISE

Over the last year we worked closely with mentoring charity, Citywise, who 'work with schools and families to help young people unlock their potential, flourish in all areas of their lives, and contribute positively to their communities.' Our student volunteers make up approximately 55% of their volunteer base, providing support to children and young people through character mentoring and assisting with school holiday camps and extracurricular activities.

INTO UNIVERSITY

We collaborate with the University's Widening Participation in facilitating volunteering links with IntoUniversity: a student mentoring scheme with learning centres in Govan and Maryhill, matching young people with university student volunteers to provide them with positive role models and the opportunity to develop their social skills, explore future options, and improve academic attainment.

3D DRUMCHAPEL

We partner with local charity, 3D Drumchapel, who work to make a difference to the lives of children and families in Drumchapel. They offer a range of universal and targeted programmes and sessions, with a focus on building strong family foundations,

promoting self-esteem, developing support networks, enabling positive parenting and child development, and promoting health and well-being. Our volunteers help run their "Baby Beats" programme; a fun-filled drop-in session with music for parents/carers with babies up to a year old. They also provide hands-on support and assistance in after-school clubs, which offer a space for children with additional support needs to be with their parent or carer whilst also giving them the opportunity to play independently.

COMMUNITY INFOSOURCE

Working with Community InfoSource, our volunteers take on befriending roles to offer support to adult asylum seekers and refugees arriving in Glasgow, to help build their confidence and familiarisation with the city. This could involve anything from going for a walk, having a coffee, or chatting on the phone.

FRIENDS OF VICTORIA PARK

The easing of covid restrictions allowed us to re-establish links with environmental community groups. On the first Saturday of each month, our student volunteers work alongside West End group, Friends of Victoria Park, to help maintain and enhance the architectural and environmental features of the park, and to protect and conserve its history and heritage. Volunteers are involved in a variety of activities, including gardening, litter-picking, helping to improve habitats for wild fowl, and other special projects.

THE CONSERVATION VOLUNTEERS

TCV provides opportunities for our students to take part in outdoor volunteering to help transform Glasgow's green spaces, for the

city and its wildlife. Over 50 volunteers signed up this year to help plant trees, build raised beds, construct paths, and sow wildflower meadows.

GLASGOW UNIVERSITY SERVICE TO THE HOMELESS (GUSH)

Our volunteers continue to provide food, drinks and conversation twice a week to those affected by homelessness in the community, in collaboration with local charities Emmaus and Help for the Homeless.

PAPER AIRPLANES

As English tutors, our volunteers were matched with a young adult or group of young adults affected by conflict, to assist them with Paper Airplane's guided curriculum and help them learn critical languages and marketable skills for their pursuit of higher education and employment.



Pictured: Citywise volunteers

Volunteering & Community Engagement

Clubs and Societies Support

The support needs of our 330 clubs and societies changed considerably over the year. We had a soft launch of our new website and membership management system via Membership Solutions Limited (MSL).

The new website allows societies to sell their memberships online, to add paid events, to send emails to their members and delivers a whole range of additional support to assist clubs in how they manage their activities. In addition to this, we offer specialised website training to club office bearers which then allowed them to access and have direct control of the features listed above. Since starting this training, we've been approached for guidance by other SUs who are interested in running similar sessions. Also, for the first time we offered clubs a financial holding account, as well as their own SRC club email.

At the time of writing we have delivered website training enabling 47 club committee members to take ownership of their page; this includes functions such as a messaging portal for their society members, a resource base for storing society documents, and a news section for uploading updates about society events. Over the course of the year, we sold membership and event society tickets over the first six months totalling **£25,285 in income for the societies**.

Currently there are only around 45 societies using the site for events and membership sales but we expect this to increase next academic year with the positive feedback

received and the number of enquiries about the new site.

AFFILIATIONS & ENQUIRIES

As of May 2022, the total number of student members of affiliated clubs is 19,080, **roughly 49% of all registered students**. We have 330 affiliated clubs at present. In the period 2019-20: we received 1,118 enquiry emails from clubs. In the period July 2020-April 2021 we received 3,961 enquiries: **over 250% increase versus last year**.

HEAR

For 20/21 we completed a total of 836 clubs HEAR forms (out of a total 1,052 HEAR Forms). We are still currently processing forms for 21/22, however we have a total of 766 submitted so far. The University system and procedures for HEAR recording is clumsy and bureaucratic thereby limiting our capacity to students in benefitting from this opportunity.

TRAINING

From July 2021 to May 2022, we carried out 22 Clubs and Societies induction sessions. So far, we have trained a total of 384 Club office bearers. In 2020-2021 we held 20 induction sessions, training a total of 374 club office bearers. In addition to this, we introduced additional website training sessions for clubs. We held a total of 11 training sessions and trained a total of 55 office bearers.

CLUBS' FINANCES

With societies reporting problems changing over bank account signatories and affecting

access to their club funds, we launched a Societies Holding Account where clubs can keep their funds stored centrally with the SRC. The account allows for the changeover of office bearers to be quicker and smoother.

We realise that since COVID fewer people carry cash and clubs were having difficulty finding a way to sell tickets or take donations at events. We now therefore provide credit card machines for societies to book out for events such as bake sales, charity nights and for selling tickets on the door. For societies not using the holding account, they can still use the services on the website by entering an agreement to have their sales income from the site transferred to their preferred bank account.

£25,285
in income
for societies
using the
SRC website

CLUB EVENTS

We launched our new events section of our website in September 2022, which allowed all of our SRC events to be displayed, alongside club and society events. This feature proved popular with clubs, and even with a soft launch we listed 84 club events (out of a total of 295 events) which saw 3,348 tickets 'sold' across all events.



CLUB PROMOTION

We developed a platform on our website where clubs can sign up to be spotlighted on our social media channels. This will allow more students to interact with smaller and larger societies alike, and engage with more events on campus. Going forward, we intend to use this to highlight some of the great work societies are doing both in the local community and beyond.

SPACES ON CAMPUS FOR CLUBS

We have been working with a number of clubs and societies, alongside the university, to improve access to suitable rooms on campus for specialist clubs and societies. This includes performance societies such as dance, theatre and music as well as some religious societies. With the increase of on campus activity following a phased return to campus, demand for adequate space on campus for these societies has been at a high, yet many have struggled to find the rooms they require. With the upcoming launch of the Student Experience Strategy, space on campus for clubs and societies is an issue we intend to explore further next year.

