



Court

Minute of Meeting held on Wednesday 13 February 2019 in the Senate Room, Main Building

Present:

Mr Dave Anderson Employee Representative, Mr Graeme Bissett Co-opted Member, Ms Heather Cousins Co-opted Member, Professor Lindsay Farmer Senate Assessor, Mr David Finlayson Co-opted Member, Professor Carl Goodyear Senate Assessor, Professor Nick Hill Senate Assessor, Dr Simon Kennedy Senate Assessor, Dr Morag Macdonald Simpson General Council Assessor, Ms Margaret Anne McParland Employee Representative, Mr Ronnie Mercer Co-opted Member, Dr June Milligan Co-opted Member, Mr David Milloy Co-opted Member, Professor Sir Anton Muscatelli Principal, Mr Elliot Napier SRC Assessor, Ms Elspeth Orcharton Co-opted Member, Ms Elizabeth Passey Co-opted Member (Convener of Court), Ms Lauren McDougall SRC President, Mr Gavin Stewart Co-opted Member, Ms Lesley Sutherland General Council Assessor, Dr Bethan Wood Senate Assessor

Attending:

Dr David Duncan (Chief Operating Officer [COO] & University Secretary), Mr Robert Fraser (Director of Finance), Professor Neal Juster (Senior Vice-Principal and Deputy Vice-Chancellor), Ms Deborah Maddern (Administrative Officer), Professor Jill Morrison (Vice-Principal & Clerk of Senate), Ms Ann Allen (Director of Estates) (for items 7 & 8), Professor Jill Pell (Director of the Institute of Health & Wellbeing) (for item 8)

Observing:

Mr Iain Stewart (lay member Finance Committee)

Apologies:

Members: Cllr Susan Aitken Glasgow City Council Assessor, Mr Aamer Anwar Rector, Professor Kirsteen McCue Senate Assessor, Dr Ken Sutherland Co-opted Member

CRT/2018/25 Announcements

Mr Iain Stewart, a lay member on the Finance Committee, was welcomed as an observer.

There was the following declaration of interest in relation to business to be conducted at the meeting: Professor Sir Anton Muscatelli as a Trustee of USS, as an ongoing declaration, given the updates on the triennial valuation of the scheme. Dr Duncan had also declared an interest in his written report, under the Pay Dispute update, as an employer-nominated representative on the JNCHES pay negotiating committee.

It was recorded that Ms Lauren McDougall had briefed Court at the pre-lunch session, covering the work of the SRC including its annual report. Ms McDougall was thanked for the briefing.

Court was reminded that papers and business were confidential.

CRT/2018/26. Minutes of the meetings held on Wednesday 12 December 2018

The minutes were approved.

CRT/2018/27. Matters Arising

There were no matters arising.

CRT/2018/28. Report from the Principal

CRT/2018/28.1 Higher Education Developments

Scottish Budget 2019-20

In mid-December the Scottish Government had published its draft budget for 2019-20. The overall draft budget for Higher Education was as follows:

	2018-19 Budget £m	2019-20 Draft Budget £m
HE Resource (SFC)	1024.9	1025.3
HE Capital (SFC) Funding	41.3	37.5
HE Capital (SFC) Financial Transactions	40.0	55.5

This was, in effect, a flat-cash settlement for HE in revenue terms. The capital budget had seen a 9% cash terms cut. The sector had been advised that the funding available would be sufficient to sustain the current level of capital maintenance grant in cash terms, along with a capacity to match fund the BEIS Science Capital funding in full. The budget had also announced an increase in Financial Transactions for the sector, aimed at ‘estates projects to improve the learner experience and reduce the sector’s carbon footprint’. These would be loans rather than grants.

Post-18 Funding Review in England

In December it had been announced that there would be a change in the way student loans were recorded in public finances: the amount expected not to be repaid would be reclassified as public spending. This would be factored into the tuition fees review, due to report early in 2019. The Office for Budget Responsibility had estimated that Public Sector Net Borrowing (PSNB) in 2018-19 would rise by approximately £12 billion as a result of changing from the current approach to the new approach. This might have implications for the 2020 spending review, but it also had potential implications if the rise in government spending had an impact on the block grant to devolved governments under the ‘Barnett’ formula.

There were ongoing discussions with Department for Business, Energy and Industrial Strategy, DfE and Treasury, through the Russell Group, on the implications of the post-18 review.

CRT/2018/28.2 Universities Superannuation Scheme USS/Pensions update

At its previous meeting Court had heard that since member and employer representatives on the Joint Negotiating Committee had not agreed on an alternative outcome to the 2017 valuation, default cost-sharing rules had been triggered and member and employer contributions into the scheme would be increasing from 1 April 2019, in three phases.

In November the Trustees had announced that a new valuation of the scheme would start, to consider feedback from USS employers following the stakeholder joint expert panel (JEP)'s recent review of the 2017 valuation. In early January, a consultation had started with Universities UK (UUK) on the proposed Technical Provisions for a new valuation of USS as at 31 March 2018. The Trustee had issued its initial consultation document on the technical provisions and the statement of funding

principles for the 2018 valuation. The consultation with employers via UUK would run from 2 January to the middle of March. The Trustee had not adopted all of the proposed recommendations of the JEP, but had adopted some which it felt were within its risk appetite. The approach by the Trustee set out two ‘bookends’ for total contributions, ranging from 33.7% to 29.7%, to be shared between employers and employee contributions. This was on the basis of unchanged levels of benefits in the scheme. The consultation noted that the lower level of contribution could be reached provided that employers could agree to contingent contributions which could be triggered during the valuation cycle.

Given his role as a USS Director, the Principal had delegated the role of developing the University’s response to this consultation to the Chief Operating Officer, Director of Finance, Senior Vice-Principal and Executive Director of HR on behalf of the Senior Management Group.

It was hoped that the 2018 valuation process could be finished by June 2019. The Trustee body could conclude the valuation by imposing the higher bookend level of contributions following the consultation. However, any proposed change in benefits or adoption of contingent contributions would require agreement by the employers and the Joint Negotiating Committee of USS.

The Director of Finance stated that the 2017 valuation had been reflected in a deficit contribution of 5% for 14 years on the University’s balance sheet; this increased the provision on the balance sheet significantly and the figure would remain at that rate unless the national position changed before the end of the University’s financial year. Additional employer contributions, which amounted to an additional £8-9M p.a., had been factored into the papers provided under item 7 for the present meeting.

Court would be kept updated at future meetings.

CRT/2018/28.3 2019 New Year’s Honours

Court recorded congratulations to University colleagues and one former member of staff who had been recognised in the 2019 New Year’s Honours list.

CRT 2018/28.4 Key Activities

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

CRT/2018/29. Report from the University Secretary

CRT/2018/29.1 Brexit

A paper had been provided, summarising steps that the University was taking to mitigate the impact of Brexit on the University. Areas covered in the update included the Settlement scheme for EU citizens; outward student mobility; European students studying at Glasgow; travel advice; Research funding; relations with universities in the European Union; dialogue with UK and Scottish governments; financial issues; stocks and supplies; and construction issues.

The situation was being kept under constant review. Regular updates were being issued to staff and students as new information became available.

CRT/2018/29.2 Mental Health

At previous meetings, Court had received updates on developments in the University's provision in the area of mental health. The Mental Health Group had met in January, its business having included reviewing progress against the action plan, a copy of which was noted by Court. The meeting had received a presentation on an online tool, the Big White Wall, which was now available to all students and staff. The tool provided a range of intermediate level support for individuals in a very accessible format; it also put those suffering from mental health difficulties in touch with professional assistance within a maximum of 30 minutes. One-on-one counselling was also available via the Big White Wall through a referral system run by the University's Counselling & Psychological Services (CAPS).

CRT/2018/29.3 Pay dispute

Dr Duncan declared an interest as an employer-nominated representative on the JNCHES pay negotiating committee.

Court noted that although the 2018 pay award had already been paid, the dispute over the settlement remained live, with UCU conducting a ballot over further industrial action. In February UCEA (the Employers' Association) would begin consulting members on the 2019 pay offer.

CRT/2018/29.4 Sexual Violence and Harassment

Court had heard previously about work to combat and raise awareness of sexual violence and harassment. Court noted a recent message from the Principal and SRC President to the University community, emphasising that sexual violence and harassment would not be tolerated and drawing attention to sources of support.

CRT/2018/29.5 Annual Court Self-Assessment and Convener appraisal

A questionnaire for Court self-assessment/feedback on performance would be circulated ahead of the next meeting. The Court Governance Working Group would consider the outcomes of this and would also refer to the Code, to ensure that the University was addressing all its responsibilities in terms of good governance. A report would be made to the April meeting of Court.

The Convener and the Chancellor's Assessor left the meeting for the next item of business, during which Court agreed that the annual appraisal of the Convener's performance would be undertaken by the Chancellor's Assessor, Ronnie Mercer.

CRT/2018/29.6 Conflicts and Declarations of Interest

Court members and senior management were required to complete a Declaration of Interest form on an annual basis. Court members and attenders were also expected to declare any interests in an item or items of business at individual Court or other University meetings, if there was an actual or potential conflict of interest.

Court noted a summary of a report compiled by the SFC and an HEI, on a recent governance matter, noting the 'lessons learned' and recommendations for the sector to consider. The University's Whistleblowing procedure in part covered the recommendations. Any amendments to the Code of Good HE governance, which might result from the report, and any other requirements from the Committee of Chairs, would be observed. There were also existing local processes relating to appointments and deputising/vice-convening of committees, which would address other recommendations.

CRT/2018/29.7 HE Governance (Scotland) Act – Ordinances on Court and Senate Composition

Following approval of draft Ordinances at the last meeting, copies had been provided to the Scottish Government, as part of the usual process, seeking any input ahead of the formal consultation. A response

was awaited. It was noted that the formal two-month consultation would commence thereafter. If there were significant delays, this would hold up the changes to the Court membership which were currently scheduled for 1 August 2019.

Court noted that a paper relating to the Convener's appointment would be included for the April meeting.

CRT/2018/29.8 Appointment of Employee Representatives on Court

At the previous meeting, approval had been given to the Court/Senate working group's recommendations relating to the future composition of Court.

The related Ordinance had not been through the necessary consultation yet, given that comments were awaited from the Scottish Government, but given that timescales would be relatively tight and the current Employee Representatives' terms ended 31 July 2019, an election would need to be held in the run up to 1 August, if the Ordinance were granted. A proposed process for future appointments had been drafted to provide guidance for those running the elections and for candidates. Court approved its use as the basis for future elections.

The document referred also to the new Trade Union nominated positions. As agreed at the previous meeting, it would be for the Unions to make the nominations. The process required to be approved by Court, under the terms of the 2016 Higher Education Governance (Scotland) Act. The nominations process for the two student representatives on Court would also need to be submitted for Court approval.

CRT/2018/29.9 Summary of Convener's Business

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

CRT/2018/29.10 Delegated signatory authority

University Ordinances and Court regulations about delegated authority provided for financial and other delegated authorities. In his capacity as University Secretary, Dr Duncan was authorised to sign documents in a number of areas, committing the University to contracts and other agreements across a range of the University's activities. Court approved delegation of signatory authority to the Deputy Secretary in the Secretary's absence from the University; this would be either as sole or joint signatory depending on the requirements of the document/process in question.

CRT/2018/29.11 Director of Research Institute / Head of School Appointments

College of MVLS

Institute of Health and Wellbeing

Professor Jill Pell had been re-appointed as Director of the Institute of Health and Wellbeing, for 5 years from 1 March 2019.

College of Social Sciences

School of Education

Professor Margery McMahon had been appointed as Head of the School of Education for 4 years from 1 August 2019, succeeding Professor Trevor Gale.

School of Law

Professor Jane Mair had been appointed as Head of the School of Law for 4 years from 1 August 2019, succeeding Professor Iain MacNeil.

CRT/2018/29.11 Draft Resolutions relating to Degree Regulations

On Court's behalf the University Secretary had approved a large number of draft Resolutions relating to degree regulations. The text of the regulations had already had the benefit of Senate Office and General Council input, but a formal consultation would also take place, as was required for documents of this kind.

CRT/2018/30. Report from the Rector

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

CRT/2018/31. Capital Programme – Financial and Related Considerations

Ann Allen, Director of Estates, was welcomed to the meeting for this and the next agenda item.

Following discussion at the December Court meeting, Court now received an update paper outlining the current status of the capital plan and the proposed process for reviewing the plan and presenting an updated version to Court in June 2019. Court also received the most recent long-term cash flow, including a summary which listed the considerations factored into the cash flow, highlighted the main scenarios and analysis, and also referred to assumptions made, including assumptions relating to future USS contributions and to Phase 1a and 1b of the capital plan being completed.

Professor Neal Juster introduced the item. In December 2016, had Court approved a major update of the capital plan that embraced the phased development of the Western Infirmary site. Alongside the capital plan, Court had also approved a funding strategy and an outline cashflow. The December 2016 capital plan had established the principle that the capital spend would be presented in terms of the development phases: Phase 1a, Phase 1b, and Phase 2. An additional £15m per annum capital budget had also been expected to be spent in support of other, yet to be identified, projects. Court had agreed in principle that the University should proceed to develop Phases 1a and 1b at costs of £433.5m and £98.5m respectively (total £532.0m). Court had also approved borrowing of £175m to support this development.

The capital plan was expected to be dynamic and able to change as new opportunities arose, income streams altered, and University priorities adapted to the external environment. In addition, in a capital development programme of the scale in question, risks and issues were expected to occur and to be managed. Taking these variables into account, the capital plan was formally updated and presented to Court each June alongside the annual planning and budgeting process. Updates had been presented in June 2017 and June 2018. In June 2018 the forecast outturn costs of Phases 1a and 1b had been £453.1m and £77.9 m respectively (total £531.4m).

Two years into the programme, it was clear that the scale of the current opportunities and cost pressures, coupled with cash generation being ahead of the December 2016 forecast, meant that it was appropriate to conduct a more thorough review of the capital plan. The intention was to present the review for approval to Court in June 2019, with an interim update in April.

Court noted key points, including the timetable for refreshing the plan, the current estimated outturn for Phases 1a and 1b, the list of major projects to be considered in the review, the process for prioritising major projects, and the minor projects to be included in the review and the process for prioritising these.

In discussion, it was confirmed that the emerging themes for inclusion in the University's new strategic plan would be available by the late spring of 2019, so that they would be available to inform the capital plan, albeit that the strategic plan would not be finalised until the following year. It was

also confirmed that the capital plan presented to Court in June 2019 would include specific recommendations and would incorporate details of any proposed accelerations of capital projects or proposals to delay some projects in favour of more strategically important developments. A commentary on resource would be included in the paper. It was agreed that options for additional car parking spaces, possibly off-campus, would be considered.

Court noted a paper on the long-term cash-flow, which was summarised by Robert Fraser. The paper took into consideration the following in the latest forecast: the latest capital plan; increased cash generation via an improved outlook and budget targets; expected USS increases; the removal of administrative savings relating to World Changing Glasgow/Transformation projects; additional running costs relating to the Institute of Health & Wellbeing; reprofiled salary costs beyond the current budget period; and updated SFC and Home tuition fee growth rates, with a future increase to match salary inflation. The following scenarios and analysis were included: the latest forecast; scenarios on capital repayment, limited international student growth, limited capital spend, lower USS contributions after 2025/26; a detailed 48-month forecast for the forecast low point in University cash balances; and an updated balance sheet forecast and debt covenant outlook.

Court noted the main contributors to the current forecast, and the headline figures.

Court heard from Graeme Bissett, chair of the Finance Committee, that the Committee's discussion of the cash-flow had revealed two main concerns. One related to the medium-term sustainability of the University, in the context particularly of Brexit, USS and the Augar review of tuition fees, all fluid situations, and of the upward movement in capital costs in the 2020s. The other related to the process for collective movement to an agreed position in June 2019, via senior management, Court Committees and Court, in the context of so many variables and a rapidly-moving landscape. The modelling and scenarios presented to Court for the current meeting were therefore valuable in helping understanding of the position. Ongoing collaboration between management and Committee representatives ahead of the April and June Court meetings, to assess key variables and test outcomes, would help to avoid problems when the budget and capital plan were provided to Court in June.

The Principal agreed that this interactive and co-operative approach would help inform the budget and capital plan, and key Court decisions relating to these in due course. Arrangements would be made between now and March to facilitate it.