IMPROVED WEB RESOURCES FOR CLUBS

In addition to the new support features that the website affords us, the launch of the site gave us the opportunity to review our Clubs Handbook and online resources. The team undertook a systematic review of existing information which will be amended and improved for the next academic session. We are working with the University and other bodies to develop a centralised resource to find important information about booking rooms on campus in a centralised location, including essential information such as capacity, accessibility, room function and AV/IT capabilities. We also intend to review the guidance we have on our page "Dealing with Conflict" particularly in relation to Gender-based Violence.



250%
increase in
enquiries
from Clubs
versus last
year

Volunteering & Community Engagement

Student Media

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



THE GLASGOW GUARDIAN

With a team of over 100 students, 2021-22 has been an incredibly successful year for The Glasgow Guardian. Covering the student accommodation crisis, sexual violence on campus, and facilitating on the ground reporting from within and around the United Nations Climate Conference (COP26), the publication maintained both insightful and informative dialogue with students on campus, and with the wider community in Glasgow. Guardian made it into the top 10 and top 50 media outlets throughout the COP26 conference, has worked closely with STV, the BBC, The Times, and a variety of other organisations, to maintain connections with a variety of professional journalists, and to share student relevant stories at a national



GUST

Like many others, Glasgow University Student Television (GUST) faced challenges over the year. Despite this GUST enjoyed considerable success. GUST enjoyed a successful Welcome Week and produced a full week's worth of programming. In November, GUST achieved significant success at the National Student Television Awards; being Highly Commended for Best Freshers' Coverage and being shortlisted for several other categories including Best Drama, Best Technical Achievement and Best Comedy. Throughout the year, GUST focused on fundraising through commissions, covering the COP26 Climate Conference, as well as hosting their annual ceilidh and bake sales.

Best Overall Digital Media

Awarded to The Glasgow Guardian at the Student Publication Awards

GLASGOW UNIVERSITY MAGAZINE (GUM)

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

The team at GUM performed extremely well at the most recent Student Publication Awards, being shortlisted for Best Magazine Design and Best Overall Digital Media. This year the team sought to diversify their offering through the introduction of a new podcast called 'safe space', and a new online publication, GUM Journal.



SUBCITY RADIO

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

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

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

Student Media Awards

Glasgow Guardian

- **Highly Commended for Best Journalist**
Luke Chafer
- **Highly Commended and Winner of Best Journalist**
Lucy Dunn
- **Highly Commended for Outstanding Commitment**
Lucy Dunn & Haille Pentleton
- **Highly Commended for the Best Scottish Political Piece of 2022**
"Fight Like Hell": Inside Glasgow's Youth March for Climate Justice', written by Athina Bohne
- **Highly Commended and Winner of Best Overall Digital Media**

GUST

- **Highly Commended for Best Freshers' Week Coverage**
- **Shorlisted for Best Drama**
- **Shortlisted for "Quarantine Postcards"**
- **Shortlisted for Best Technical Achievement**
- **Shortlisted for Best Comedy**
- **Shortlisted for Best Sports Coverage**

GUM

- **Shortlisted for Best Magazine Design**
- **Shortlisted for Best Overall Digital Media**



www.glasgowunsrc.org

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

Court Context Card 21 June 2022 - Report from Estates Committee

Speaker	Mr Ronnie Mercer
Speaker role	Estates Committee Convener
Paper Description	Report from Estates Committee (25 May 2022)
Topic last discussed at Court	Last report to Court was 20 April 2022
Topic discussed at Committee	Various
Court members present	Mr R Mercer (Convener), Dr B Wood, 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	<p>Court last received an update from the Estates Committee at its April 2022 meeting. At the most recent meeting the Committee received an update from the Executive Director of Estates which reported that the focus over the last 3 months had been on three major procurement activities</p> <ol style="list-style-type: none"> 1.Strategic joint venture. Now entering negotiations with 2 parties and due to conclude in September 2022. 2.Design team for Multi-use building. Decision due this week. 3.Reactive and planned maintenance contractor. Invite to tender issued to 7 parties; 2 have subsequently withdrawn. Decision due August and implementation in January 2023 following mobilisation period. <p>The Committee noted that the rectification work on IHW works was ongoing and that the anticipated completion in November with occupation middle to end of January. The Committee received a presentations JMS Occupancy Review, Health and Safety Compliance and the estates risk register. The Committee reviewed the draft Carbon Management plan and the Secretary of Court noted that the Glasgow Green strategy was still a 'work in progress' with the University having to balance to balance real reductions against cost and inconvenience for staff and students as well as reputation. During discussion it was noted that the plan included work to change behaviours around business travel and space utilisation by academics. The Executive Director of Estates advised he had been contacted directly by Schools seeking support to improve space utilisation. The plan focused on 'carbon in operation' albeit it includes the proposal to adopt Scottish Government guidelines for new builds.</p>
Topics to be discussed	as required
Action from Court	to note the report and the approval of the Estates Investment Plan
Recommendation to Court	Approval of 9b Estates Investment Plan EC/2021/44
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 Wednesday 25 May 2022

Present: Mr R Mercer (Convenor), Dr D Duncan, Mr I Campbell, Mr G Caldwell, Mrs L Hanna, Professor K McCue, Mr A Seabourne, Dr B Wood, Mr D Smith

In Attendance: Mr D Hall, Mr B Morton, Mrs M Hipkin, Mr A Griffin, Ms N Cameron, Mrs K Y Biggins (Clerk)

EC/2021/34 Apologies

The Convenor noted apologies were received from The Principal, Mr P Haggarty, Mr C Kennedy, Miss E McCabe and welcomed all.

EC/2021/35 Declaration of Interests

The Convenor noted declaration of interests by Ms L Hanna who has been recently appointed as Chair of SRUC and Mr D Smith who advised CBRE are advising a party bidding to be selected as JV partner for the Church Street Development Project and CBRE is bidding in response to the Hard FM services tender.

EC/2021/36 Minute of the meeting held on 15 March 2022

The Committee approved the minute.

EC/2021/36(a) Action Tracker

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

Sub group has been established to consider future contractor appointments; a decision will be required in September.

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

Action 13 Facilities Services Review draft balance score card to be brought to January 2022 meeting for review. This forms part of today's agenda and is now closed

Action 17 Consideration to be given to carrying out a Post Occupancy Review of JMS at an appropriate time. This forms part of today's agenda is now closed

Action 18 Quotes for increased cost of Southern Gateway to be shared to Committee for comparison purposes
Quotes are due this week.

Action 19 Paper to be presented on total investment needed on townhouse buildings including a location plan. This will be presented to August/September's Committee.

EC/2021/37 Executive Director of Estates Report

The Executive Director of Estates presented the report.

The focus over the last 3 months has been on three major procurement activities

1. Strategic joint venture. Now entering negotiations with 2 parties and due to conclude in September 2022.
2. Design team for Multi-use building. Decision due this week.
3. Reactive and planned maintenance contractor. Invite to tender issued to 7 parties; 2 have subsequently withdrawn. Decision due August and implementation in January 2023 following mobilisation period.

On the Western development there is good progress with ASBS and Infrastructure. The rectification work on IHW works ongoing and we anticipate completion in November with occupation middle to end of January.

The Contract management audit actions are complete and the matter is being taken to Audit committee for closure.

Following a question from the Committee in relation to compensation following the failure of CMS (the cladding contractor), it was advised they were contracted to Multiplex and they then procured the cladding material from Kingspan. The University is remote to any legal dispute. Multiplex have employed a management team and operatives to complete the works. The University has raised an early warning notice on Multiplex for Liquidated Ascertained Damages. The Committee raised concerns that operatives will look for alternative work as they are

aware this is a short time arrangement, The Executive Director of Estates advised that Multiplex have a retention scheme in place to hold staff.

Following a question from the Committee relating to the IHW programme, it was advised Multiplex have now ordered materials directly.

Following a question from the Committee in relation to additional cost associated with IHW it was advised that this is £300k which is a mix of storage cost, extension of management team -this will feed into the 'Pain/Gain mechanism', which will be shared.

Following a question from the Committee in relation to how the Facilities Services structure is being communicated as further staff and students return to Campus, The Director of Facilities Services advised a comms plan is being prepared and it is anticipated this will be shared in the next staff newsletter– pointing to updated webpages and thereafter will be ongoing communications. The Maintenance contract change will require separate communication in the Autumn.

EC/2021/38 JMS Post Occupancy Review

Professor M Fischbacher-Smith and Ms S Ashworth joined to present the paper.

Following a question from the Committee as to how customer satisfaction compares to other buildings, Ms Ashworth will consider how to progress for other student facing buildings.

Following a question from the Committee relating to Wi-Fi coverage and whether full capacity impacts this and other services, Ms Ashworth advised the WiFi was excellent. Catering are able to meet demand but the building has not been fully tested as teaching space has not yet been totally utilised. Ms Ashworth confirmed the building is open to the public and they are using the catering outlets. There have been events that were joint Uni/external events but it has not yet been opened fully to community following Covid.

The Executive Director of Estates confirmed the Western Site has been designed to encourage public use. The Rain Garden and St Mungo's Square are opening shortly and it is hoped that this will encourage use.

Following a question from the Committee in relation to why the growth capacity was showing out to 2025/26 Professor Fischbacher-Smith advised this captured the original vision and aspiration of business case when the anticipated peak was 2025 - this has been achieved earlier than forecast.

The Convenor noted his congratulations to all on delivery of the building and its success to date.

EC/2021/39 Safety & Compliance Report

The Director of Facilities Services presented the report

Focus on covid continues through work on ventilation with various works carried out to enhance systems and improve management support. 'Don't Walk By' training has been concluded for staff and is now being rolled out to affiliates and agency staff. There were no incidents in the last period to report and all safety audits and leadership inspections are ongoing.

An 'in-person' Contractor forum in April was very successful using a recent asbestos incident as a working exercise. Ongoing works to gas safety has highlighted the need for further investment with the authorised gas engineer supporting.

Estates will take over functions of the Area fire officer role from Colleges and Schools, leaving residual fire management tasks with a new fire safety co-ordinator role that continues to sit within Schools

Following a question from the Committee as to whether survey works had captured anything of concern, The Director of Facilities Services advised that there were no red flags.

It was confirmed following a question from the Committee that we will consider a review of the Main Gate and JMSLH road crossings ahead of Freshers' week

EC/2021/40 Investment Projects Update

The Project Director (Campus Expansion) presented the report.

There are 131 live projects. The final stages of Textiles move to Kelvin Hall has experienced further delays due to dry rot. The component quality issue at Clarice Pears has been reported above. Church Street listed building works tenders have been returned and we are reviewing scope with the preferred contractor

The ARC Café fit out is awaiting a certificate of completion. ASBS is going well and topped out having recovered some lost time. Final prices on Southern Gateway remain outstanding.

EC/2021/41 Estates Risk Register

The Executive Director of Estates introduced the report, noting that following a review there were new risks

1. Post pandemic cultural change – business planning and budgets were finalised with assumptions around active learning and hybrid working but this is dependent on behavioural change and is untested.
2. Salary inflation. Significant risk exists around recruitment and retention of staff, we recently doubled the number of project managers within team however we now have a shortage of development managers which is a risk to our development programme.

Mrs Hipkin noted that the post pandemic risk is also appearing across College risk registers. The Committee noted recent incidents of loss of utilities and it was confirmed mitigations have been instigated

EC/2021/42 Proposed Balance score card

The Director of Facilities Services presented the draft score card.

Working with the Planning and Analytics team the score board has been developed to set out benefits aligned to the University strategy. Uniform data is being used to create initial baseline. There are 5 key areas of measurement in each zone. We are proposing "at a glance" simple pulse surveys with Head of Schools twice per annum. The Secretary of Court requested that a value for money indicator should be included. The Director of Facilities Services advised that, the new FM system should be able to provide this functionality

EC/2021/43 Draft Carbon Management Plan

Executive Director of Estates presented the paper.

The Secretary of Court noted that the Glasgow Green strategy is still a 'work in progress' with the University having to balance real reductions against cost and inconvenience for staff and students as well as reputation.

The Committee noted the plan includes working to change behaviours around business travel and space utilisation by academics. The Executive Director of Estates advised he has been contacted directly by Schools seeking support to improve space utilisation.