Comments were noted from Court members, as follows:

- That Court should record some concern in light of the update that had been provided;
- That sufficient time should be allocated to the Court agenda in June to enable proper discussion;
- That a single scenario might be worked up in discussion between SMG and the Finance Committee, rather than a multi-factorial approach being taken;
- That with regard to the World Changing Glasgow/Transformation programme, any efficiencies arising should be made in a planned way; in relation to this, Court heard that an update on the programme would be provided in June. Administrative savings arising from the programme's projects had been removed from the current forecast, but it was intended to restore them and Court would be involved in any key decisions;
- That the amount of financial resource available to the City Council might be a factor in the University's consideration of the Kelvinhall project;
- That reference to asset disposals should be included in the capital plan;
- That scenario planning where increased student numbers were envisaged should include numbers and an assessment of what the campus would look and feel like as a result;
- That the ability to accommodate additional student numbers must be considered;
- That the levers to deal with variations in outcomes vs. assumptions should be clear;
- The importance of maintaining global ranking;
- That commercial sustainability must be carefully considered where projects had both

- commercial and public components;
- That the update to Court in June must set out details of areas for cost saving, progress against the targets and a realistic assessment of achievability, as part of the overall setting for the affordability of the capital plan.

It was agreed that the SMG/Committee representatives discussion timetable would be added to the overall timetable for the revision of the capital plan.

CRT/2018/32. Institute of Health & Wellbeing Full Business Case

Professor Jill Pell, Director of the Institute of Health & Wellbeing (IHW), was welcomed to the meeting for this item, which she was presenting.

Professor Pell provided a recap on the main points of the business case, which had previously been outlined at the Court Strategy Day in September 2018. The business case had now received approval from the Estates and Finance Committees, subject to a financial limit on expenditure.

The societal benefits of activity that would take place in the building were highlighted. These included improving public health; reversal of worsening health indicators; reducing health inequalities; reducing the NHS and social care burden. Additionally, there would be benefits connected to ameliorating the wider economic impact that poor health had, such as lost productivity.

As the business case explained, the benefit of the building would also be to protect existing research and teaching income streams by ensuring the Institute remained competitive within a rapidly changing funding landscape, where funders increasingly preferred to support large-scale, multi-disciplinary research. There would also be opportunities for developing new teaching programmes, given the interface between disciplines through co-location in one building. The structure, layout, facilities and use of the building would facilitate both planned and opportunistic networking. There would be ideation space for co-production of research with external stakeholders; facilities for knowledge exchange; and facilities for public engagement.

Ann Allen, Director of Estates, explained that the engagement of the Institute in the development of the project had facilitated effective challenge of the rationales outlined; and that the building complied with the Campus Masterplan given its inclusivity and public access. There had been significant involvement of the relevant governance bodies in the project, including a gateway review and scrutiny of costs by both the Estates and Finance Committees. The movement in costs had arisen in the context of a larger building, with more facilities, being developed, but the reasons for this had been well explored. Ronnie Mercer, chair of the Estates Committee, concurred with the summary, noting that the Committee had approved the business case subject to the expenditure limit of £49.6m being adhered to. The contractor was expected to revert shortly with details of costs; the project would not proceed if the limit was exceeded. Graeme Bissett advised that the Finance Committee had similarly approved the case, noting that the Net Present Value NPV was negative but that this measure was not necessarily appropriate for the building. The Committee had nevertheless agreed that there was a positive case, in particular relating to the societal benefits arising from the building, as had been outlined to Court earlier in the meeting; the building was also a significant infrastructure asset for the University.

In discussion, a question was asked about the relatively low increase in research income that was predicted, particularly when compared to the Research Hub case, which had had some similarities to the IHW in other respects. A question was also asked about the reason for the difference in the initial and current capital costs. Court noted from the responses that the Research Hub's impact translated more readily into commercial and IP income, whereas the positive impacts on health that the IHW would achieve were not measurable in the same way, health equality not being the same as commercial gain. Court also noted that in order to be fit for purpose and have the external and reputational impacts that were aspired to, the building needed to be as it was currently designed, with a commensurate cost increase from the original estimate. The revision of the capital plan would take

the increase into account.

Court heard that other capital projects were also likely to increase in cost as a result of higher student numbers leading to additional space needs; this would similarly be factored into the revised plan, with details to be provided about income growth arising from the additional recruitment.

It was confirmed that the IHW building was futureproofed for growth, to accommodate additional staff and that it was a flexible space that could be repurposed.

Court approved the Full Business Case for the IHW subject to a maximum cost of £49.6M. The IHW would come into operation in Q3 of 2021.

Ahead of consideration of the Estates Committee item, Court noted from Ann Allen that work would shortly begin on a larger pedestrian crossing area (a 'super crossing') at the main University gate; and that a crossing would also be constructed close to the Learning & Teaching Hub. Temporary traffic restrictions would occur but vehicle flow on University Avenue would be maintained throughout, given the importance of the route for local and other traffic. Discussions were being held with the City Council about traffic flow and safety on other local roads, including Kelvin Way and the 'Western Infirmary' campus. Court noted a comment that cycling safety was also an important factor.

CRT/2018/33. Reports of Court Committees

CRT/2018/33.1 Estates Committee

CRT/2018/33.1.1 Institute of Health and Wellbeing (Clarice Pears Building)

The Committee had noted the maximum project costs of £49.6m, based on an interim target price, and that a final target price would be available by March 2019. The Committee had agreed in principle with the aims of the proposal and that it should be shared in its current form at the Finance Committee and at Court, where conditional approval would be requested, subject to a maximum cost of £49.6m. It had been agreed that an additional explanatory note would be prepared to accompany the Business Case and that this would provide a detailed synopsis of the anticipated societal and reputational benefits expected to be realised through delivery of the project.

CRT/2018/33.1.2 Other Capital Projects

The Committee had approved Capex applications relating to: Gilmorehill/Joseph Black Building/Skabara Lab £265k (additional finding); Gilmorehill/Joseph Black Building/Phase 2 Roof Works up to a maximum of £144k; Replacement and Upgrade of Laboratory Caging £1.497m; and Phase 2 Quantic - College Equipment £787k.

Arrangements to cover the costs of the fire suppression system in the Learning & Teaching Hub had been finalised.

The report was noted.

CRT/2018/33.2 Finance Committee

CRT/2018/33.2.1 Institute of Health & Wellbeing IH&W

The Full Business Case for the Institute of Health and Wellbeing had been considered. The Committee had agreed to recommend the project to Court on condition that the final cost did not exceed £49.6m.

CRT/2018/33.2.2 Other Capital Projects

Court noted an update on capital projects. Court noted that in addition to its approval of the IHW Full Business Case, the Finance Committee had approved 4 capex applications at its last meeting: Gilmorehill / JBB / Phase 2 £144k; Replacement and upgrading of laboratory animal caging £1.497m; Gilmorehill / JBB / Skabara Lab £265k; and EPSRC outline call for Quantum Technology Research Hubs (Phase 2 - QuantIC) £787k.

CRT/2018/33.2.3 Financial reports

Court noted an overview of performance as at 30 December 2018.

The report was noted, including the executive summary.

CRT/2018/33.3 Student Experience Committee

The Committee's recent discussions had included several items for Court to note, in particular: the committee's remit, which had been slightly amended following agreement by Court; a revised title for the University Calendar (to change to University Regulations); discussion on the Student Services Review; information on the new online platform to support mental health; the SEC Action Plan; and the SEC Away Day.

The co-chairs Lauren McDougall and David Duncan highlighted the good progress against the SEC action plan and the related work on mental health and wellbeing.

Although it was already open to Dumfries-based University students to stand for positions on the Committee, the co-chairs would discuss Dumfries representation on the SEC with the School of Interdisciplinary Studies.

The report was noted.

CRT/2018/33.4 Health, Safety and Wellbeing Committee

The Committee had received: updates on insurance arrangements for overseas travel, on traffic changes on University Avenue arising from the Learning & Teaching Hub, and on identification of funding for Safe Zone (personal safety) software. The Committee had covered its usual range of business in reviewing standard reports on Occupational Health activities, Audit updates, Accident reporting and Employee counselling. The committee had discussed matters relating to lessons learned from adverse weather conditions and to the new parking permit system. The committee had reviewed the HSW Policy, with an addition made to document collaborative working with the SRC and Trade Unions.

It was noted that the Safe Zone software's primary use was local, and that other solutions might be required for students abroad, including support for individual needs and circumstances outside the UK.

The report was noted.

CRT/2018/34. Communications from Meeting of Council of Senate 7 February 2019

Council of Senate had received: reports from the Student Experience Committee and Education Policy and Strategy Committee; and details of acceptances received from nominees to receive Honorary Degrees in 2019.

The communications from the Council of Senate were noted.

CRT/2018/35. Any Other Business

There was no other formal business. Members were reminded that an invitation had been issued for the annual Cathedral service on 10 March, to which all were invited.

CRT/2018/36. Date of Next Meeting

The next meeting of Court will be held on Wednesday 10 April 2019 at 1.45pm at the Vet School.

Court Context Card - 10th April 2019 - IT Strategy Update/Information Services Strategic Plan

Speaker	Professor Frank Coton, Ms Susan Ashworth, Mr Mark Johnston	
Speaker role	Vice Principal (Academic and Educational Innovation), Executive Director of Information Services, Director of IT Services	
Paper Description	An update presentation will be given on the University IT Strategy and the Information Services Strategic Plan is provided for information and Background context	
Topic last discussed at Court	Jun-14	
Topic discussed at Committee		
Committee members present		
Cost of proposed plan		
Major benefit of proposed plan	Effective digital enablement of the University environment for staff and students	
Revenue from proposed plan	N/A	
Urgency	Medium	
Timing	Immediate	
Red-Amber-Green Rating	Amber	
Paper Type	Information and discussion	
Paper Summary	The presentation provides an update on progress in relation to the University IT Strategy and highlights the benefits arising from the establishment of the new Information Services Directorate.	
Topics to be discussed	Strategy Implementation	
Action from Court	For Information and Discussion	
Recommendation to Court	None	
Relevant Strategic Plan workstream	Agility, Focus, Empowering People	
Most relevant Primary KPI it will help the university to achieve	Strategic enabler relevant to all primary KPI's	
Most relevant Secondary KPI it will help the university to achieve	Service Delivery	
Risk register - university level	12a & 12b	Failure to anticipate and utilise effectively new technologies to support teaching and learning, research and other aspects of University business, Failure to ensure sufficient information security and protection
Risk register - college level		
Demographics		
% of University	All groups	
Operating stats		
% of		
Campus	All locations physical and digital	
External bodies		
Conflict areas	None	
Other universities that have done something similar	All major universities globally	
Other universities that will do something similar		
Relevant Legislation		
Equality Impact Assessment	On relevant supporting policies	
Suggested next steps	Continued implementation and refinement of strategy	
Any other observations		



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IT Strategy Update April 2019

Frank Coton, Vice-Principal Academic & Educational
Innovation

Susan Ashworth, Executive Director Information Services

Mark Johnston, Director IT Services

**WORLD
CHANGING
GLASGOW**

THE SUNDAY TIMES
GOOD
UNIVERSITY
GUIDE
2018
SCOTTISH
UNIVERSITY
OF THE YEAR



Strategic Direction

IT Strategy approved by Court in 2014 –
scope was broad

- Collaboration
- BYOD/Mobile
- Research Support
- Learning and Teaching
- Business Applications
- Business Intelligence

Infrastructure/Security/Governance





Strategic Direction

More targeted Technology Strategy developed in 2016 prioritising:

- Core Infrastructure
- Governance of IT/Strategic Systems
- Analytics/Business Intelligence
- Technology supported L&T
- CRM
- Machine Learning/AI (longer term)





Implementation

- Information Policy and Strategy Committee reconstituted with tightened governance
- Scoping studies for core infrastructure development
- Business Intelligence/Data warehousing capability enhanced
- Information Services Directorate formed

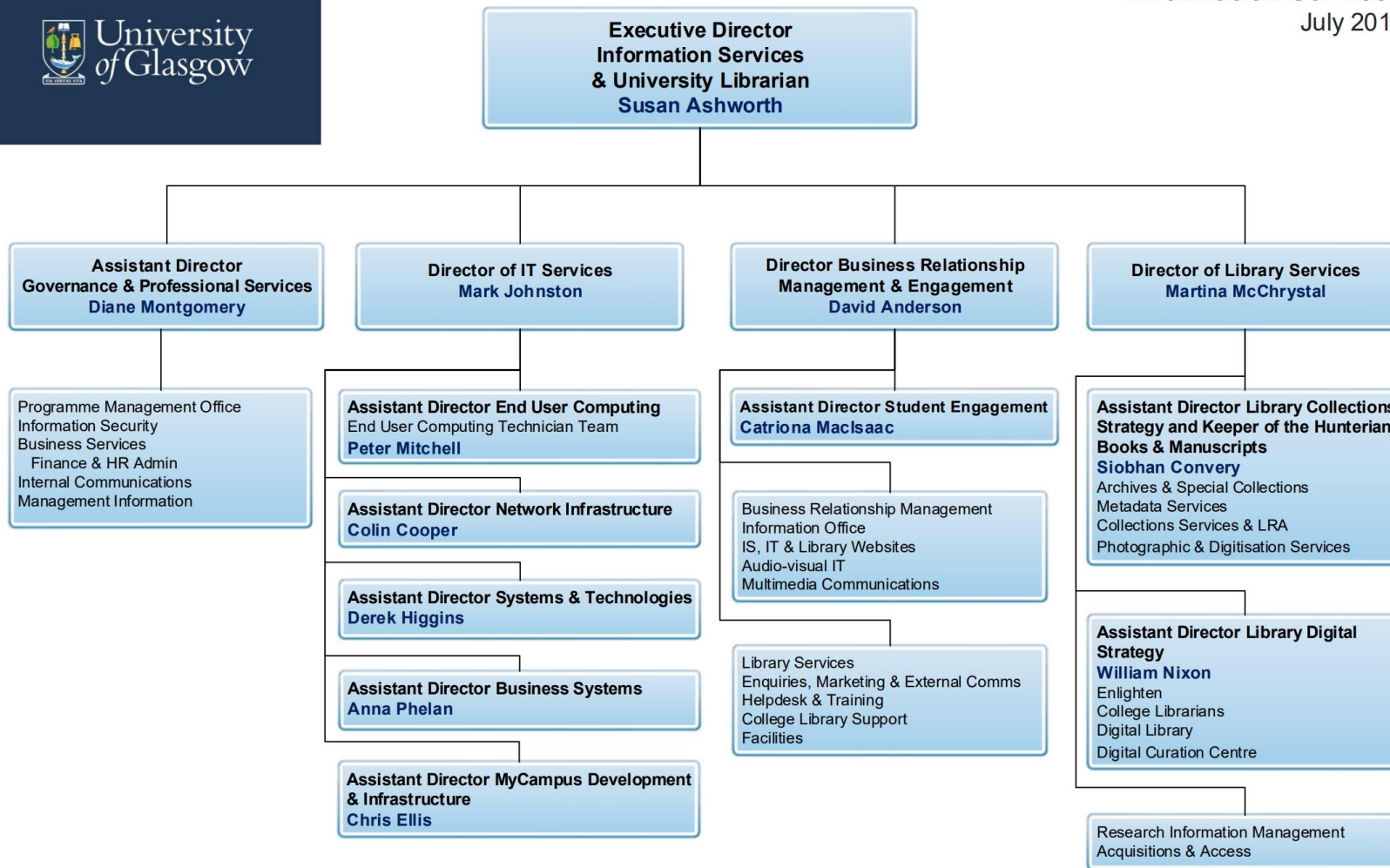




Information Services

- **New Information Services structure**
 - **Business Relationship Management Function**
 - **Ongoing discussions with Colleges**
- **Comprehensive (Draft) Investment Plan**
- **Secured funding for investments**







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Significant Projects for 2019/20

- Infrastructure mapping – University Data Centres
- Pervasive Wi-Fi installation
- VLE Review
- Campus-wide Service Model/
Enterprise Service Management System



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Other projects and planning

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Infrastructure

- **Recovery as a service**
- **Office365 and associated improvements in collaboration tools**
- **Network Improvements**
- **Telephony review**





Research

- High Performance Computing
- Research collaboration technologies (e.g. filestore)
- Grant application guidance/support
- CyberEssentials+
- REF support – development of Enlighten platforms and services



Student Experience

- Lecture capture in more locations
- Ongoing refresh of AV infrastructure
- Improvements to Moodle
- Virtual classroom software - Zoom
- Digital signage strategy
- VDI enabled provision – e.g. Laptop Loan





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The Future...