The Committee noted that the plan was focused on 'carbon in operation' albeit it includes the proposal to adopt Scottish Government guidelines for new builds

Following a question from the Committee as to whether at the figures include supply chain the Executive Director advised that, inline with other Universities this has not been included but , we may revisit this issue over time. . The Executive Director of Estates asked the Committee to provide feedback to the Plan.

EC/2021/44 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.

11b Estates Investment Plan

The Head of Estates Finance presented the paper. The Committee complimented the clarity of the paper. The Executive Director of Finance confirmed there was an IT equivalent. The Executive Director of Estates advised a network expert is co-ordinating the works that sit across Estates and IT.

Following a question from the Committee in relation to an apparent reduction in maintenance expenditure, The Executive Director of Estates noted that there is no decrease in the overall plan; the monies have simply been redistributed to alternative headings. The Committee approved the Investment Plan.

EC/2021/45 Any other Business

The Secretary of Court advised that the overall structure of Committees is being reviewed with a view to investigating amalgamation where feasible. The outcome of the review will be communicated in due course following the meeting of Court in June. The Convenor thanked everyone for their attendance and contribution, recognising the work undertaken over past years.

EC2021/46 Schedule of Meetings for 2022/23

To be advised.

Court Context Card - REPORT FROM Health Safety & Wellbeing Committee 1st of June 2022

Speaker	Dr David Duncan
Speaker role	Chief Operating Officer and University Secretary
Paper Description	For information only
Topic last discussed at Court	Last report to Court was 20th of April 2022
Topic discussed at Committee	N/A
Court members present	Dr David Duncan
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	
Timing	
Red-Amber-Green Rating	Green
Paper Type	For information only

Paper Summary

Since the last meeting of Court the Committee has meet again. The topics discussed where the Occupational Health report, SEPS Report and the EAP report. The Committee also discussed the Lone Activity Procedure. Key areas to note were ongoing work on role of Area Fire Officers and On-line working, including guidance on working at home. The Committee noted that the new Business Continuity Adviser had now started and would be meeting with relevant colleagues in the coming weeks.

Topics to be discussed	as required
Action from Court	for information/noting
Recommendation to Court	

Relevant Strategic Plan workstream	N/A
Most relevant Primary KPI it will help the uni	N/A
Most relevant Secondary KPI it will help the u	N/A
Risk register - university level	10

Demographics	All staff, students and visitors
% of University	

Operating stats

% of	
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 1 June 2022 at 10:00 AM via Zoom

Present: Dr David Duncan, Mrs Elise Gallagher, Mr Peter Haggarty, Mr William Howie, Mr David McLean, Ms Aileen Stewart, Ms Selina Woolcott, Ms Louise Stergar, Mrs Sharon Burns, Mr Mark Wildman, Mr David Harty

In Attendance: Ms Debbie Beales, Mr Simon Ambrose, Mr Gerry Moore, Mrs Janice Thompson

Apologies: Ms Gillian Shaw, Mr James Gray, Mr Graham Tobasnick, Mr Gary Stephen, Mr Ian Campbell, Mr Paul Fairie, Mr Cyril Pacot, Ms Paula McKerrow

HSWC/2021/1 Minutes of the Meeting held on Wednesday 9 March 2022

The Minute of the meeting held on Wednesday 9th of March 2022 was approved.

HSWC/2021/2 Matters arising

HSWC/2021/2.1 Estates Safety Report (Paper 1)

The Committee noted the Paper that was circulated for information only. Mr Harty informed the Committee of the following highlights:

- 'Don't Walk By' was recently relaunched, with the Compliance Team delivering training to over 640 Estates staff.
- The landmark asbestos removal project within the Bute Hall attic is now complete. The Estates Safety Report contains a link to a short video documenting the work involved in this on page 4.
- The outcome of the PAT trial proposes that multi-occupancy buildings be tested by Estates. Non communal areas would be tested by a single, external provider to be arranged, and paid for, by the relevant College.

The Committee agreed that, when this trial was first discussed a few years ago, the suggested model was for all areas, including those used by University Services, to be tested together. This would ensure that no areas were missed or duplicated. The testing would be completed by Estates, or a single, external contractor, with payment coming from a centralised budget. The Committee agreed that the trial should re-visit this option to see how viable it would be to action.

HSWC/2021/2.2 Wellbeing strategy (verbal update EG)

Mrs Gallagher informed the Committee that the Wellbeing Portal will be launched this month and will be publicised locally, rather than centrally, as deemed appropriate by each area. Mrs Gallagher will update the Committee on the outcome at the next meeting.

HSWC/2021/2.3 Area Fire Officer responsibilities (verbal update DH)

Mr Harty informed the Committee that the responsibilities have been agreed in principle but that he will continue to work with the AFO working group to finalise them.

HSWC/2021/3 OH Report (Paper 2)

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

Ms Stewart informed the Committee that she is to retire this summer alongside the existing Occupational Health Advisers, Linda MacDonald and Val Wright. Two new OHA's have been appointed - Hazel Brookham joined the team in April and a second OHA will start later this month.

The Committee acknowledged the outstanding work that Aileen Stewart, Linda MacDonald and Val Wright have provided to OHU over many years, especially during the pandemic, and wished them a happy retirement. Mrs Gallagher informed the Committee that there will be an event to mark the occasion, with further details to follow.

HSWC/2021/4 SEPS Report (Paper 3)

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

Mr McLean informed the Committee that 45 fire risk assessments had been completed in the first quarter of 2022. The premises reviewed included small, terraced houses hence the high assessment numbers. The Committee agreed that there should be a single storage point for risk assessments to ensure that actions completed by Estates and the relevant College are visible to both parties.

Ms Woolcott informed the Committee that she recently met with the Weipers Equine Centre to review their risk assessments. The wearing of PPE, especially head protection when handling horses, was deemed critical and the Units Director has agreed to implement a programme of prioritised implementation.

HSWC/2021/5 Audit update (Paper 4)

The Committee noted the Paper that was circulated for information only. Mr McLean informed the Committee that the document is over 3 weeks old and therefore certain actions, such as Physics and Accommodation, are now 100% complete.

HSWC/2021/6 EAP Report (Paper 5)

The Committee noted the Paper that was circulated for information only. Mrs Gallagher informed the Committee that the tendering process for a possible new EAP provider has begun and she will update the Committee at the next meeting.

HSWC/2021/7 Sickness absence stats (Paper 6)

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

HSWC/2021/8 Lone Activity Procedure (Paper 7)

The Committee noted the Paper that was circulated for information only. Ms Woolcott agreed to add additional wording to the SEPS webpage to clarify expectations with regard to risk assessments for general lone activity situations and lone working whilst at home.

HSWC/2021/9 Any Other Business

- Business Continuity Adviser. Ms Woolcott informed the Committee that Stella Matimba, the new BC Adviser, is now in post and will be meeting with relevant colleagues in the coming weeks.
- SharePoint site. Ms Beales informed the Committee that there is a new HSWC SharePoint site. Papers will be shared with the Committee via this site, rather than by email.
- Training records. The Committee discussed the difficulty faced when trying to compile accurate training statistics/reports. A lot of training takes place via Moodle which does not always migrate data to CORE accurately. The Committee agreed that Dr Duncan, Mr McLean and Mr Howie should look at how best to resolve this issue.

HSWC/2021/10 Date of Next Meeting

The next meeting of the HSWC will take place on Tuesday the 20th of September 2022 at 10am in the Melville Room.

Created by: Ms Debbie Beales

DRAFT

Court Context Card 21 June 2022 - Remuneration Committee Report to Court

Speaker	June Milligan
Speaker role	Remuneration Committee Convener
Paper Description	Remuneration Committee Report to Court
<i>Topic last discussed at Court</i>	Feb-22
<i>Topic discussed at Committee</i>	May-22
<i>Committee members present</i>	Court members present at last meeting: June Milligan (Convener), Ronnie Mercer, Elizabeth Passey, Ella McCabe, Craig Dalrymple Other members present: Kerry Christie, Rob Goward
<i>Cost of proposed plan</i>	
<i>Major benefit of proposed plan</i>	
<i>Revenue from proposed plan</i>	
<i>Urgency</i>	Low
<i>Timing</i>	Immediate
<i>Red-Amber-Green Rating</i>	Green
<i>Paper Type</i>	For information
<i>Paper Summary</i>	<p>The last report to Court was in February 2022. This report details the minutes of the meeting of Remuneration Committee 26 May 2022 at which discussion focused on the Principal's report relating to SMG performance and reward; Grade 10 professorial and professional staff performance and reward; Salary Augmentation Policy Review; Voluntary Severance and Salary Augmentation Approvals since the last meeting; Contractual/appointment changes (SMG); expenses report.</p> <p>The Committee also noted the challenging employee relations climate following successive mandates for industrial action for strike and action short of strike by UCU over their ongoing pensions and pay & non-pay disputes. It was noted that local discussions were ongoing to find a mutually acceptable way forward that would more appropriately compensate colleagues while contributing in a small way towards addressing pay relativity issues within the sector. The Committee was sighted on and approved a proposal under consideration regarding the current positioning of various pay & non-pay related items that might be jointly taken forward with the trade unions that recognises the commitment of colleagues in realising the University's achievements</p> <p>During discussion at the Committee the Convener of Court confirmed a recommendation that the Principal's contract of employment be extended for one further year, until 30 September 2025. This was to ensure continuity at an institutional level following the appointment of a new Convener of Court in September 2024 and to allow the incoming Convener to lead the appointment of the new Principal.</p> <p>The Committee supported this recommendation and agreed that it should be put to the next Court meeting for approval.</p>
<i>Topics to be discussed</i>	Convener of Court to report on contractual arrangements for the Principals
<i>Action from Court</i>	to approve the extension of the Principals contract for one year
<i>Recommendation to Court</i>	It is recommended that Court approves the extension of the Principals contract for one year
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	
Operating stats	
% of	
Campus	
External bodies	CUC
Conflict areas	
Other universities that have done something similar	HE sector as a whole
Other universities that will do something similar	
Relevant Legislation	Scottish Code of Good HE Governance
Equality Impact Assessment	
Suggested next steps	
Any other observations	

University of Glasgow
Remuneration Committee

Minutes of the Remuneration Committee held on 26 May 2022 at 1400 via Zoom

Present: Dr June Milligan (Convener), Kerry Christie, Dr Craig Daly, Rob Goward, Ella McCabe, Ronnie Mercer, Elizabeth Passey

Apologies: None

Attending: Christine Barr, Dr David Duncan, Sir Anton Muscatelli, Amber Higgins (Clerk)

1. Welcome and Introductions

The Convener welcomed Members to the meeting.

2. Notes from the meeting held on 19 November 2021

The notes from the meeting held on 19 November were approved as an accurate record.

3. Matters Arising

No substantive matters were raised.

4. Remuneration Committee - Interim Report

The Director of People & OD introduced the report, advising that its format had been determined by CUC guidance and the Scottish Code of Good HE Governance.

Current Operating Principles

Christine Barr confirmed the Committee's terms of reference; remit and membership.

Senior Performance and Reward – SMG

It was noted that a light touch approach had been taken last year; discussion had largely focused on development and feedback in addition to an overall evaluation of individual and collective performance against objectives and KPIs.

The Committee noted that SMG members were recognised for their contribution to the University, with advances in various domestic and international league tables, the continuing strength of its financial health and good progress against target on a number of KPIs. These included: Quality of Research Publications, Student Progression, Student Satisfaction, Entry Tariff, Operating Cash before investment, Widening Access and CO2 Emissions.

CB highlighted that the University had succeeded in maintaining its current financial performance despite the challenging economic climate and increasing inflationary pressures, alongside the current strategic challenges and risks associated with student and staff recruitment since the Committee last met. The Committee noted the impact of rising inflation, national insurance increase, energy price cap increase and that the salary threshold reduced for USS from c. £60,000 to £40,000 per annum. This was

coupled with the war in Ukraine and the highly competitive cross-sectional employment markets.

The University continues to closely monitor student intake forecasts with regards to international (especially EU) recruitment targets for AY 2022-23. The record of excellent performance continues its upward trajectory following the recently announced REF results in which Glasgow ranked 1st in Scotland and 10th in the Russell Group.