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Digital University

- Enterprise Architecture
- Research as a Service
- Smart Campus/Internet of Things
- Customer Relationship Management
- Use of AI and Chatbots for routine automation
- Personalisation





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Questions...

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Court Context Card 10 April 2019 - Principal's Report

Speaker	Professor Sir Anton Muscatelli	
Speaker role	Principal	
Paper Description	Report on HE and University matters	
<i>Topic last discussed at Court</i>	Last report to Court was February 2019	
<i>Topic discussed at Committee</i>	NA	
<i>Committee members present</i>	NA	
<i>Cost of proposed plan</i>		
<i>Major benefit of proposed plan</i>		
<i>Revenue from proposed plan</i>		
<i>Urgency</i>	NA	
<i>Timing</i>	Various	
<i>Red-Amber-Green Rating</i>	Various	
<i>Paper Type</i>	For approval / information / discussion	The Outcome Agreement is for approval
<i>Paper Summary</i>	Updates on areas listed in the paper as follows: 1. Higher Education Developments Brexid Scottish Budget Post-18 Funding review in England 2. Universities Superannuation Scheme USS/Pensions update 3. Outcome Agreement 4. Capital Programme interim update 5. Senior Management Group Appointment 6. Report on HE Economic Impact 7. Civic University Agreement 8. Key activities 9. Senior Management Group business	
<i>Topics to be discussed</i>	In line with paper's headings	
<i>Action from Court</i>	One Item (Outcome Agreement) for Approval ; otherwise for discussion/information	
<i>Recommendation to Court</i>	Court is invited to approve the Outcome Agreement	
Relevant Strategic Plan workstream	Empowering People, Agility, Focus	
Most relevant Primary KPI it will help the university to achieve	NA	
Most relevant Secondary KPI it will help the university to achieve	NA	
Risk register - university level	Item 1: Risks 1a Finance, 2a Government Policy (UK), Risk 9 Estates Item 2: Risk 1a Finance Item 3: Risk 2B Item 4: Risk 9 Estates	
Risk register - college level		
Demographics		
<i>% of University</i>	Items mainly relate to the University as a whole	
Operating stats		
<i>% of</i>		
Campus	All locations	
External bodies	UK Government; Scottish Government; SFC; USS	
Conflict areas		
Other universities that have done something similar		
Other universities that will do something similar		
Relevant Legislation		
Equality Impact Assessment		
Suggested next steps		
Any other observations		



University
of Glasgow

Court - Wednesday 10 April 2019

Principal's Report

Items A: For Discussion

1. Higher Education Developments

Brexit

The sector has continued to lobby the government, given the consequences for HE. At the last Court meeting we provided an update to members of Court on our preparations for Brexit. There are still uncertainties regarding the nature of the government underwrite of Horizon 2020 funding. However, the delay in the Brexit date has allowed three advanced ERC grants won by the University of Glasgow (two in Science and Engineering and one in MVLS) to be announced by the EU. As Court will fully appreciate, the situation is very fluid and uncertain, and it is not easy to predict the unfolding of events in the next few weeks. I will update Court at its meeting on my current sense of the likely impact on Universities as things stand.

Scottish Budget 2019-20

At the last meeting, I provided details about the overall draft budget for Higher Education, noting that it was, in effect, a flat-cash settlement for HE in revenue terms and that the allocation was much as expected in our budget and financial forecasts.

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

SFC Indicative Grants 2019-20

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

Grants for Teaching, Research and Innovation	138,133	139,298	0.8%
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*Based on 2018/19 Indicative Allocation, not including subsequent one-off uplift to REG and UIF.

Sector Funding issues

The key points to note about the indicative funding announcement for AY 2019-20 are:

- SFC's baseline Revenue budget for AY 2019-20 has decreased by circa £6 million from AY 2018-19.
- Core Teaching and Research funding budgets are at the same level as last year (in cash terms) with no increase. Teaching funding budget remains at £661 million and research funding budget remains at £284.6 million.
- Strategic funding has decreased by ~£13 million with SFC indicating that allocating the same budget as the previous year was unaffordable.
- Capital funding, including financial transactions has increased by ~£12 million.
- Postgraduate Skills Places are no longer being allocated. For 2019/20 the equivalent funds will be allocated to Universities losing these places based on the FTE of places lost.

For Glasgow, the following headline points are worth noting:

- Our funding has increased from last year, with an **overall increase of 0.8%** for Teaching, Research and Innovation as shown in the table above;
- Our Teaching Grant has **decreased by 0.1%**, driven by a reduction in our Main Teaching Grant;
- Our REG is slightly higher, showing an **increase of 1.8%**. This is the result of a modest adjustment to the REG formula, weighting in favour of 4* excellence;
- Our PGR funding has **increased by 5%**, driven by increased PGR student numbers.

Post-18 Funding Review in England

The uncertainty surrounding Brexit has meant that the initial findings of the Augar review have been delayed until May at the earliest. There have been ongoing discussions with BEIS, DfE and Treasury through the Russell Group on the implications of the post-18 review. Clearly given the continuing political uncertainty in Westminster, early implementation of any recommendations seems unlikely at this stage. If there are any further update, I will provide this to Court.

2. Universities Superannuation Scheme USS/Pensions update

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

The table taken from the recent cash flow workshop for Finance Committee summarises the potential scenarios for employer and employee contributions depending on the outcome of the 2018 valuation. It also shows the outcome of the 2017 valuation, and the current situation prior to the increases in contributions. It also shows the impact on the cost of our annual contributions under the 2017 valuation and the potential 2018 valuation outcomes. The University continues to take a cautious approach to budgeting, assuming that the upper bookend (without contingent contributions) might apply after the 2018 valuation. This is also the assumption taken at present in our future cash flow projections. At the time of writing the Trustee body has not responded to the UUK consultation response. Any proposed change in benefits or cost sharing of contingent contributions would require agreement by the Joint Negotiating Committee of USS.

3. Outcome Agreement

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

In 2017, Court approved a new agreement for the period 2017/18 to 2019/20. At the time, Court was advised that we are expected to update this annually.

The updated agreement is at **Annex, for Court's approval**. Specific points to note are:

- The Outcome Agreement has been updated to reflect the past year. This allows the Outcome Agreement to reflect new developments and initiatives across the University. Examples include:
 - The University's plans to meet Commission on Widening Access recommendations.
 - Resources in place to support victims of Gender Based Violence and the policies in place to drive prevention.
 - A case study reflecting upon the success of the Glasgow Access Programme in supporting equitable access to medical school.

Outcome Agreement commentary specific to the University of Glasgow at Dumfries has been included in the heart of this year's document, rather than separately as requested by the SFC in

previous years. The SFC have yet to confirm whether they will seek to compile a separate 'Crichton Campus' Outcome Agreement for 2019/20.

As in the past, the large majority of SFC funding will continue to be formula based, through allocations for teaching, research and knowledge exchange funding. Specific sums may be linked to the achievement of specific outcomes.

Professor Neal Juster will be able to respond to any questions that Court members may have.

4. Capital Programme interim update

At the February Court meeting, Court heard that there will be a review of the capital plan, to be presented for approval to Court in June 2019, with an interim update in April. Professor Neal Juster will brief Court at the meeting.

Items B: For Information

5. Senior Management Group reappointment

I am pleased to inform Court that following a period of consultation with senior colleagues and then a formal interview, I have agreed to re-appoint Professor Neal Juster to the role of Deputy Principal, Senior Vice Principal for a further 3 years. I am very grateful to members of Court who participated in the formal interview process.

In the course of the re-appointing process, it became clear that the burden placed on the Senior Vice Principal was considerable and I am currently reviewing how best to redeploy some of his responsibilities to other senior management colleagues, freeing Professor Juster up to concentrate on the development of our new University strategy, the Transformation Programme, and the overview of the Capital Programme. I will provide an update to Court.

6. Report on HE Economic Impact

In early March, Derek Mackay, Cabinet Secretary for Finance, Economy and Fair Work announced a major report on how Scotland's universities can improve their engagement with industry and boost their contribution to economic growth. I am pleased to have been asked to provide the report, which will aim to consider how the strengths of Scotland's universities can be channeled for maximum economic benefit for Scotland, by enhancing industrial partnerships and promoting greater collaboration across the sector. This is a personal report to the Cabinet Secretary and the Scottish Government.

A major aspect of the report will be to examine international best practice and advise on how Scotland can learn from other innovative European economies. It will make recommendations for government, public agencies and universities to consider. The expected publication date will be in the autumn of 2019.

7. Civic University Agreement

The University has recently joined 30 other institutions, including many other top HEIs, in committing to produce a Civic University Agreement in partnership with local government and other major institutions. This reaffirms our commitment to working in the wider interest of Glasgow and Scotland, prioritising the economy and quality of life in the community.

The agreement is a key recommendation in a new report by the Civic University Commission set up by the UPP Foundation and chaired by the former Head of the Civil Service, Lord Kerslake.

The report sets out how universities have the capability, opportunity and responsibility to support the places where they are based to solve some of their most pressing social and economic problems. The University also signed an agreement with Glasgow City Council last month, pledging to use the institution's academic expertise to help inform public policy in the city.

8. 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

15 February: Chaired the interviews for the Professor in Education.

5 March: Chaired the interviews for the Professor in Comparative Politics.

7 March: Chaired the interview for the Professor of Cryo-electron Microscopy

21 March: Met with the QAA ELIR team who were undertaking the Enhancement Led Institutional Review, which is now in its fourth cycle.

22 March: Convened longlisting interviews for the Head of College, Social Sciences.

22 March: Welcomed and introduced Matt Hutnell, Director of Santander Universities and Fernando Revuelta, Santander's Chief Internal Auditor to Glasgow to celebrate Santander Universities and Glasgow's partnership and to sign another 3-year agreement. Four students told their stories – each covering one of the four funding supports received: Scholarships, Travel awards, Internships, Entrepreneurs.

April 1: Travelled to Luneburg and participated in the signing ceremony to establish the European Centre for Advanced Studies (ECAS), established by Leuphana University of Luneburg (Lower Saxony, Germany) in partnership with Glasgow. I then took part in a panel discussion on the topic: "*Quo Vaditis Scotland & Germany?*"

Internationalisation Activities

19 February: I welcomed the Consul General of Japan and representatives of the Japanese Embassy's Cultural and Education division to the University.

11 March: I welcomed His Excellency Raffaele Trombetta, Ambassador of Italy to the United Kingdom to the University. He gave a lecture on Brexit and we took part in a conversation and Q&A session. I then hosted a dinner in the Lodging.

21 March: I met with President of Birzeit University, Professor Abdullatif Abu Hijleh.

26-27 March: I attended and participated with the Lord Provost of Glasgow in an international conference *European Cities and Strategic Planning, 30 years later* hosted by the University of Torino. I was part of a panel and was asked to speak on *Universities and Cities: Which Role for Urban Development?* The conference involved the cities of Torino, Glasgow, Lyon, Bilbao and Barcelona. This was an opportunity to highlight the impact the University's campus development and innovation strategy on the City's economy.

29-30 March: Travelled to Beijing, China to attend and participate in the inaugural THE China Universities Forum co-hosted by Nankai University. I gave keynote presentation on the subject: *How do world class research universities ensure excellent teaching?* I also took part in a signing ceremony with Nankai University to consolidate our partnership.

Lobbying/Policy Influencing and Promoting the University

14 February: I chaired a Russell Group meeting with Dame Shirley Pearce, Chair of the Independent Review of the TEF followed by a Russell Group Board Meeting & Dinner.

15 February: I gave an interview to BBC Radio 4, World at One.

16 February: I gave the welcome to the Adam Smith Gala. This was part of the 2nd Scottish Economic Conference. The Glasgow Economic Forum (GEF) was hosting this year's conference. Both the conference and GEF are student run events and have established themselves as prestigious, quality events.

18 February: I met with Bruce Bernstein, Executive Director Global Engagement Europe, CASE.

18 February: I met with Stuart Patrick, Chief Executive, Glasgow Chamber of Commerce.

19 February: I met with David Fleetwood, Head of Intelligence and Analysis for Negotiation

EU Strategy and Migration Division, and Professor Drew Scott, University of Edinburgh for a Standing Council update.

19 February: In partnership with the John Smith Centre, I hosted The Rt Hon Sir John Major KG CH, who was delivering the John Smith Lecture on Public Service.

20 February: I attended a USSL Trustee Board meeting.

25 – 26 February: I attended the CASE Middle East Leadership Symposium and Advancement Conference in Dubai and took part in a panel presentation and discussion on how Universities can be vehicles for progress. During the visit I had the opportunity to meet with Professor Al Shamsi, Vice Chancellor of BUID, and the following evening dinner with Professor Wellings CBE, Vice-

Chancellor and President of University of Wollongong, Professor Arthur, President of UCL, and Directors of Advancement.

28 February: I travelled to Brunei and to the Universiti Brunei Darussalam (UBD) to deliver the President's lecture which was on *The Role of Universities in preparing the economy for the 4th Industrial Revolution*. While there I enjoyed a tour of the campus, a networking session and in the evening, dinner with UBD Principal Officers.

4 March: In partnership with our Director of Estates & Buildings, I hosted a visit of the Cabinet Secretary for Finance, Economy and Fair Work, Derek Mackay, to our Multiplex campus development sites.

6 March: I met with Professor Graeme Reid Chair of Science and Research Policy University College London and Chair of the Campaign for Science & Engineering (CaSE) Board.

6 March: I welcomed and opened an event which brought together our Glasgow Centre for International Development and DFID.

6 March: I welcomed and met with Dr Gerald Chan who was delivering the seventh annual Andrew Carnegie lecture: *The Alchemy of Turning Science into Medicine: Reflections on the Practice of Translational Science*. Dr Chan is an Honorary Graduate of the University.

7 March: I met with the Secretary of State for Foreign and Commonwealth Affairs, Rt Hon Jeremy Hunt MP before he delivered a speech on issues around Cyber security.

7 March: I met with Leslie Evans, Permanent Secretary to the Scottish Government.

8 March: I participated in a teleconference with the Council of Economic Advisers.

12 March: I attended a Glasgow Life Board Meeting.

13 March: I participated in a USSL Investment Committee teleconference meeting.

14-15 March: I chaired a Russell Group Away Day which was hosted by the University.

15 March: I met with representatives of the Balfour Project who held an event hosted by academics at the University; Sir Vincent Fean (former UK Consul General in Jerusalem and Ambassador to Palestinian authority) and Ilan Baruch (former Israeli Ambassador).

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

18 March: I attended a Standing Council Plenary Meeting.

22 March: I participated in a Glasgow Talks breakfast event and shared the platform with Kate Wedderburn and Kim Wright. Our topic for discussion was Brexit.

22 March: I met with Steve Dunlop, CEO of Scottish Enterprise.

5 April: I met with Professor Graeme Roy, Director of the Fraser of Allander Institute and Natalie Hemmings, Economic Adviser, Office of the Chief Economic Adviser.

8 April: I attended a Creative Industries Advisory Group meeting, London.

Internal activities and Communications and Alumni events

18 February: I hosted a dinner in the Lodging to celebrate this year's World Changing Alumni Award, awarded to Amal Azzudin.

1 March: I hosted an evening Alumni Event in Singapore. Prior to the reception I had the opportunity to meet with individual supporters and friends of the University and the next day a Donors' lunch.

4 March: Along with the Director of HR and the SRC President, I took part in a filmed Q&A Brexit FB session and thereafter a filming session for the BBC.

5 March: I attended the Inaugural Lecture of Professor Gioia Falcone, the new Rankine Chair of Energy Engineering.

20 March: I met with the SRC President and Sabbaticals as one of our monthly meetings.

3 April: I attended Edinburgh Campaign Dinner, co-hosted by Sir Muir Russell and Colin McLean.

9 April: I held a Staff/Student meeting on Brexit.

9. Senior Management Group business

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

SMG Meeting of 4 February

- Strategic Guidance from Scottish Government to Enterprise & Skills Agencies
- Capital Programme Update
- Capital Plan Review
- Graduations Update

SMG Meeting of 11 February

- Brexit: Outward Student mobility

SMG Meeting of 19 February

- Actions on HR Survey re SMG Engagement
- Academic Promotions Criteria
- Action Log
- Heads of School Appointment Policy

SMG Meeting of 4 March

- Knowledge Exchange Framework – Metrics Consultation Response
- Honorary Degrees Committee – Commemoration Day 2020
- R&T Academic Promotion Criteria – Final Revisions for Approval
- Interim Research Review Action Plans
 - UoA 1 Clinical Medicine
 - UoA 6 Agriculture, Veterinary and Food Science

SMG Meeting of 11 March

- Risk workshop led by PwC

SMG Meeting of 19 March

- Review of the Capital Plan
- Facilities services review
- Information Services Strategy
- World Changing Glasgow update
- INTOUniversity
- Officer Training Corps (OTC) Premises
- Online Degree Proposal Futurelearn
- Graduation parchment proposal.