Senior Performance and Reward – Grade 10 Professorial and Professional Staff

Continuous review of the University's performance and recognition mechanisms resulted in the disaggregation of any explicit alignment between our PDR and Recognition & Reward processes in AY 2020-21, following the introduction of the 'light touch' PDR process coupled with the removal of performance ratings. Consequently, this had enabled the adoption of a greater degree of flexibility and autonomy at a local level for recognition and reward purposes within a common set of parameters across the University including those in the Grade 10 cohort. Further, the new approach ensured that the substantial contribution of high-performing colleagues was financially rewarded while enabling the University to account for diversity related pay considerations within the budgetary envelope consistent with the principles agreed.

Further, the University's Rewarding Contribution process provided three distinct approaches to acknowledge those identified as meriting particular recognition in AY2020-21. These were: a one-off (non-consolidated) payment for exceptional performance in year beyond normal expectations of the role; a consolidated salary increase for exceptional performance beyond the expectations of the role; or Team based recognition through which each team member was equally recognised through the University's reward voucher arrangements.

Employee Relations

The Committee noted the continued challenging employee relations climate following successive mandates for industrial action for strike and action short of strike by UCU over their ongoing pensions and pay & non-pay disputes. This resulted in 18 days of strike action in the period from November and continuous action short of strike such as working to contract, not undertaking voluntary duties, etc. The latest notification of action short of strike, based on a disaggregated ballot at Glasgow (and another 40 HEIs), had been extended to include a boycott of all marking and assessment processes up to 7 October 2022 with the possibility of a further 10 days of strike action. The Committee noted that the boycott of all marking and assessment had recently been called off.

The Committee noted that both disputes remain live despite the University having committed to supporting a higher cost-of-living increase this year than in the recent past. At a national level, UCEA had made a final offer which would provide an uplift of up to 9% for those on the lowest spine points from SCP 3 of the University's substantive pay spine and an uplift of 3% for those on or above SCP 20.

It was noted that local discussions were ongoing to find a mutually acceptable way forward that would more appropriately compensate colleagues while contributing in a small way towards addressing pay relativity issues within the sector. The Committee was sighted on and approved a proposal under consideration regarding the current positioning of various pay & non-pay related items that might be jointly taken forward with the trade unions that recognises the commitment of colleagues in realising the University's achievements

Any such joint working and subsequent agreement in this regard would be subject to certain commitments, and would not deviate from the provisions of national bargaining to which both the University and the campus trades unions remain committed.

Market related premia

The Committee noted that the retention and market related uplifts (38 in total) in AY 2020-21 to date which aligned with the University's Retention & Market Supplement related policies.

Clinical Academic Excellence & Innovation Award Scheme

Following formal approval by Remuneration Committee in November 2020, it was noted that there had not been any further awards of this nature in the intervening period although one award was currently under consideration and would be reported to the Committee at its next meeting.

Flexible benefits

The University had continued to develop the benefit proposition for staff in recent years. It was recognised however that these provisions merit continuous monitoring and regular review aligned with the University's strategic imperatives, particularly in light of our commitment to the sustainability agenda. A tendering process was underway to add an Electric Vehicle Salary Sacrifice Car Leasing scheme to our current offering – this had received strong advocacy and support from the Convener of Court.

Vice Chancellors Remuneration – Current Landscape

The Committee noted the data which outlined comparative UK VC salary benchmark data for the Russell Group University Mission Group and nationally across the 19 HEIs in Scotland. The data clearly demonstrated that the salary level of the Principal remained relatively well positioned in accordance with the University's performance. The Committee also noted the highly competitive international global market and key comparator trends.

The Committee noted that this was important to note for succession planning purposes in the coming years.

5. Contractual Changes

The Committee noted a number of SMG contractual changes including two new appointments and two appointment changes.

During discussion the Convener of Court confirmed a recommendation that the Principal's contract of employment be extended for one further year, until 30 September 2025. This was to ensure continuity at an institutional level following the appointment of a new Convener of Court in September 2024 and to allow the incoming Convener to lead the appointment of the new Principal.

The Committee supported this recommendation and agreed that it should be put to the next Court meeting for approval.

6. Expenses Report

A summary of expenses incurred by SMG members over the period from 1 August 2021 to 31 January 2022 was noted. This information included travel expenses booked on behalf of SMG members for University business, in addition to expenses claimed by members.

During discussion it was noted that a low level of subsistence costs that had been put forward by SMG members. The Committee agreed that it was important that colleagues claim as costs are incurred. It was agreed that Dr David Duncan would investigate this more closely to ensure that all claims for subsistence are duly submitted.

7. Recent Voluntary Severance Approvals

Since the last meeting of the Committee on 19 November 2021, 10 severance packages had been approved within the standard terms of the University's Voluntary Severance Scheme. The split was as follows: Arts 0; MVLS 0; Science & Engineering 1; Social Sciences 0; and University Services 9. The total cost of these totalled £339,239 with an average payback period of 7.45 months.

Whenever voluntary severance proposals departed from the standard terms approved by Court; or exceeded £100,000; or involved a member of SMG, the matter was referred to Remuneration Committee for decision. There had been no such cases since the last meeting of the Committee.

8. Salary Augmentation Approvals

The Committee noted that four applications for salary augmentation had been approved in the period since the last meeting of Remuneration Committee on 19 November 2021. A total of 26 members of staff currently benefit from the policy.

9. Any Other Business

There was no other business

10. Date and time of next meeting

The next meeting will be held on 14 November 2022.

University of Glasgow

University Court –Tuesday 21 June 2022

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

Ms Helen Butcher, Head of Senate Office

(All matters are for noting)

1. Draft Budget and update on the University Strategy - Presentation by Professor Frank Coton, Senior Vice-Principal and Deputy Vice-Chancellor

Professor Frank Coton, Senior Vice-Principal and Deputy Vice-Chancellor, provided Senate with an update on progress towards the objectives set out in the University Strategy, the University's current and projected financial position, and a summary of Budget discussions relating to student growth, innovation, learning and teaching, research, and University Services. Professor Coton informed Senate that the Budget was still provisional until it had been approved by the University Court.

Members of Senate enquired about the University's plans to invest more proactively in research in order to compete for larger research grants with other research intensive universities such as Edinburgh. Professor Coton informed Senate that the University had seen a significant improvement in its position in the Research Excellence Framework (REF) and assured members of Senate that the University would commit resources to allow it to take advantage of its strong REF position and secure more research grants in the future. As part of this investment, Professor Coton informed Senate that the University had committed to just over 300 new academic posts in the Budget. Professor Chris Pearce, Vice-Principal for Research and Knowledge Exchange, informed Senate that the University's priority prior to REF had been to focus on the quality of research outputs rather than the value of research grants. However, given the University's strong REF performance and improvements in its financial position, the University was now in a stronger position to invest strategically in research and compete for research grants. Members of Senate raised concerns that the University had significantly over-recruited students over the past couple of years, which had placed a great deal of pressure on academic staff. Therefore, members of Senate asked if there were any safeguards in place to ensure that the over-recruitment of students did not happen again. Professor Coton informed Senate that it was impossible to predict the exact offer uptake rates for prospective students. However, there had been refinement to the forecasting process and therefore there was more confidence that the University would not significantly overshoot its student numbers targets.

Regarding recruitment of staff, members of Senate asked if it was possible for Schools to advertise for academic posts earlier in the year to ensure that positions were filled prior to teaching starting. Professor Coton informed Senate that positions could be advertised as soon as each of the College's budgets had been approved and noted that some delays were caused by late advertising for posts. Professor Coton also informed Senate that the University would be moving towards a four-year budget cycle for Colleges, which would give much more flexibility and allow recruitment at any point in the four year period. Members of Senate also asked if the University would continue to recruit students if they were unable to fill academic positions. Professor Coton confirmed that the University would not seek to expand if staff vacancies remained unfilled, and the University's Budget was reviewed every year to allow for the reshaping of student recruitment, if required. However, he informed

Senate that the recruitment market for academic staff was generally quite good, so it was hoped that the University would be successful in filling its academic posts.

Regarding the University estate, members of Senate enquired about plans for maintenance of existing campus buildings. Professor Coton informed Senate that the University had carried out a detailed survey of its existing estate in order to target spending on parts of the estate that most urgently required investment. In some cases, this would require refurbishment of buildings, but there were some buildings that had reached the end of their economic life and would require complete rebuilding. Professor Coton also informed Senate that the University's annual maintenance budget had doubled in order to clear the maintenance backlog.

2. Mental Health Group - Update from Dr David Duncan, Deputy Vice-Chancellor, Chief Operating Officer and University Secretary

Dr David Duncan, Deputy Vice-Chancellor, Chief Operating Officer and University Secretary, provided Senate with an update on the University's mental health provision. Dr Duncan informed Senate that a working group with members drawn from across the University community continued to meet on a regular basis to oversee mental health provision for students and staff.

Regarding mental health provision for students, Dr Duncan informed Senate that there had been a number of developments that had helped to improve support:

- Additional investment in the Counselling and Psychological Services (CAPS) team, partly funded by the University and partly funded by a special grant from the Scottish Government.
- The appointment of additional Student Support Officers in each of the Colleges.
- The development of a more effective triage system, which allowed the University to direct students to the most appropriate form of support, and helped the University to devote specialist resources to those most in need.
- More effective use of the 24-hour Security team, with reports being received via the Gatehouse and, where necessary, passed immediately to members of the crisis team.
- More extensive educational provision, covering such areas as: building resilience and managing stress; foundations of wellbeing; improving sleep; mindfulness and relaxation; low mood; anxiety; overcoming perfectionism; overcoming procrastination; and managing change.

As a result of these developments, Dr Duncan noted that, despite the increased number of registrations, waiting times for a standard first appointment had come down from 27 days in 2017-18 to 15 days in 2020-21, while waiting times from initial consultation to first ongoing appointment had been cut by more than half, from 55 days to 25 days. At the same time, students presenting with severe symptoms continued to be seen within 24 hours in almost all cases. The Students' Representative Council (SRC) had also played an important role in combatting mental ill-health through its own training provision, its support for students via the 'Mind Your Mate' programme, and via the SRC Advice Centre. Online support continued to be offered on a 24-hour basis via Togetherall – an online community which afforded users the opportunity to help each other and provided access to specialist support if required.

Dr Duncan informed Senate that the University's overall approach to mental health and wellbeing was conceptualised in a Student Wellbeing Strategy, overseen by the Student Experience Committee. It was anticipated that the emergent Student Experience Strategy, which would be finalised and disseminated in the coming weeks, would place a strong

emphasis on wellbeing and inclusion, with practical steps identified to reduce isolation and promote a sense of community within the student body.

Dr Duncan informed Senate that satisfaction levels with Counselling and Psychological Services (CAPS) was generally high, with over 90% of students responding that they felt that the University had listened to their concerns and had taken them seriously.

At the Mental Health Working Group, in addition to monitoring resourcing and scrutinising the effectiveness of provision, the group had also discussed specific issues such as the impact of past trauma, eating disorders and the particular needs of the PGR community.

However, Dr Duncan highlighted two challenges that had been faced by the mental health team. First, as a result of the COVID-19 Pandemic, the NHS had struggled to cope with the rising number of acute cases presenting for treatment. This had meant that some students with severe symptoms had been referred back to the University for ongoing support. The University was working closely with colleagues in the NHS to address this with assistance from clinical academics from within the University. Related to this, the University's in-house crisis team had been dealing with an increasing number of students presenting with complex mental health issues, including growing numbers of international students.

In relation to staff mental health provision, Dr Duncan informed Senate that support continued to be offered through the Employee Assistance Programme, which staff could access by telephone. Dr Duncan also informed Senate that there had been a significant gender divide, with male members of staff being noticeably less willing to access this form of support than female members of staff.

In addition to the Employee Assistance Programme, Dr Duncan informed Senate that the University had benefitted from a professional occupational health team on campus. A new Colleague Wellbeing Strategy had also been developed with a clear emphasis on community building at the team and institutional level, and on supporting members of staff to be mindful of their own mental health and that of colleagues around them. Activities to support the implementation of the Colleague Wellbeing Strategy would be shared with staff shortly.