SMG Meeting of 25 March

- Budget 2019-20 and 4 Year Forecast: update
- Finance Committee Workshop: Cashflow scenarios
- Preparing for REF2021: Draft Institutional Code of Practice
- Preparing for REF2021: Quality Reviews of Impact and Environment
- Preparing for REF2021: Terms of Reference of the Project Board
- REF Operations Group
- UESTC Partnership Development
- Interim Research Review: UoA 36A, Communication, Cultural and Media Studies



University
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OUTCOME AGREEMENT 2019–20 to 2021–22 April 2019



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Foreword from the Principal

The University of Glasgow published its new Strategic Plan, Inspiring People Changing the World, in the summer of 2015. The Plan sets out our ambition to build on our current strong position and to continue to improve yet further our reputation, achievements and relative position. Our Mission is to bring inspiring people together in a world-class environment for learning and research, empowering staff and students to discover and share knowledge that can change the world.

Our staff are at the heart of our plan, which focuses on giving them the support, development, infrastructure and environment needed to further the University's ambition to grow our reputation as:

- A place where the best students, regardless of background, are given an education that prepares them to go into the world and make change happen;
- A place where research that positively influences the health, wealth and cultural wellbeing of the world is conducted;
- A place that engages with the city of Glasgow and the global community to ensure that they flourish.

The University seeks to deliver a world-class student learning experience by placing teaching at the centre of what we do, shaping our provision within a research rich environment, and working in partnership with students to co-create their learning and to develop their independence and skills. Our commitment to enhancement and innovation in learning approaches recognises the diversity of our student population and is supported by investment in our infrastructure and teaching and learning environment. Integral to the campus redevelopment strategy is an on-going commitment to new and re-configured learning and teaching facilities and private study spaces that will further support our community of learners and support transitions into the University from a range of backgrounds and pathways.

As measured by our research income and the global citations to our research, the University of Glasgow lies within the top 10 Universities in the UK. Many of the University's areas of research excellence span the subject-areas in each of its four Colleges. The scale and scope of this research activity creates cross-University beacons of research focus, in which Glasgow's staff excel both at progressing human knowledge and applying it to make a difference to society -

Precision medicine - builds on the University's strengths in basic and translational biomedical research, including novel technological approaches to understanding, managing and treating disease. This has been an area of significant investment, including the £20M Stratified Medicine Scotland Innovation Centre.

One health - combines the University's expertise in infection and immunity, disease modelling, human geography, social policy, and our longstanding links with low income countries to understand and combat tropical disease. It comprises activities that were awarded the 2013 Queen's Anniversary Prize.

Cultural and creative economies - connects world-class research in all aspects of cultural life and its heritage, including digital humanities, copyright and information law, and the partnership in the Kelvin Hall museums project.

Future Life - our researchers have developed ground-breaking methods to reverse-engineer human cognitive processes - where, when, and how specific information is processed - from complex brain activity. Our research will impact quality of life and life expectancy by developing advanced healthcare

technologies. We will develop diagnostic tools and novel stem-cell based engineering solutions to target disease before symptoms are evident and so too late for effective treatment.

Nano and Quantum technology - uses quantum science and Glasgow's nanofabrication centre to make new types of camera and imaging systems, including a £27M investment to create one of the UK's four Quantum Technology hubs.

Addressing inequalities - understanding the causes of local and global inequalities in education, health and society, their impact on individuals and communities, and the effectiveness of policies to address them.

The University is moving forward with one of the single biggest educational infrastructure projects in its – and indeed, Scotland's – history. The University Court agreed a capital plan and around £716 m will be spent over the next five years as part of a wider £1bn investment to create new, innovative, and exciting facilities and infrastructure, as well as refurbishing and improving existing estate. Our first new build, the Learning & Teaching hub is now well underway, and on the 8 October 2018 we named it the James McCune Smith Learning hub. Our next priority is to develop the adjacent 14-acre Western infirmary area and we are already on site, beginning the construction of our Research and Innovation Hub. And this is just the start. With our Estates strategy in place, we have an unprecedented opportunity to realise our key strategic aims to enhance the quality of the Student Experience, Research Excellence and Internationalisation still further. It's a unique and exciting chance to leave a lasting legacy that will serve future generations of students and scholars, as well as the surrounding community, for years to come.

As part of these estates developments, the University is also in the process of establishing a cross-city partnership with Glasgow City Council, Scottish Enterprise and other stakeholders to create an innovation district in the West End and Waterfront region of the city, encompassing both the affluent West End area and a number of areas of multiple deprivation on the south side of the Clyde.

The Glasgow University Innovation District will be anchored by the world-class precision medicine and imaging facilities of the University's existing Clinical Innovation Zone on the Queen Elizabeth University Hospital campus, and by an all-new Interdisciplinary Innovation Zone to be included in the developments on the former Western Infirmary site. The Clyde Waterfront Innovation Campus – CWIC – will be established in the Govan area to support our world-class work in nanofabrication, quantum technologies and photonics.

Working together, the Zones will provide space and infrastructure for start-ups, spin-outs, collaboration with industry partners, and facilities for the development of the next-generation digital skills required for the future workforce. In doing so, the Zones and the broader Innovation District will augment the University's role as an engine of the regional economy, driving research and knowledge exchange, nurturing talent, and fostering enterprise across the city to create sustainable and inclusive growth in some of Glasgow's most economically disadvantaged neighbourhoods.

In delivering this Outcome agreement, in partnership with the Scottish Funding Council, we demonstrate the unique and significant contribution that the University of Glasgow can make to the priorities of both the Scottish Government and the Funding Council.

Professor Sir Anton Muscatelli
Principal and Vice-Chancellor

Funding, Campus and Sustainable Estate

Funding Position

The ambitions set out in this document relate to current funding levels and funding regime. Any changes to either of these would necessitate a review of this document and possible changes to the ambitions.

With Brexit expected to take place during the 2018/19 academic year, the ambitions set out in this year's document are particularly contingent on the nature of the exit deal struck and the subsequent Student and Research funding decisions taken by the Scottish and UK Governments.

We feel that the stretching targets we have set underline our ambitions which are framed in the context of the [Audit](#) of Scotland's Universities by Audit Scotland (July 2016). Key findings from this include –

Teaching funding: every Scottish and EU domiciled undergraduate place in Scotland was under-funded by 6 per cent in 2014/15. This gap has emerged before the impact of further cuts of 2.9% in teaching funding per student to take effect in academic year 2016/17, which Audit Scotland describe as a risk to high-quality learning and teaching.

Research funding: Audit Scotland note challenges to maintaining Scotland's world-leading position in academic research, including a real-terms reduction of 7% in SFC research funding between 2014/15 and 2016/17.

Capital funding: has fallen by 69 per cent in real terms since 2010/11, by over £55m per year. £1.2 million of BIS capital funding will not be drawn down in 2016/17 and will be sent back to the UK Government unspent because SFC could not find the funds to match it. Capital funding is needed to maintain buildings and buy teaching and research equipment for staff and students.

In overall sustainability: there is a 3.9% 'sustainability gap' across the sector between the recommended surplus institutions should have and the average held by Scottish institutions. This gap has been widening in recent years.

1 Priority 1: Widening Access

Priority 1: Widening access – Access to education for people from the widest range of backgrounds, including implementation of the recommendations of CoWA and addressing gender balance

We are committed to raising aspirations in, promoting access to and supporting success within Higher Education for those from non-traditional and under-represented backgrounds. This is outlined in our University Strategy 2015-2020: ‘Studying at our University should be possible for anyone with the necessary talent, commitment and potential, regardless of background or belief’. The University of Glasgow was set up as a civic university to benefit Glasgow and its environs.

We take a progressive and inclusive approach to widening participation (WP) and Access, backed by research and evidence, to enable engagement with disadvantaged groups on a broad and individual basis.

SFC Guidance	Commitment, strategies and evidence of progress
<p>Institutions are asked to summarise their strategies to reduce barriers, and proactively promote access to higher education to learners from deprived or disadvantaged backgrounds. This summary must include evidence of significant further progress towards the targets contained in the CoWA recommendations, and should also include strategies and commitments to:</p> <ul style="list-style-type: none"> • Implement CoWA targets in full and demonstrate the institutions response to the university recommendations outlined in <i>A Blueprint for Fairness</i>. • Identify and address under-representation from protected characteristic and socio-economic groups. • Improve retention and outcome for students from disadvantaged and underrepresented socio-economic groups including care-experienced students. • Recruit those from care experience backgrounds, and transitional and support arrangements to assist them complete their programmes of study. 	<p>Implement CoWA targets in full and demonstrate the institutions response to the university recommendations outlined in <i>A Blueprint for Fairness</i>.</p> <p>UofG has worked consistently with SFC and Scottish Government (SG) and the broader sector to implement the CoWA agenda. We provided representation on CoWA on several levels: our Principal acted as a Commissioner and several staff sat on expert groups during COWA. UofG staff (at VP and Head of WP level) sit on several strategic groups implementing the CoWA agenda and targets: SG Fair Access Framework Delivery and Governance Groups; SG Access Data Working Group; Universities Scotland work streams on Bridging Programmes and Admissions; SFC working groups on Bridging Programmes and the School Engagement Framework. We are actively sharing our experience in practice and research to further the national strategic aims of CoWA: our far-reaching suite of WP and Access programmes; our research findings of our SFC-funded Impact for Access project, ‘Engaging with MD40 Pupils in High Progression Schools’, and subsequent expansion of this research to analyse data on all Scottish secondary schools. We are contributing significantly to the national agenda.</p> <p>In terms of institutionally-specific reporting requirements, we are addressing each area as follows:</p> <ul style="list-style-type: none"> • Recommendation 32: we have agreed ambitious and challenging targets (as outlined in the National Measures Data Table). From 2016/17 into 2017/18 we have maintained our position against all targets and aim to reflect positive progress in 2018/19, maintaining our position as being comfortably ahead of all milestones and meeting the 2030 targets. • We would draw particular attention to our performance in Medicine. Early 2018/19 data indicates that close to 20% of entrants reside in SIMD20 postcode areas, increasing from the 2010 baseline of 4%. We are very proud of this progress, achieved via our Glasgow-specific approach to widening access to this subject via the Reach and SWAP Programmes (both SFC-funded) and the new GAP pre-med programme (SG and SFC-funded). We are sector leaders in this area and aim to maintain this position, while sharing our best practice. • Retention of SIMD20, care experience and articulation students: Our monitoring and tracking of and interventions for WP students was highlighted as best practice in the CoWA Interim Report. We continue to work hard throughout the learner journey to retain WP students: research evidence shows the success of our WP pre-entry programmes in influencing retention; our Retention and Transitions Working Groups, both with cross-institutional representation,

<ul style="list-style-type: none"> • Increase the number of students articulating to university with advanced standing. Institutions should maximise opportunities for progression and articulation from college, demonstrating leadership and innovation and a commitment to collaboration with sector partners. • Proactively address gender imbalances in programmes, specifically those subject areas with severe imbalances (i.e. >75%). • Demonstrate current and future commitment to students who are veterans particularly in relation to the mapping and consideration of their existing skills and qualifications and in relation to articulation pathways. • Demonstrate current and future commitment to students (and staff) who are carers. • Are working with students and staff to assess policies to prevent and eradicate all forms of gender based violence. • Have in place a range of services to support the mental health and wellbeing of students and staff. • Provide a link to published British Sign Language Plan and provide evidence of its implementation over the outcome agreement period. • Promote access to high demand courses and professions. 	<p>audit performance and implement necessary change where required to support students on course. Our progress was evidenced by our 2016-17 MD20 retention rate of 90.3%, narrowing the gap to our overall retention rate by 1 percentage point. We aim to close this gap further for MD20 and care experienced students, the latter via our already comprehensive provision in this area. For articulation students, we are currently creating our new UofG HNC Articulation Programme, which is building bespoke intervention at both HNC and degree stages for these students.</p> <ul style="list-style-type: none"> • Recommendation 11: UofG has operated a system of Access Thresholds via contextualized admissions for many years. Bespoke adjusted entry requirements are in place for every subject area, offering up to an 8 Higher Grade point adjustment in some subjects. SIMD20 and SIMD40 applicants are guaranteed an adjusted offer. This was highlighted as best practice in the CoWA Final Report. We recommended the use of Access Thresholds during the CoWA process and support their implementation to provide aspirational and attainable entry requirements for WP applicants. Our adjusted offers for WP applicants are outlined in full at the following URL: https://www.gla.ac.uk/study/wideningparticipation/admissionssummary/ • Recommendation 21: care experienced and estranged learners have been guaranteed an adjusted offer at our Access Threshold for every subject area since 2010. This was another area we recommended to CoWA. • Recommendation 12: we widely promote our Access Thresholds to all schools, pupils, parents, teachers and Local Authorities. Our Adjusted Entry Requirements brochure is widely distributed and available at the following URL: https://www.gla.ac.uk/media/media_606424_en.pdf • Our contextualised admissions system is evaluated and updated annually to ensure it remains current and provides equity for all WP applicants, regardless of background or qualifications obtained. Our Access Threshold levels are based on evidence of academic attainment in school / college and on degree course to create aspirational, but achievable entry requirements for talented applicants. We have 15 years longitudinal research data tracking and monitoring the performance of students who have entered UofG via our Top-Up and Summer School programmes and 6 years data on Reach. This shows that WP students, who have successfully completed these programmes and entered UofG on an adjusted offer perform at a similar level to comparator students. • The rate of conversion of applications to offers to acceptances for SIMD20 and care experienced entrants for 2018 entry was as follows: <ul style="list-style-type: none"> ○ SIMD20: 55% applicants to offers; 28% offers to registration ○ Care experienced: 58% applicants to offers; 35% offers to registrations ○ Non-SIMD20: 57% applicants to offers; 36% offers to registrations <p>Offers were made to every applicant residing in an SIMD20 postcode, with experience of care or estrangement from family support, who was capable of meeting our adjusted entry requirements at our Access Thresholds for each subject. The offer rates were comparable to those of non-SIMD20 residents, indicating our contextualised admissions system, utilising entry requirements appropriate for each subject and the circumstances of individual applicants, worked well in equalising admissions in terms of offer rates to all applicants. Overall, offers to registration for SIMD20 applicants was slightly below that of non-SIMD20 and care experienced applicants. Student choice is a major factor: subjects such as Medicine and Dentistry, with low intake numbers and limited institutional choice, saw very high</p>
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conversion rates (90+%), while other subjects with multiple institutional options in the west of Scotland, saw lower conversion. Applicant performance was another important factor: our adjusted entry requirements are set at rates which give students a high chance of success within UofG. We were able to show some downward flexibility, but if applicants do not achieve close to the Access Threshold, it is not in their interests to admit them, as they would be at risk of non-continuation and withdrawal. We monitor our conversion rates annually and make further adjustments if appropriate and possible.