3. Research Policy and Strategy Committee

3.1 Presentation on the University's Research Excellence Framework 2021 (REF2021) results by Professor Chris Pearce, Vice-Principal for Research and Knowledge Exchange

Professor Chris Pearce, Vice-Principal for Research and Knowledge Exchange, informed Senate that the University had performed strongly in the recent REF2021 exercise. In particular, he noted that the University had made 28 submissions to 27 Units of Assessment, and that 1,445 members of staff (equivalent to 1,375 FTE) had made submissions (including 3,300 outputs and 118 Impact Case Studies). Of those submissions, the REF panel concluded that 93.1% were world-leading or internationally excellent. Glasgow's overall GPA had been 3.43, compared with the UK average of 3.24, the Russell Group average of 3.43, and the Scotland average of 3.24. This placed Glasgow 13th in the UK – up from 25th in 2014, and 33rd in 2008. The University also had the 10th highest GPA out of the Russell Group (up from 18th in 2014), and the highest GPA in Scotland. Regarding the percentage of Glasgow's REF submissions that were determined to be world-leading (4*), Professor Pearce informed Senate that the University was in the upper quartile overall, and also for outputs, impact and environment. In addition to this, 18 of the 28 Units of Assessment that had submitted to REF2021 had seen a relative improvement in their position since 2014.

Professor Pearce thanked all of the University's research staff, the REF champions, the Deans of Research, the University's Impact Champions and Impact Officers, College Assessment Panels, Research and Innovation Services, the REF Operations Group, College

Research Support Teams, the REF Project Board, the Staff Circumstances Committee, Professor Miles Padgett (the previous Vice-Principal for Research), and all REF panel members for their hard work during the REF2021 process. Regarding next steps, Professor Pearce informed Senate that each Unit of Assessment would be asked to undertake a 'light-touch' reflective analysis to:

- Reflect on their REF2021 results.
- Highlight positives, negatives and surprises.
- Place their results in the broader context (e.g. relative to the UK, Scotland and Russell Group averages, and their performance during REF2014).

The Principal noted that concerns had been raised about some universities attempting to 'game the system' by submitting outputs from established researchers who were not permanent members of staff, or by appointing members of staff specifically for REF. The Principal asked if there had been any resistance to this from REF panel members. Professor Pearce informed Senate that there had not been much discussion about this but agreed that the rules should be tightened up prior to the next REF exercise. Members of Senate also asked if members of staff who served on REF panels would be spoken to in order to gather information that they had learned from serving on REF panels, which might be of use to the University in the next REF exercise. Professor Pearce confirmed that there were plans to meet with around 20 members of staff who served on REF panels as part of the University's 'light-touch' reflective analysis of its REF results.

3.2 Report from the meeting of the Research Planning and Strategy Committee held on 21 April 2022

Professor Pearce informed Senate that some changes had been made to the PGR Code of Practice. Senate was asked to note the following changes:

- The report contained in Annex A.
- The changes that had been made to the PGR Code of Practice set out in Annex B (pages 10-12).
- The proposed change to the 'Notes of Guidance to Examiners to Accompany the Thesis' set out in Annex B (page 13-14); and (iv).

Senate was also asked to approve the proposed changes to the Code of Policy and Procedures for Investigating Allegations of Misconduct in Research set out in Annex C (page 16).

Senate noted the changes to Annex A and the changes to the PGR Code of Practice set out in Annex B. Senate also **approved** the proposed change to the 'Notes of Guidance to Examiners to Accompany the Thesis' set out in Annex B (page 13-14); and (iv).

4. Convener's Business

4.1 The University's response to the war in Ukraine

The Principal provided Senate with a summary of the actions that the University had taken in response to the war in Ukraine. The Principal informed Senate that Miss Rachel Sandison, Deputy Vice-Chancellor and Vice-Principal (External Relations), convened the University's Ukraine sub-group which met regularly to discuss the University's response to the war. In particular, the University had taken the following actions:

- The University had held an event on 20 May 2022 to welcome local Ukrainians and to raise funds for Ukrainian charities.

- The University's donation hub had closed on 20 May 2022, having delivered around 1,000 boxes of humanitarian aid to Kyiv, Poltava and Kharkiv.
- The University had created 20 Sanctuary Scholarships for Ukrainian applicants living in the UK on humanitarian grounds.
- 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 was supporting a number of Ukrainian universities by assisting 120 Ukrainian students to travel to Glasgow for two semesters to continue with their studies.
- The University was exploring ways to support Ukrainian universities through online collaborative working.
- The University had agreed to increase its support for the Council for at Risk Academics (CARA).

4.2 Scottish Government Resource Spending Review

The Principal informed Senate that the Scottish Government had recently published its 2022 Resource Spending Review, which set out the high-level parameters for resource spending within future Scottish Budgets up to 2026-27. The Review only set out the combined spending for Higher Education and student support, but this indicated that there would only be a flat cash settlement for higher education between 2022-23 and 2026-27. Due to the current high levels of inflation, this would amount to a real terms cut for the Higher Education sector in Scotland and would place significant financial pressure on many Scottish universities.

4.3 Appointments to the University's Senior Management Group

The Principal reported that Ms Bonnie Dean, Vice-Principal for Corporate Engagement and Innovation, had retired at the end of April 2022. Following Ms Dean's retirement, her position had been revised to ensure that it linked more closely with Professor Chris Pearce's role as Vice-Principal for Research. Ms Uzma Khan had taken on the new role as Vice-Principal for Economic Development and Innovation. Professor's Pearce's role had also been broadened to include knowledge exchange and research impact, and his new title was Vice-Principal for Research and Knowledge Exchange.

4.4 Professor Jill Morrison's retirement as Clerk of Senate and Vice-Principal

The Principal informed Senate that this was Professor Jill Morrison's final meeting of Senate prior to her retirement at the end of July 2022. The Principal thanked Professor Morrison for her services to Senate and the University over the past four years. In particular, the Principal thanked Professor Morrison for her leadership during the COVID-19 Pandemic, which involved the establishment of the University's No Detriment Policy and the swift introduction of alternative assessment arrangements. Senate would mark its appreciation with a reception at the conclusion of the meeting and there would be a further event to mark Professor Morrison's full retirement from the University later in the year.

5. University Court: Communications from the meeting held on 20 April 2022

Senate received and noted a report from the University Court meeting held on 20 April 2022. Items included:

- Annual Report on Research and KPIs
- Report from the Principal
- Report from the University Secretary
- Student matters, including: SEC Report; SRC President update
- Senate Matters

Dr Duncan invited members of Senate to attend an informal 'meet and greet' event prior to Court's final meeting of the 2021-22 academic session on 21 June 2022 from 10:00-11:00 in the Zoology Museum, Graham Kerr Building.