- Recommendation 9: In 2018, UofG commenced an HNC Articulation Programme in partnership with the three Glasgow Colleges and Dumfries & Galloway College. Targeting WP applicants specifically, we are implementing a system of bespoke HNC provision whereby HNC students attend both the FEC and UofG campuses during the HNC year to ensure sufficient preparation for advanced entry into Year 2 of degree study. AN HNC in Applied Science is running in 2018-19 in Glasgow Kelvin College and HNCs in all three Glasgow Colleges will run in 2019-20 for entry to Life Sciences, Engineering, Social Sciences, Technological Education and Community Development. Similar arrangements will be put in place for Dumfries & Galloway College students. The HNC Articulation Programme will contribute directly to increasing our entrant targets for articulating students. The full targets are outlined in the NM table, but the contribution of each of our HNC programmes will be at least 10 students (50% of programme participants each year). In this way, for 2019 entry, we shall aim for 10 entrants via the Glasgow Kelvin HNC in Applied Science. For 2020 entry, we shall aim to contribute at least 30 entrants in total to Life Science, Engineering and Social Science degree programmes via the three HNC programmes running across the three Glasgow Colleges. For 2021 entry, we aim to expand the HNC programmes accordingly, including having in place routes via Dumfries & Galloway College and to all the targeted subject areas. We shall revise our entry targets upwards accordingly. We are working jointly with our FEC partners to ensure each student progresses to the destination most appropriate for their individual learner journey. Any HNC student not reaching the performance level required for entry to Year 2 at UofG, will be offered HND study within the college and, dependent on performance level, advanced progression to Year 2 at UofG following HND completion. In this way, we intend to build a robust and scalable programme in partnership with our FE partners, to steadily increase HNC and HND numbers progressing to UofG with advanced standing or advanced progression respectively, to the benefit of the individual learner and UofG and the FECs.
- Recommendation 7: UofG operates the broadest range of bridging programmes within the sector, engaging with over 25,000 pupils and adult learners in 2017-18. Effective outreach via these programmes combines with our system of contextualised admissions to provide access routes to UofG, but also across the sector. Our programmes are all multi-exit and we conduct much of the outreach work for other HEI partners, preparing students for entering their institutions. Schools programmes include: UofG Summer School; Top-Up Programme (running as part of FOCUS West (SHEP) and in partnership with LAs); Reach West (Access to Dentistry, Law, Medicine and Veterinary Medicine); Access to a Career in Accounting & Finance, Education and Engineering; Early Secondary Programme. Adult returners programmes include: UofG Access Courses and SWAP Access Courses, several of the latter bespoke for UofG. The Glasgow Medical School Access Programme commenced in 2017-18. Much of this activity has been highlighted as best

	<p>practice by CoWA, e.g. Top-Up and Summer School. We are actively sharing this practice across the sector to aid national strategy. The scope of this work is outlined more fully in section 7.1.</p> <ul style="list-style-type: none"> • Recommendation 25: UofG contributes significantly to our WP provision via core funding. The Summer School, Access to a Career and Early Secondary Programmes and UofG Access Courses are entirely core-funded. We receive ring-fenced SFC funding for Reach and Top-Up (the latter via FOCUS West (SHEP)), but we contribute core funding to these revenue streams to maximise the coverage of these programmes. UofG, as a founding partner of SWAP West, contributes annual funding to SWAP. Additionally, WP staff members are funded via core funding and research projects as appropriate. • Embedded additional places: We do not recruit to the 150 additional places as a discrete group; indeed it is impossible to do so. We recruit to our SIMD20 target as a whole and our commitment to grow our SIMD20 intake and direct the additional places to recruiting SIMD20 residents is indicated in the National Measures Data Table, which shows our commitment to increasing our SIMD20 intake year on year at significant levels, including the ambitious CoWA full-time measure, while also increasing our SIMD21-40 entrants. • Recommendation 24: UofG receives no WARF funding, despite the high number of MD20 entrants and students studying within the University. We are keen to contribute to the proposed 2018-19 WARF review.
	<p>Identify and address under-representation from protected characteristic and socio-economic groups, including care experienced students.</p> <ul style="list-style-type: none"> • Expand and develop our portfolio of WP schools outreach and adult learner programmes alongside our partnership and collaborative work to widen access to UofG, but also the rest of Scotland, targeting under-represented groups, including care experienced students. • Develop a new Sutton Trust Summer School to enable targeting of SIMD20, care experienced and estranged pupils across Scotland. • Develop our work in line with evidence from our research findings and use this to inform SG and SFC work on WP national strategy, e.g. Access data targeting criteria, the Fair Access Framework, the Schools Engagement Framework. • Maintain annual entrants via the Top-Up Programme at current levels.
	<p>Improve retention and outcome for students from disadvantaged and underrepresented socio-economic groups including care experienced students.</p> <ul style="list-style-type: none"> • Our Transitions Working Group continues to investigate and act to improve continuation and retention at all stages of the learner journey. • Our Retention Working Group is producing a new Retention Strategy to direct provision for all WP/Access entrants and particularly at risk groups to increase retention of these students. Provision for adult learners is being investigated and enhanced in 2018-19.

Recruit those from care experienced backgrounds, and transitional and support arrangements to assist them complete their programmes of study.

- Maintain and evolve recruitment activity for care experienced persons and maintain guaranteed adjusted offer of entry at our Access Threshold tariff.
- Maintain and evolve the care experienced student financial support package, which includes Care Experience Bursaries, accommodation and priority access to other funding.
- Maintain priority of access to student counselling and disability services and other support services (e.g. Careers Service to plan post-degree opportunities) for students with care experience
- Increase dedicated support within the WP team from one to two Care Leaver Support Co-ordinator posts.
- The University of Glasgow ask students to self-identify as care leavers upon registration. This is a more accurate source of information than via UCAS providing more than double the numbers. On this basis, we aim to increase care experienced entrant's year on year.
- Our care experience provision earned the Buttle UK Quality Mark from 2007-2016, at the highest possible exemplary level. This provision was updated into our Corporate Parenting Plan to fulfil responsibilities as a corporate parent under the Children and Young People (Scotland) Act 2014. This can be accessed on our website at: <https://www.gla.ac.uk/explore/wideningparticipation/supportingcareleavers/>
- Our Care Leaver Support Coordinator chairs the Care Experienced, Estranged and Student Carers West Forum (CEESCWF), leading and promoting collaborative work across all HEIs and FECs in the west, and working jointly with the equivalent east of Scotland body.
- We continue to liaise and work in partnership with third sector organisations as appropriate, e.g. Who Cares? Scotland, MCR Pathways, CELCIS.

Increase the number of students articulating to university with advanced standing. Institutions should maximise opportunities for progression and articulation from college, demonstrating leadership and innovation and a commitment to collaboration with sector partners

- SFC approved our regional articulation bid with the Glasgow and D&G Colleges in March 2018 for the UofG HNC Articulation Programme.
- A bespoke UofG HNC Applied Science is running in Glasgow Kelvin in 2018-19 for advanced standing articulation to Year 2 in 2019-20.
- Further bespoke HNCs will run in 2019-20 across all Glasgow FECs for entry to: engineering, education, technological education, community development.
- Develop our articulation programme at Dumfries in line with the new programme.
- Evaluation of the HNC Articulation Programme will be conducted to inform our best practice, but also inform SFC and the sector of the impact of this new delivery model.
- Maintain annual adult returner Access course entrants at current levels via SWAP / UofG / other Access routes, to improve access and outcomes for target groups.

Proactively address gender imbalances in programmes, specifically those subject areas with severe imbalances (i.e. >75%).

- We have investigated gains to be made from our WP programmes for our GAP. This provides a starting-point, but the GAP goes beyond the scope of our WP provision.
- We are working with SWAP to encourage gender diversity within our adult returner entrants to gender imbalanced subject areas.
- All subjects with gender imbalance are represented in one or more of our WP pre-entry programmes to encourage diversity via these routes.
- Please see our full GAP for further details: https://www.gla.ac.uk/media/media_544317_en.pdf

Demonstrate current and future commitment to students who are veterans particularly in relation to the mapping and consideration of their existing skills and qualifications and in relation to articulation pathways.

- UofG signed the Armed Forces Covenant in March 2017.
- We are supportive of the SFC and SCQF work in taking forward the recommendations of the Veterans Commissioner and are keen to contribute to this area in terms of taking on best practice or providing research support in investigating and putting in place provision for this varied group.
- The announcement of the Supporting service families and veterans conference in January 2019 is welcome as a means of furthering this provision.

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

- Enhance and develop provision for students who are carers.
- Increase dedicated provision within the WP team by increasing the Carers Support Coordinator role from one to two posts, to enhance advice, guidance and advocacy for student carers.
- Continue to work with the Carers Trust and support their 'Going Higher' campaign. We aim to achieve the 'Going Higher for Student Carers: Recognition Award' in 2018-19.
- Our recently updated Students' Representative Council Carers' Policy (the first of its kind in Scotland when created in 2011), will be further reviewed as part of the 'Going Higher' award. The current policy is available on our website at: www.gla.ac.uk/senateoffice/policies/studentssupport/studentcarerspolicy
- Students can now self-identify as carers at point of registration to immediately access support.
- We have in place data-collection procedures to identify numbers of student carers within UofG.
- We are starting consultation with Trade Unions on revising our Flexible Working Policy.
- We are developing a Carers Policy for staff.

Are working with students and staff to assess policies to prevent and eradicate all forms of gender based violence

- The Gender Equality Champion chairs Gender Based Violence Strategy Group, jointly with Glasgow Caledonian University. The group includes representation from Rape Crisis Scotland, Police Scotland, relevant internal staff and students.
- The University has reviewed a range of policies including the Code of Student Conduct to reflect the Pinsent Mason Guidance, established a Personal Relationship Policy and a Safeguarding Policy.
- Code of Student Conduct: <https://www.gla.ac.uk/myglasgow/senateoffice/policies/calendar/calendar2018-19/feesandgeneral/studentssupportandconductmatters/reg33/>

	<ul style="list-style-type: none"> • Personal Relationship Policy: https://www.gla.ac.uk/myglasgow/humanresources/equalitydiversity/policy/prp/ • With Rape Crisis Scotland, the University has rolled out three levels of training, two day training for first responders of GBV, 5 hour training for front line staff and the Student Representative Council are in their third year of rolling out 'Let's Talk' training – it is estimated over 1000 students have now received this. • The University has a web resource page outlining internal and external support for sexual assault and have designed and rolled out a student online reporting system for harassment and bullying with a focus on GBV. • The University has established a research group, led by Prof. Michele Burman on GBV.
	<p>Have in place a range of services to support the mental health and wellbeing of students and staff</p> <ul style="list-style-type: none"> • The Mental Health Champion chairs a Mental Health Working Group, which includes representation from HR, Trade Unions, Student Counselling Service, the Student Representative Council and Clinical academics. • The University has a Mental Health Strategy and action plan which the Champion and group are implementing. https://www.gla.ac.uk/myglasgow/courtoffice/mentalhealthactionplan/ • The University has increased investment in Counselling and Psychological Services (CaPS), including sourcing a telephone service to ensure out of hours cover. • The University has established a Crisis Team who respond to any urgent requests.
	<p>Provide a link to published British Sign Language Plan and provide evidence of its implementation over the outcome agreement period</p> <ul style="list-style-type: none"> • The University's British Sign Language Plan was approved in October 2018. https://www.gla.ac.uk/myglasgow/humanresources/equalitydiversity/bsl/ • Annual implementation reports will be received by the Disability Equality Group.
	<p>Promote access to high demand courses and professions.</p> <ul style="list-style-type: none"> • A major strand of our widening access work remains bringing WP applicants into professional degrees. We are unique in Scotland in having an access route to each professional degree for school leavers and adults alike. We shall maintain and develop this provision, which brings real social mobility for individuals and can foster true social change within deprived areas in the long-term, i.e. via Medicine, by recruiting more doctors from disadvantaged areas who can diversify the Medical profession, understand more fully the health and wellbeing problems associated with socio-economic deprivation and be more likely to work in these areas for general societal good. • Expand and develop the SFC-funded Reach West Programme and UofG core-funded Access to a Career Programme from the current 107 to circa 120 schools, as a milestone to working with all 163 west of Scotland schools from 2020, working with targeted pupils and informing the SFC 'Schools Engagement Framework'. UofG has facilitated significant increases in WP entrants to the four Reach target subjects: Medicine; Dentistry; Law; and Veterinary Medicine. This has encouraged participation from target secondary schools and as a result, increased participation rates from pupils living in MD20/40 postcode areas. • Our 2018 entrants to Medicine are particularly encouraging: our early return shows close to 20% of entrants residing in MD20 postcode areas. We are very proud to have reached this level and aim to maintain this performance via our outreach and contextualised admissions provision through the Reach, SWAP Access to Medical Studies and Glasgow Access Programme provision.

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| | <ul style="list-style-type: none">• In 2017-18, we facilitated our Medical School Glasgow Access Programme (GAP) for the first time. This programme was an unmitigated success; 19 students progressed to Year 1 Medicine in 2018 and one chose to progress to Year 2 Life Sciences. The 2018-19 programme recruited 23 students to the 20 funded places. Three additional students with asylum seeker status were recruited via a new funding partnership with the Carnegie Trust for the Universities of Scotland. We were delighted to receive confirmation from Scottish Government that funding will be extended for the next four years.• Maintain and develop recruitment to Medicine via the additional places created by Scottish Government for WP students. UofG received 10 places for 2018 entry, contributing to the total of 32 SIMD20 entrants to this subject area. We shall look to build on this performance going forward and will work in partnership with SFC and Scottish Government to bring further diversification and growth of WP student numbers to the medical profession.• 2017 saw our first graduates via Reach in Medicine, Dentistry and Veterinary Medicine and 2018 saw over 80 graduates across the four subject areas.• Continue to facilitate the expanded Reach West Programme via the creation of the Access to a Career in Accounting & Finance, Education and Engineering Programme, funded from UofG core funding. Seven professional subjects are covered simultaneously and accompanying contextualised admissions progression agreements are in place.• Continue to develop and expand the Reach remote and rural island cluster, working with schools across all islands off the west and north-west coast of Scotland.• Maintain and evolve high-level Access courses to professional degrees: SWAP Access to Medical Studies (Medicine, Dentistry, Veterinary Medicine) (2 courses); SWAP Access to Law, Business and Accounting & Finance (2 courses); UofG Access to Law, Business and Accounting. |
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2 Priority 2: High Quality Learning and Teaching

Priority 2: High quality learning and teaching – an outstanding system of learning that is accessible and diverse, where students progress successfully with the ability, ideas and ambition to make a difference

Short overview of current activity: We are making significant investments in the learning infrastructure through redesigning existing study spaces and learning spaces and planning a multi-million-pound investment in a new learning and teaching building. Linked to this are focused working group activities directed at further improving retention, enhancing induction, supporting transitions from a range of pathways into and through the University, promoting student mobility, developing skills and enhancing employability.

SFC Guidance	Commitment, strategies and evidence of progress
<p>Institutions are asked to summarise their approach to enhancing the quality and delivery of learning and support for students, and outline their strategies to ensure that students leave university with the skills, flexibility and attributes to succeed.</p>	<ul style="list-style-type: none"> • Several million pounds’ worth of investment is being made in redesigning existing study and learning spaces, and in creating new study and learning environments. Intention is to support improvements in student satisfaction, increased engagement with learning, enhance transition into study, create a locus for student society events and other work-related and extra-curricular student-led activities. • Focusing on entry to years 1 and 2 of the undergraduate degrees, we are developing strategies to enhance transition into, and engagement in, University life especially for Scottish domiciled (home) students, students with caring responsibilities and care leavers. We are also now focusing on support for part-time and mature students, many of whom are from a widening participation background (See also Priority 1). Specific interventions include: <ul style="list-style-type: none"> • Course-specific buddy schemes; • School engagement events; • Partnership working with FE Colleges where Articulation Agreements are in place/being developed, particularly in Dumfries. • Review of health and well-being provision and pre-arrival materials to prepare for transition to HE study. • During 2018-19, the University rolled out an Academic Writing Skills diagnostic programme to all new students. This supports early, targeted support for writing skills development and participation is a requirement for new students. • A firm commitment has been made to increasing undergraduate outward student mobility and is reflected in a University Key Performance Indicator (KPI) that addresses study abroad, internships and short-term experiences abroad. Although we have exceeded our own targets, we are continuing effort and are implementing a new language strategy designed to encourage uptake of languages for mobility (study or workplace participation abroad). • In support of a world-class educational experience, we have institutional and local strategies and action plans to increase overall satisfaction with the student experience as measured by the NSS - captured in our institutional KPIs. • In partnership with the SRC and student services, we are increasing engagement with extra-curricular activities through societies, volunteering, internships, enterprise, to promote skills development. • The Internship Hub at the University’s Careers Service offers approximately 350 internships, exclusive to University of Glasgow students, mostly paid, per annum. • Development of a graduate attributes strategy and recognition scheme leading to revised use of the HEAR. • The University continues the development of strategies to engage well qualified Teacher Education applicants. Open Days, Web Chats, talks to potential undergraduate applicants have improved engagement. Targeted media and social media campaigning aimed at reaching potential applications in hard to fill places, particularly STEM subjects, is undertaken, reviewed and improved each year. • The University has worked in partnership with the Scottish Government Learning Directorate to create new, attractive and innovative routes into teaching which lead to dual STEM qualifications in primary and secondary.

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| | <ul style="list-style-type: none">• UofG was a founding member of the Scottish Wider Access Programme (SWAP) in the 1980s and remains a major partner, working in close collaboration with SWAP West to widen access for adult returners to HE to every degree area within UofG. We annually recruit students via both SWAP West and SWAP East.• The 16/17 retention rate for protected characteristic groups was: Disabled: 92.6%, Ethnic minorities: 96.1% and Mature students: 90.3%. It should be noted that due to relatively small student numbers in each of these groups, the rates can fluctuate dramatically year on year.• UofG are committed to improving our student retention and this is reflected in the ambitious target of 95%. As part of our student retention efforts we have a retention working group focussed on informing and streamlining university wide retention efforts. Examples of positive outcomes include:<ul style="list-style-type: none">• retention networking events,• development of the university's retention action plan• evidence-based interventions informed by growing analytical capabilities within the Planning team.• We have been proactive in adapting our curriculum in response to employer needs and this is evidenced by the introduction of popular new programmes such as Data Science and the proposal for degree level apprenticeships in Computing Science.• While we are adapting our curriculum and addressing social issues it should be noted that there are no immediate plans to significantly alter the UG subject mix at the University. |
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3 Priority 3: World-leading Research

Priority 3: World-leading research – world-leading universities, nationally and internationally connected with a global reputation for their research

Short overview of current activity: Our research strategy is informed by our performance in REF2014, specifically by the need to strengthen further our research outputs and the impact that they drive. We have completed two systematic external reviews at discipline level, in response to which each unit is delivering on specific action plans. The reviews have a strong developmental component and drive preparations for REF2021. Recognising that our research is only as good as the staff we employ, we have substantially invested in recruiting and developing researchers at all levels, to create a community of researchers – from our PGR students to our senior leaders – who have the necessary skill, confidence and leadership to focus on global priorities. To support this ambition, we have identified six cross-disciplinary areas that bring together complementary research expertise to address large challenges such as inequalities and the global disease burden. These areas will be supported by the ambitious £1bn plan to develop our estate, which includes a £115M Research Hub. Finally, following a review of procedures to promote research integrity we are in a strong position to lead the UK community in this area.

SFC Guidance	Commitment, strategies and evidence of progress
<p>Institutions are asked to summarise their strategies to enhance the competitiveness and international standing of their research, maximise the impact of their research, and embed a culture where diverse researcher talent is nurtured and developed. Where appropriate statements should outline strategies and aspirations to:</p> <ul style="list-style-type: none"> • Enhance their performance in a future REF exercise. • Grow research income from the UK research councils and other sources, and how they will use REG funding to support research excellence. • Sustain a high-quality environment for research training and development. • Enhance the development and diversity of its researchers (including ambitions for Athena Swan and Excellence in Research recognition), and address equality and diversity issues identified by REF2014. • Enhance research collaboration including to support the research pools, and promotion of multi /interdisciplinary working. 	<p>1. Commitment to the Universities UK Concordat to Support Research Integrity, and Concordat on Open Research Data: Recent developments include:</p> <ul style="list-style-type: none"> • Enhancing the visibility of research integrity via: a new web site, appointing a network of 28 Research Integrity Champions and Advisors, and providing research integrity training to new PGR students and staff. • Providing assurance of consistently high standards, by publishing an annual statement since 2014/15. • Becoming signatories to the Concordat on Open Research Data: a dedicated team provides training/support, and manages an institutional repository for storing/sharing research data. • Revising the Code of Good Research Practice to provide guidance on authorship practice, and launching a ‘Managing publications’ website to promote registration of researcher identifiers, and encourage wide sharing of research. • Our Statement on the Use of Quantitative Indicators in the Assessment of Research Quality documents our commitment to transparency, and has been recognized as an example of good practice by Universities UK (p22). • Our research integrity provision has earned us external recognition, most recently from the Royal Society. <p>2. Attracting new and developing existing talent: We use REG funding to grow a vibrant research community by attracting, developing and connecting talent in the university:</p> <ul style="list-style-type: none"> • REG-funded schemes enhance and grow our research base, through the recruitment of PGRs, Research Fellows, Readers, and Professors. Case Study 1, Attracting new talent: The Lord Kelvin / Adam Smith Fellowship scheme has attracted emerging research talent to Glasgow, with support from £18M of REG funding. Through this programme, 100 researchers have joined the University from across the world, with 43 securing their own additional fellowships funded from competitive UK-wide sources. More detail and other case studies can be found in a recent WT publication and on the LKAS website. • A series of leadership & development programmes for mid-career staff and ECRs have been collated on a single website. Flagship initiatives for research staff include the annual conference and the Glasgow Crucible. All academic staff are supported with training/mentorship via the Early Career Development Programme. Case Study 2, Investing in career development: To support the development of ECRs across all disciplines, we use £20K of REG funding a year to fund the Glasgow Crucible. The Crucible is an annual four-day leadership and development programme that helps researchers to become more ambitious in their funding applications and publications, get to grips with the impact agenda, and develop interdisciplinary collaborations outside academia. Now in its 4th year, the scheme has received exceptionally positive feedback from participants, who have gone on to try new and ambitious ways of

- Enhance public and cultural engagement and contribute to public policy and public sector delivery.

Institutions are also asked to evidence their commitment to the principles set out in the Universities UK Concordat to support research integrity.

communicating what they do. One recent participant went on to write her first article for an online media outlet, *The Conversation*, which has attracted over half a million views.

3. Enhance the diversity of researchers:

- The [Ingenious and Enterprising Women Scotland](#) project, led jointly by the Universities of Glasgow and Edinburgh but with >80 participants from across Scotland, aimed to support female ECRs in industry and academia to develop entrepreneurial skills. This SFC-funded project was part of a [suite of projects undertaken by the Scottish Government](#) to close the gender pay gap and remove barriers to women achieving equality in business. Feeder events around Scotland in Spring 2018 were followed by a residential programme focused on skills development and confidence building.
- In 2018, we retained the [HR Excellence in Research Award](#), following an external review through the European Commission. Feedback highlighted: the progress made since 2010, our innovative initiatives (particularly noting the PGR blog), and the success in avoiding duplication of effort and including stakeholders in the development of plans.

4. Research audits and activities to enhance production of world-leading (4*) outputs and impact:

- Two rounds of external reviews have appraised the REF-readiness of each of the 29 UoAs that the University will submit to REF2021, to enhance the self-calibration of our quality, and increase high-quality outputs and impact.
- An institutional KPI for REF impact was introduced in 2017 to focus on the quality and level of preparedness of our REF2021 impact case studies.
- An emphasis on 4*-quality is supported by activities including 4* calibration workshops, masterclasses, and revised promotion and recruitment criteria.

5. Enhance research collaboration:

Beyond our commitment to SFC-funded research pools (the SULSA Director appointed in 2016 is based at UofG), 2 Scottish Graduate Schools (currently supporting >160 students) and 12 DTP/CDT-type partnerships (supporting ~100 students), we have strong research collaborations nationally and internationally:

- The newly launched '[Glasgow Research Beacons](#)' reflect six areas of cross-disciplinary research that bring together researchers addressing important research and societal challenges.
- A restructure of how research support is provided has created dedicated local teams who assist academics from the research proposal stage through to final reporting: the aim is to increase and diversify our sources of funding and to support applications to larger calls.
- Examples of recent success: the University is 7th in the UK for GCRF income (June 2018; according to a Research Professional analysis). We currently have a GCRF portfolio worth £26.4M. In our latest round of SFC-allocated funding, we funded 45 projects spread across 31 countries, including 24 that are led by ECRs.
- In 2017, the University became an EPSRC Framework Partner University, a status limited to the top 13 universities in terms of research EPSRC portfolio drawn.
- We are a founding member of the [Guild of European Research-Intensive Universities](#), a member of [Universitas21](#), and we have established strategic partnerships with 7 global institutions with whom we support joint research projects, including most recently with the [University of Radboud](#).
- Scotland is Now features case studies on our pioneering and progressive research: our successful academics (e.g. [Ravinder Dahiya's work on prosthetic skin](#)), our globally-relevant research themes (e.g. [Nick Kamenos' work on coral bleaching](#)), examples of the societal impact of new technologies (e.g. [the development of the MindMate app](#), which helps people with early-stage memory loss), and [sensitive detectors for gravity sensing](#).

4 Priority 4: Greater Innovation in the Economy

Priority 4: Greater innovation in the economy – a national culture of enterprise and innovation leading to a more productive and sustainable economy

Short overview of current activity: Our ambitions in Knowledge Exchange and Innovation build upon our wider goals around research excellence, as articulated in our University Strategy (Inspiring People, Changing the World) – by helping to drive scholarship by engagement. The economic impact of the University, its students and international visitors is already evident. We sustain £1.5bn of output, £800M in GVA and nearly 15,000 jobs across Scotland. Our new strategy outlines the University’s plans to build upon this activity to further enhance the global impact of our research whilst, at the same time, meeting Scottish and UK Government aspirations for entrepreneurship, business growth and economic prosperity.

SFC Guidance	Commitment, strategies and evidence of progress
<p>Institutions are asked to summarise their approach to sustaining a culture in which innovation can flourish, and their work with business, industry, and the public sector to find innovative solutions that support economic growth, and impact on our society and culture. Where appropriate statements should outline plans and/or strategies for:</p> <ul style="list-style-type: none"> • Engaging with the innovation landscape in Scotland including Innovation Centres, Interface, Innovation Vouchers, and the Scottish Government’s proposed innovation reforms. • Delivering the Innovation Scotland Action Plan. • Engaging with SFC and Innovation Centres on the recommendations of the Innovation Centre review. • Delivering the individual institution’s agreed contributions to the nationally agreed University Innovation Fund (UIF) outcomes. • Embedding enterprise and entrepreneurship training in its programmes. • Securing matched-funding from industry for SFC additional skills places. 	<p>The University of Glasgow is committed to enabling greater levels of innovation and enterprise. Key initiatives include:</p> <ul style="list-style-type: none"> • New Knowledge Exchange & Innovation Strategy (2017 to 2022) to grow engagement with industry, investors and entrepreneurs. Progress: Published Knowledge Exchange & Innovation Strategy in 11/17; Priorities Open for Business; Economic Impact through Entrepreneurship & Innovation; High Quality Policy and Practice in a Changing Landscape; and Inclusive Community & Public Engagement. • Building strategic industry partnerships to enhance innovation and entrepreneurship. Progress: Drug discovery partnership with AZ; £27m QuantIC initiative; Extended Santander partnership to facilitate student entrepreneurship; Engagement with J&J, Siemens, Toshiba Medical, Apple, AstraZeneca, BioCon, Intel, Thermo Fisher; Work with SE, SDI, Glasgow Chamber, GCC to grow SME partnerships; Lead project with GCC and Region City Deal to develop life sciences industry cluster at QEUH campus; lead pan-Scottish BEIS Science & Innovation Audit in Precision Medicine; Glasgow Molecular Pathology Node collaborating with industry to develop new diagnostics; University/Industry 5G demonstrator test bed proposal pending to facilitate R&D projects and entrepreneurship. QuantIC (led by UofG) has approved 37 industry-led projects. Funded through the Partnership Resource Fund, this £3.7M investment has leveraged £2.3M of industrial contribution towards acceleration of our technology. QuantIC has also invested £525k in 11 industry-led studentships and leveraged £470k from industry. Building on the academic and industrial strengths highlighted in the Science & Innovation Audit for Enabling Technologies, a Strength in Places Fund (SIPF) bid was submitted for the establishment of the Clyde Waterfront Innovation Campus (CWIC) totaling £80m (£28M, SIPF, £28M UofG, £27.5M Glasgow City Region City Deal). CWIC will co-locate the University’s nano and quantum device fabrication facilities alongside industrial innovation space. The initiative will enable collaborative R&D, business co-location, employment, entrepreneurship and skills development. The campus was also included in the First Minister Program for Government and is aligned with the broader strategy around the creation of an Innovation District on the Clyde Waterfront, which is the subject of a memorandum of understanding between the University, Scottish Enterprise and the City Council; Funding from UKRI Innovate UK portfolio has grown 26% from FY 2017 and 150% since FY 2015; Led, for Scotland, the successful £16m Industrial Strategy Challenge Fund (ISCF) application for an Industrial Centre for AI Research in Digital Diagnostics (iCAIRD). UofG is a hub for the program of work on digital radiology and pathology with industry partners including Canon and Philips. Project comprises 17 partners from NHS, academia and industry and will focus on the application of AI to digital diagnostics for the benefit of the UK. AY2019/20; Continue to play a strategic role in the development of quantum technologies in the UK via a transition to phase 2 of the National Quantum Technology Programme on 01.12.19. Glasgow will contribute to all four QT Hubs under the National Programme. Building on industrial partnerships already developed over phase 1 of QuantIC circa £9.4M (cash and in-kind contributions) has been secured from industry for Phase II.; QuantIC Phase II will have a focus on developing strategic industry partnerships with companies that can play a key role in the development of the technologies developed in the Hub to date ; Lead the development of an industry-led

proposition to the Industrial Strategy Challenge Fund for a quantum technology innovation centre around the industrialisation of miniaturised quantum components. To this end, the Scottish Funding Council has provided £100k funding from its Strategic Funds to the University of Glasgow and the University of Strathclyde to support the establishment of a Quantum Technology Innovation Centre (QTIC); Launch BEIS Science & Innovation Audit (March 2019) in Precision Medicine and develop full £50M SIPF proposal for a 'Living Laboratory' at QEUH (Submission Sept 2019). This was highlighted as a 'game-changing opportunity' in the SIA. Industry partners include ThermoFischer, BioClavis, Siemens, Aridhia, MR CoilTech, Spiritus Partners. Support the establishment and roll-out of the iCAIRD amongst industry, health services, and academic partners; Continued support to develop the Imaging Centre of Excellence (ICE) to facilitate Scotland-wide access to 7T MRI, including development of 'precision imaging' opportunities amongst academic research, NHS, SMS-IC and industry.

- **Continued support for engagement with the SFC Innovation Centres in particular CENSIS and SMSIC. Progress:** co-location of SMS-IC at QEUH; Established Clinical Innovation Zone (CIZ) at QEUH to build corporate cluster alongside SMS-IC; Companies include: BioClavis, MR CoilTech, Clinnovate UK, Siemens, Aridhia, Causeway Therapeutics; CIZ offering flexible hot desk space encourage collaboration with researchers and NHS; Partnership with BioCity/ MediCity; Launch of £32M Imaging Centre of Excellence (ICE), a building designed to foster collaboration between industry, University and NHS; MSc on Precision Medicine; Supporting SMS-IC and CENSIS to develop business cases for funding renewal.; Led, for Scotland, a BEIS Science & Innovation Audit (SIA) in Precision Medicine which has been completed and is awaiting a launch by BEIS. The First Minister's Precision Medicine Summit, held in Perth in September was early outcome of the SIA. Continue to Lead project with GCC and Region City Deal to develop life sciences industry cluster Clinical Innovation Zone (CIZ) at the QEUH. CIZ now hosts a co-location of 200 clinical academic researchers, 32 core business/specialist support staff and currently 10 tenant organisations includes Canon, Siemens, BioClavis, Spiritus Partners and MR Coiltech who employ over 43 FTEs on site. **AY2019/20** - UofG will continue to support the development of SMS-IC pending the outcome of the full business case submitted to SFC in November 2018; Continue to support CENSIS
- **Participate via RKEC /RCDG in the shaping UIF outcomes to meet national priorities; Delivering against plans submitted in January 2016. Progress** Via RCDG leading collaborative plan for National Outcome 1 'Demand Stimulation; See Annex B for progress against Priority Actions – AY2017/18; **AY2019/20** continue to provide leadership to a Scottish HEI initiative focused on Demand Stimulation for HEI services from 'targeted' multi-national companies. Participate in on-going collaborative activities to deliver National Outcomes including financial contribution to a Secondment post to co-ordinate ISCF applications amongst Scottish HEI
- **Task force to evaluate and drive change in the scale of the provision of entrepreneurship support provided to our students. Progress:** draft recommendations to enhance support; Grow new ventures e.g. MindMate Ltd (Converge Challenge Winner; 2016); Staels Design (Converge Challenge, Design and Creativity Winner; 2017); Continued support for under-graduate, post-graduate and graduate entrepreneurs which includes hosting of 2 Unlocking Ambition Fellowships; Business Start-up Workshop Program 2018 delivered to over 330 students / recent graduates. 30 student start-up companies receiving support; UofG only Scottish partner in the £5m Connecting Capability Fund project led by the London School of Economics (LSE) and including Oxford, Manchester, Sussex, Sheffield and Cardiff. The project aims to drive entrepreneurship and innovation from social science students and staff. Outputs include generation of scalable new ventures. **AY2019/20** continue to fund a team of student interns to develop and deliver entrepreneurship support initiatives to student entrepreneurs; Develop plans for a new fully serviced student incubator to be located in the new Research Hub building due for completion 2020/2; Identify/appoint a strategic lead to take forward the University's vision

for student enterprise; Work with the University's student bodies to ensure that there is good support in place for student-led enterprise activities

- **£1bn campus re- development plan for the former Western Hospital site includes a commitment to creating space within new buildings to foster industry collaboration and entrepreneurship. Progress:** collaboration with SE and GCC to develop an Innovation District from the West End to QEUH to foster economic growth with international reach.; University has signed a MOU with Glasgow City Council and Scottish Enterprise in relation to the development of an innovation district linked to the University's £1bn campus investment program and initiatives (e.g. Clinical Innovation Zone) at the Queen Elizabeth University Hospital and the proposed Clyde Waterfront Innovation Campus. The University is also engaging with Scottish Government, the Glasgow Chamber of Commerce and key business stakeholders to stimulate new partnerships that will build on its own investments, the Glasgow city deal and the business opportunities that are emerging to deliver the economic benefits being created for the West End and Waterfront area of the city. **AY2019/20** Develop SIPP applications for Living Laboratory and Quantum Technologies Innovation Centre to be located in GOVAN near to the QEUH
- **Continued commitment to the creation of scalable new ventures with public (e.g. SE) and private partners (e.g. IP Group plc; Epidarex Capital).** Scalable companies include: Caldan Therapeutics (£4.5m); DeepMatter plc (£5m); Anacail (£3m) ; Clyde Biosciences (£2m); Lynkeos Technologies Ltd (£1.5m) , Causeway Therapeutics Ltd (£2m), Kvatchii Ltd (£0.15m); Semiwise (£0.05m) and SAW Dx (£1.8m); Gold Standard Simulations Ltd acquired by Synopsys and growing Glasgow base to 30 + graduate/PhD jobs; Building relationships with Angel investors including Archangels; EquityGap; Examples of new deals Portage Glasgow Ltd (joint venture drug development company located in Glasgow with Canadian based Portage Pharmaceuticals Ltd); Glasgow/Tel Aviv University researchers team have secured funding from FutuRX (<http://www.futurx.co.il/>) which is Israel's leading biotechnology innovation accelerator. Developed new relationships with investors including Advent Life Sciences; Medicxi Ventures and Juvenesence; Secured ~£4m in EPSRC, MRC, ESRC and EPSRC Impact Acceleration Account funding to support entrepreneurship, commercialization and industry engagement. **AY2019/20** – continue to support the creation of scalable new ventures to exploit academic-led innovations (current pipeline of 15 projects) and to license/transfer technologies to entrepreneurs and existing companies (in Scotland and beyond); increase investor/corporate engagement with academic and research staff; Deploy UKRI IAA, UofG KE, MRC CiC and UIF funds to ' bridge the gap ' between academic innovations and the required readiness for investor and / or corporate engagement; Deepen relationships with the UK Catapult network and develop partnerships to accelerate commercialization and industry engagement.

5 Priority 5: High-performing Institutions

Priority 5: High-performing institutions – a coherent system of high-performing, sustainable institutions with modern, transparent and accountable governance arrangements

The University Strategy outlines three values: *Passionate, Professional and Progressive*, that carry key equality references including;

Professional - we are committed to embracing diversity and difference and treating colleagues, students, visitors and others with respect.

Progressive - we believe that studying at our University should be possible for anyone with the necessary talent, commitment and potential, regardless of background or belief.

SFC Guidance	Commitment, strategies and evidence of progress
<p>Institutions are asked to summarise how they ensure continuous improvements in the quality of their governance, promote equality and diversity in all their activities, and demonstrate enhanced sustainability – securing best value for public investment. Summaries should outline how institutions:</p> <ul style="list-style-type: none"> • Are discharging their obligations under the Climate Change (Scotland) Act 2009. • Address statutory requirements to eliminate discrimination, advance equality of opportunity and foster good relations. • Use data and consultation processes to evidence and address under-representation of protected characteristic groups. 	<p>Governance and Senior Women</p> <p>The University Court established a Working Group to advise it on how best to be compliant with the HE Governance Act, bearing in mind the need to keep as close to the current arrangements as possible and a total of no more than 25 members of Court. That Working Group has been meeting and has made interim reports to Court; a final report is expected to be approved by Court at its meeting in December 2018. Discussions have commenced with the Scottish Government and it is expected that the University will be compliant well ahead of the required date of December 2020.</p> <p>The Remuneration Committee makes recommendations to Court on the process of determining salary awards for senior staff and determines the Principal’s remuneration in the absence of the Principal, who is not a member but who attends for items relating to senior management remuneration other than his own. Membership of the Remuneration Committee includes one staff representative who is a Court member and the President of the Students’ Representative Council. Details of the remuneration of senior post holders are set out in the University’s Financial Statements which are published annually.</p> <p>In terms of our Governance, University Court committed to the 40:40:20 as outlined by Universities Scotland. The gender balance on Court is 44% female, 56% male. The University continues to strive for a good representation on Court.</p> <p>The University’s structural approach to equality, is through the Equality and Diversity Strategy Committee (EDSC) reporting to both Court and Senate through appropriate committee structure. Eight Senior Managers acts as Equality Champions, covering all the protected characteristics, and in addition Refugees and Asylum Seekers and a newly appointed Mental Health Champion. The Principal is the overall Equality Champion and Chairs the EDSC.</p> <p>The University has been on a gender equality journey, with the aim of growing the percentage of senior females in professional and professorial posts. The University has made strong gains by increasing the percentage of female professors from 21% in 2013 to 25% in 2017.</p> <ul style="list-style-type: none"> • The University published our response to the Public Sector Equality Duty (PSED) in April 2017. This outlines how the University meets the general duties of the Equality Act 2010, through the PSED. Further details on each of the elements are available through the links below • The University of Glasgow Mainstreaming Report 2015-17 • The University of Glasgow Equality Outcomes Report 2017-2021 • The University of Glasgow Staff Equality Monitoring Report • The University of Glasgow Equality Impact Assessment Policy and Process

	<ul style="list-style-type: none">• The University of Glasgow Equal Pay Statement (for Gender, Disability and Ethnicity; includes the Gender Pay Gap). <p>The University's Mainstreaming Report 2015-17 makes direct reference to the Outcome Agreement and the Gender Action Plan. The University will publish updated Public Sector Equality Duty reports as required in April 2019</p> <p>The University aims to treat all employees with dignity and respect, ensuring fair benefits and pay packages and access to annual performance and development review processes. The University has a close working relationship with four recognised Trade Unions on campus and is an accredited Living Wage Employer.</p> <p>Climate Change</p> <p>The University Estates Strategy has been designed to contribute to a reducing carbon footprint with a focus on a reduction in overall energy consumption as well as the introduction of low or zero carbon technologies for energy production with new buildings achieving a carbon footprint of 30% less than existing buildings.</p> <p>The University's carbon footprint has reduced from 69,590 ton CO2e in 2015-16 to 61,484 ton CO2e in 2017-18.</p>
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6 Cross Cutting Themes

6.1 Additional Funded Places for access, articulation and skills

Additional funded places for access have been mainstreamed, with a baseline having been agreed with the SFC. Subsequent, annually increasing, targets for MD20 and MD40 entrants, are outlined in the National Measures Data Table.

The tables below demonstrate the progress against these targets and indeed progress made in the years prior to accepting the additional places. We are satisfied with this significant progress, although acknowledge we still have further to go. We remain comfortably ahead of the 2021 CoWA milestone of 10% of entrants from MD20 areas, but intend to continue to increase our MD20 entrants year-on-year as outlined in the National Measures Data Table, to move towards the 2030 target.

Please note that the charts below refer to both full and part-time Scottish-domiciled UG entrants.

Figure 1 shows that MD20 entrants have increased from 328 in 2010 to 425 in 2017 an increase of 97 or 29.6%. MD40 entrants have increased from 695 in 2010 to 883 in 2017, an increase of 188 or 27.1%.

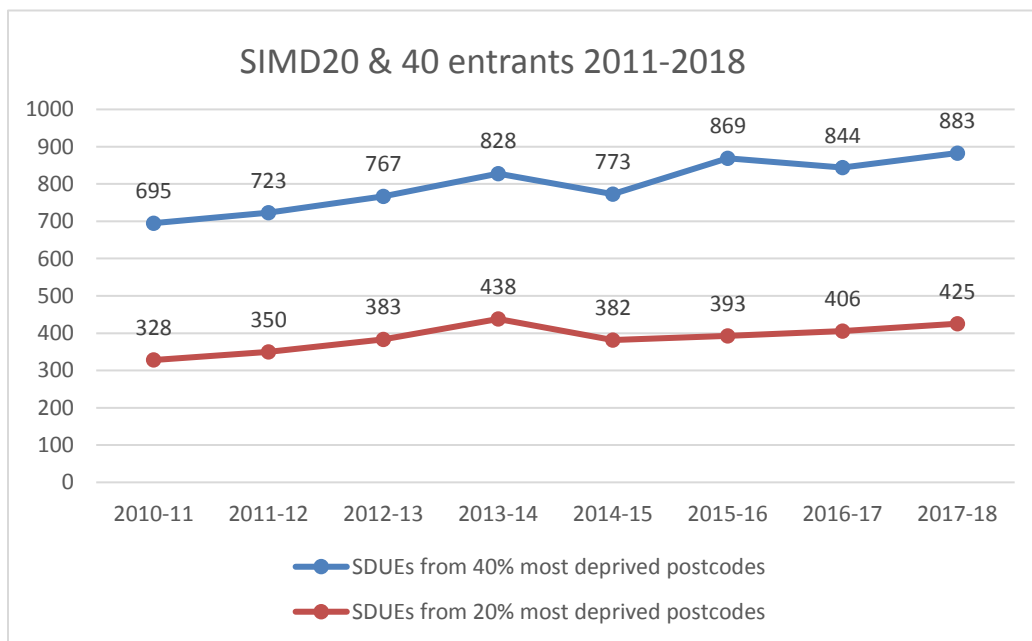


Figure 1: MD20/40 entrants to UofG: 2010-2017

Figure 2 shows MD20/40 entrants as a percentage of overall intake. MD20 have increased from 10.9% in 2010 to 13.4% in 2017. MD40 entrants have increased from 23.2% in 2010 to 27.9% in 2017.

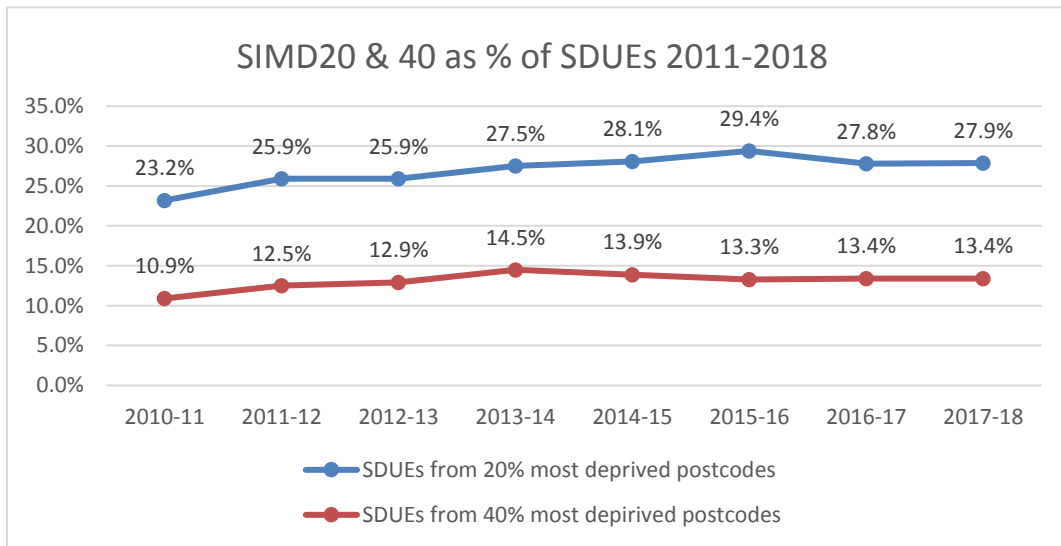


Figure 2: MD20/40 entrants to UofG, 2010-2017, as a percentage of overall intake

Our new UofG HNC Articulation Programme has already been outlined in Priority 1.

Our offering of skills based Taught Postgraduate funded places has been adjusted for our upcoming 2019 intake. These changes enable us to better meet Scotland’s current and future skill needs.

MSc Quantum Technology is replacing MSc Nanoscience and Nanotechnology, after several years of challenging recruitment (of 50 funded places allocated since 2013 only 18 were filled). Within Scotland, no such Quantum Technology Masters programme exists and there are limited options across the UK. UofG’s programme, launched Sept 2018, is aligned with the Glasgow-based QuantiC technology hub, providing a significant benefit to the learning and teaching delivery of the programme. Having the UK become the ‘go-to’ place for development and commercialisation of quantum technologies is a goal of the UK Govt backed [UK National Quantum Technologies](#).

MSc Structural Engineering is taking the funded places allocated to MSc Sustainable Energy. Demand for the MSc Sustainable Energy has grown from 2 home/EU students at launch in 2012 to 22 home/EU students in 2017. With demand well established, we intend to use these funded places to promote Structural Engineering, a programme with less market share, but significant industry importance. [Skills Development Scotland](#) have identified a shortage in managerial and specialist construction skills and the MSc is accredited by many industry bodies: Joint Board of Moderators (JBM) of the Institution of Civil Engineers (ICE), Institution of Structural Engineers (IStructE), Institute of Highway Engineers (IHE) and Chartered Institution of Highways and Transportation (CIHT)

6.2 Partnership working and collaboration

Obtaining funding to undertake collaborative research is extremely important for both establishing and maintaining our European partnerships. The University has a specialised European Team to maximise the return obtained from European Funding sources, particularly Horizon 2020. The University has so far received around €88M in awards from Horizon 2020 for around 160 projects. Around 50% of these projects are large cross-European networks.

In order to strengthen both our European collaborations and increase our influence on European policy decisions, the University is a founding member and has been a driving force behind the recently formed Guild of European Research Intensive Universities. The Guild is, 'committed to developing new forms of collaboration to utilise fully the benefit of our proximity across the European Research Area. We engage with policy-makers to maximise the opportunities for research to inform the politics, culture, science and economy of Europe and its composite states'

Through H2020 awards, the University collaborates with over 700 different organisations based in 64 different countries including some in Africa, Asia, North America and South America. The University supports international collaboration via membership of Universitas 21. This group has member institutions from most regions in the world and includes a research managers working group with the specific purpose of linking researchers and facilitating the creation of joint research projects. The University recently hosted the annual meeting of research managers from across the U21 network. The meeting brought together representatives of organisations from countries including the USA, Australia, New Zealand, South Africa and Chile and facilitative productive planning on future research collaboration.

In widening access, we work in partnership with 14 west of Scotland Local Authorities and 163 secondary schools (and primary clusters) and 9 FECs to facilitate our broad portfolio of WP programmes. We have negotiated admissions progression agreements for FOCUS West, the west of Scotland roll out of SHEP for 15 years via our Top-Up Programme. Via these collaborative agreements, we bring pupils into all of the west of Scotland HEIs and across Scotland.

6.3 UK Departure from EU

In his capacity as Chair of the Standing Council on Europe that advises the Scottish Government and as Chair of the Russell Group, the Principal and Vice-Chancellor of the University of Glasgow, Professor Anton Muscatelli has broad visibility of developments as part of the role.

Major challenges

- The Department for Exiting Europe has, at the moment, no senior reporting line on research and universities. This makes it difficult to communicate the challenge and urgency of the matter. Despite numerous efforts to persuade them to do so this lacuna remains.
- Securing ongoing funding for some of our extant partnerships and collaborations despite the goodwill of many of our European colleagues. Reporting in the April 2018 OA, the University of Glasgow had some 30 ERC grants and secured in excess of £13m pa in EU research funding. The number of grants held has risen to 37 and we also hold 7 Erasmus Mundus Masters grants (the largest number in Europe), each worth c.€4mn. Many of those in receipt of what is now considered the most prestigious and competitive grants globally are colleagues from other European nations.

- The loss of the ERC funding stream could cause reputational damaging. This in turn may have an effect on our global rankings which could also impact student and staff recruitment in markets sensitive to global rankings.
- The loss of Erasmus funding will make it more challenging to secure outward mobility where the funding, you could argue, compensates for poorer language skills in Scottish students

The University of Glasgow;

- is represented on the Russell Group EU Advisory Group and is currently in discussions with another member of the group on potential collaboration in Europe; it is also engaged in lobbying Ministers and the Department for Exiting Europe to remain in the Research Framework and Mobility programmes.
- has established the European Institute of Advanced Studies as a stiftung in collaboration with Leuphana University (nr Hamburg), which is being supported by the government of Lower Saxony. It will provide a platform for close research collaboration with German colleagues as well as large scale exchanges of staff and students.
- is continued to have conversations with other regions in Europe about research collaboration
- created and is a founding member of the Guild of European Research Intensive Universities and we have been actively engaged with the Guild in lobbying Brussels and Westminster to retain the two programmes critical to European university collaborative success. The Guild is assisting in looking at how future relations in research and teaching may be maintained. Discussions are advanced on a second European presence
- has created a substantial programme of summer school exchanges with individual Guild partners
- has a long tradition of mobility collaborations with European partners and will seek to maintain these through bilateral collaborations. To this end we have initiated discussions with each of our European partners so as to secure bil-lateral exchange even if we lose access to Erasmus.
- has also recently developed and currently funds a language strategy, designed to support students with mobility into Europe.
- has an active policy of reassuring European colleagues that we will continue to support them with any post hoc visa regulations. We keep colleague updated on a regular basis and Human Resources is carefully considering and developing plans to support incoming European academics post-Brexit. These include some financial and administrative support to secure indefinite residency.
- has an internal Monitoring Group to develop strategies and responses as the negotiations unfold.

6.4 Equality and Diversity

The University of Glasgow published our response to the Public Sector Equality Duty (PSED) in April 2017, this included:

- The University of Glasgow [Mainstreaming Report 2015-17](#)
- The University of Glasgow [Equality Outcomes Report 2017-2021](#)
- The University of Glasgow [Staff Equality Monitoring Report](#)
- The University of Glasgow [Equality Impact Assessment Policy and Process](#)
- The University of Glasgow [Equal Pay Statement](#) (for Gender, Disability and Ethnicity; includes the Gender Pay Gap).

The University will publish an update to our PSED requirements in April 2019.

6.5 Disability

The Scottish Parliament's Equalities and Human Rights Committee: Universities and Disabilities ties in directly to one of the University's Equality Outcomes:

To provide seamless service provision to disabled staff and students.

The University is currently reviewing its approach to student support and wellbeing, in the context of its commitment to providing a world-class student experience.

The University has Disability Confident level 2.

6.6 Ethnicity

The University is an international institution with a diverse staff and student population. However, as an organisation, the University has identified where we could be more proactive in understanding and addressing perceived barriers based upon ethnicity. This is why one of the University's Equality Outcomes from the PSED is:

Investigate the experience of BAME staff and students – with a view to benchmark the University using the Race Equality Charter as a guide

The University of Glasgow has a Race Equality Champion who chairs the Race Equality Group, and we are an active member of the Scottish Race Equality Network Forum.

6.7 Gender

The University published our [Gender Action Plan](#) in August 2017. The overall gender gap for SDUE for 2017/18 was 22.6% in favour of female students.

Key highlights from the first year of implementation include:

- Computing Science hosted Code First: Girls event, with 140 attendees, aimed at female students already studying at Glasgow on another course. Code First: Girls sessions aim to develop personal and professional skills, including technical skills in coding and programming and in doing so potentially attract them into Computing Sciences.
- Education's Summer School course to be delivered by a male teacher.
- Engineering have engaged with a lecturer in Technological Education to improve Employability Education.
- Nursing have produced new publicity, including a DVD for recruitment events, which features both male and female participants.
- Physics and Astronomy held an event 'Girls in Physics' for S3 age girls from Glasgow schools with 150 attending participating in 9 different workshops.
- Psychology have reviewed their marketing materials have been improved with career insights into 'alternative destinations' and job opportunities using Psychology

The School of Veterinary Medicine have joined the group as this area has been identified as having a gender split of more than 75:25 in favour of females.

The University of Glasgow has a challenging Key Performance Indicator in relation to gender, namely to grow the percentage of women in senior roles to 33% by 2020, in 2018 this is currently 28.2%. This combined with the University's other work in relation to gender equality, our Equality Outcome from the PSED states:

Gender equality - grow the percentage of senior women, with overt consideration on addressing occupational segregation.

A full update of progress with this Equality Outcome will be provided in the University's PSED reporting process in April 2019, this will include an update on progress relating to the gender pay gap.

The University is proactively addressing gender equality through the rollout of Athena SWAN across the organisation. The University holds a bronze award, 14 Schools and Research Institutes hold Bronze Awards, three Schools and Research Institutes hold Silver Awards and the Research Institute of Health and Wellbeing holds a Gold Award. In addition, the School of Physics and Astronomy holds the Institute of Physics Juno Champion Status. The Athena SWAN processes ensure each discipline is focussing on the attrition point for their subject area, and therefore addressing the long-term pipeline. All Athena SWAN applications complete a staff survey of the local area to ensure staff views are known and incorporated

Gender balance on the governing body (Court) has been actively considered for many years as part of the recruitment process for Court members. University Court committed to the 40:40:20 as outlined by Universities Scotland. The current gender balance among the lay membership is 50% female and 50% male, so the University is already compliant with the Gender Representation on Public Boards (Scotland) Act (2017). Taking into account staff and student members, the overall balance is 56% male and 44% female. In so far as possible, constituencies that nominate or elect members are encouraged to consider Court's overall gender balance. The University continues to strive for a good representation on Court.

The University is supportive of Trans* and gender diverse identities, and has an inclusive section of the [Equality and Diversity policy relating to gender reassignment](#). The Gender and Sexual Diversity Champion chairs a group which has direct representation from the LGBT+ Staff and PGR network, and the Trans* representative from the Glasgow University LGBTQ+ Student Society sits on the group. The group considered the recommendations of the Trans EDU report last academic session, and has taken forward a number of recommendations.

6.8 Gender Based Violence

The joint Gender Based Violence Strategy Group with Glasgow Caledonian, Rape Crisis Scotland and Police Scotland has been meeting since 2016, and works along three work streams:

- Research, Survey and Perception;
- Analysis and Messaging;
- Prevention, Response and Support

The strategy group has agreed a definition for GBV; this is included as Appendix 1. The Prevention, Response and Support work stream has an action plan which includes a planned four tier training programme (three of these have been rolled out) and policy development work. An [online reporting system](#) for students has been rolled out. Details on the University's response to GBV are included under Priority One.

6.9 British Sign Language (BSL)

The University has developed a [British Sign Language Plan](#) aligned to the Scottish Government National Plan. The implementation of the plan will be governed through the [Disability Equality Group](#) and the [Equality and Diversity Strategy Committee](#).

6.10 Gaelic

The University has established a new [Gaelic Language Plan](#) for the period 2018-2021, building on the achievements of our first Gaelic Language Plan and enabling us to make a significant contribution to the protection, maintenance and advancement of Gaelic language and culture, both in Scotland and internationally.

We are committed to exploring new approaches to language learning including in our Gaelic degree programmes, leadership in research and knowledge exchange in the area of Gaelic language corpus planning, the visibility of Gaelic in the development of our estate, meaningful civic engagement with key partners across the City of Glasgow, and the promotion of Gaelic to national and international stakeholders.

6.11 Society and Culture

Through its Knowledge Exchange and Innovation Strategy (2017-2021) the University of Glasgow is committed to 'changing the world through Engagement, Innovation and Impact (<https://www.gla.ac.uk/myglasgow/ris/knowledgeexchange/kestrategy/>). One of the four key priorities within this document is *Inclusive Community and Public Engagement*, with an expressed desire to promote a culture of public engagement with our research, with a focus on socioeconomically disadvantaged communities, locally, nationally and globally. The University's staff and students are well placed to enable communities to participate in, and derive value from research. Locally we have worked for many years with some of Glasgow's most socioeconomically disadvantaged communities. The UK Collaborative Centre for Housing Evidence, based in Bridgeton in the heart of the disadvantaged Glasgow East End, is an example of the innovative manner in which University of Glasgow researchers are making an impact on policy and practice in this area (<http://housingevidence.ac.uk/>). Community level engagement is similarly central to our approach in the international arena, and our teams work in successful partnership with communities in Africa to control the spread of livestock diseases. Putting key local Tanzanian village-level representatives at the heart of their research project has been recognised by the National Co-ordinating Centre for Public Engagement (NCCPE) as an inspiring example of Public Engagement with Research (<https://www.publicengagement.ac.uk/do-engagement/inspire-me/pen-portraits/dr-tiziana-lembo>).

Various sources of funding are available for our researchers to develop and deliver public engagement activities. For a list of main funders, please visit the University's [Public Engagement Funding](#) web page. University of Glasgow can showcase your research and engage with the public in events such as the [Glasgow Science Festival](#), [Explorathon - European Researcher's night](#) or the [ESRC Festival of Social Science](#). To demonstrate its support for this type of activity, the University of Glasgow recently appointed its first Dean of Public Engagement [Professor Kevin O'Dell](#). In addition, Public Engagement activity can be recognised through Public Engagement Awards and is embedded in Performance and Development Reviews and can be included in promotion applications.

6.12 Cyber Security

Cyber resilience is embedded within relevant specialist curricula and, more generally, we provide advice and guidance to all students on cyber security. Curricula and general guidance are reviewed periodically to ensure currency. Proposals exist to develop pre-arrival materials for all students, and this includes guidance on managing digital identity and within that, protecting online identities and data. These should be available during session 2019-2020 if not before.

7 Developing Policy Priorities for 2019-20

7.1 SFC National Aspirations for Widening Access

Our agreed Outcome Agreement targets are included in the National Measures Data Table. By these, we aim to contribute in a meaningful and significant way to the SG priorities and SFC national aspirations for widening access.

To achieve these targets involves engaging with a diverse body of applicants. To do so, we facilitate a portfolio of outreach pre-entry programmes, individually and in collaboration. Partners include: 14 Local Authorities (LAs); 120 secondary schools; FOCUS West (SHEP) (UofG hosted from 2013-17); SWAP West; the Reach HEIs (UofG facilitates this programme for the west of Scotland) other HEIs and FE Colleges; third sector partners, e.g. the Robertson Trust, ICAS, Carers Trust, Who Cares? Scotland; MCR Pathways.

To be fit for purpose, we believe any widening access programme should fulfil three main functions for under-represented groups:

- 1) Promote aspiration for and awareness of routes to HE study.
- 2) By academic engagement, enhance pre-entry attainment and prepare applicants for the transition to HE, retention and degree completion, and a successful student experience.
- 3) Provide an access route for applicants to gain entry via Contextualised Admissions progression agreements at Access Thresholds.

We combine funding from different sources, including: UofG core; SFC national programme; LAs; and other partners, to create an economically efficient model of engagement to cover the west of Scotland and beyond. The philosophy behind our approach is to facilitate programmes which can engage every target institution, group and learner. We operate innovative and efficient delivery models, utilising a body of 100 professional WP Tutors and combining online, in-person and blended learning options, to reach anyone who may harbour aspirations to enter HE, whether in inner-city or remote and rural areas. Our Top-Up and Summer School Programmes were highlighted as examples of best practice for the sector in the CoWA Final Report.

Our programmes are all multi-exit programmes. We work with all target learners, no matter their intended destination for HE or FE study. In this way, we aid the broader sector and national entrant and retention targets by working with pupils / adult learners who will progress to university or college across the country. Our main WP / Access programmes are shown in the table below by 2017-18 performance:

Programme	Target Group	Participants	Subjects accessed	Entrants: UofG	Entrants: Other HEIs
Top-Up Programme (SFC national and LA-funded)	S5/S6 pupils in 68 schools	2,100	Arts, Social Sciences, Sciences, Engineering, Accounting & Finance, Nursing, Business, Education, Music	260	c.1,000
Summer School (UofG core and LA-funded)	S5/S6 pupils; adult learners Scotland-wide	460	Arts, Social Sciences, Sciences, Engineering, Accounting & Finance, Nursing, Business, Education, Music	300	50
Reach (SFC national and UofG core-funded)	S4-S6 pupils in 107 schools	1,700	Dentistry, Law, Medicine, Veterinary Medicine	100	100
Access to a Career (UofG core-funded)	S4-S6 pupils in 103 schools	1,500	Accounting & Finance, Education, Engineering	Included within Summer School numbers	
Glasgow Medical School Access Programme	S5/S6 pupils / adult learners Scotland-wide	c. 20	Medicine	c. 20	0
Early Secondary Programme (UofG core-funded)	S1-S3 pupils in 50 schools	20,000	All subjects covered	N/A	N/A
UofG Short Courses Programme (including Access) (UofG core-funded)	Adult returner learners Scotland-wide	5,000 (including 280 Access)	Science, Engineering & Nursing; Law Business & Accountancy; Arts & Social Sciences	100 Access	50 Access
Scottish Wider Access Programme (SFC national and UofG core-funded)	Adult returner learners Scotland-wide	900	Medicine, Dentistry, Law, Medicine, Nursing, Accounting & Finance, Business, Education, Arts, Social Sciences, Sciences, Engineering	150	600

UofG pre-entry programmes for school leavers and/or adult returners

7.2 Commission on Widening Access Implementation

This has been outlined in full in Priority 1. We maintain our commitment to work with SG and SFC to fully implement the recommendations and aims of CoWA and to meet national milestones and targets by 2030.

7.3 Widening Access and Retention Fund

Widening access has no purpose if entrants are not retained and progress efficiently throughout their studies. The work we conduct to research, encourage and improve the retention of WP students, under the guidance of our Transitions Working Group, chaired by an Assistant Vice-Principal, and a Retention Sub-Group, has been outlined in Priority 1. This continues the strong body of work conducted over the past 13 years into retention within UofG. Our student records system combining admissions and student support data, enables tracking and monitoring of flagged WP students from pre-entry to graduation, a process highlighted as an example of best practice for the sector by the CoWA Interim Report. It allows at risk students to be monitored and intervention targeted at relevant points in the academic year.

The 2016/17 figure of 90.3% for full-time first year SDUE MD20 retention indicates our work is having impact, but we are conscious that this is an ongoing and evolving area. Innovative practice which has impacted positively on our WP cohort includes: targeted financial aid via Talent Scholarships (over 600 awarded to date) and preferential access to discretionary funding; our Local Student Orientation event attracts 550 local WP entrants each year in early September; e-mails are sent at pressure points during Years 1 and 2, offering advice; offers of employment as pre-entry programme mentors are made.

Despite maintaining a high level of annual entrants from MD20 areas comparable to the sector and working assiduously towards their retention, we receive no WARF funding. As indicated in Priority 1, we would be keen to participate in the review of 2018-19 WARF.

7.4 Care Experienced Leavers

As outlined in Priority 1, we continue to develop our comprehensive and best practice rated care experienced provision. In 2018-19, we are holding a series of focus groups with care experienced and estranged students to sense-check our provision. Our CPP is disseminated across the University and we are backing this up with the development of new online training for staff within the institution. We continue to collaborate and share best practice with partners as an institution, but also as the driving force behind the Care Experienced, Estranged and Student Carers West Forum (CEESCWF). We contribute institutional representation to the SFC Care Experienced Governance Group to help drive the national agenda and continue to liaise and work in partnership with third sector organisations as appropriate, e.g. Who Cares? Scotland, Glasgow City Health and Social Care Partnership; LA social work and through-care teams, MCR Pathways, CELCIS.

We have had guaranteed offers at our Access Thresholds for care experienced applicants since 2010, leading the way for the sector in this regard. These offers are accompanied with an invite to free participation in the UofG summer school. Moreover, our programmes are multi-exit and run specifically to bring entrants into HE generally, not just UofG. WP applicants enter HEIs across Scotland each year via our programmes, widening access for the whole sector – a major contribution to national SFC and Scottish Government Widening Access targets.

7.5 School Engagement

UofG is heavily involved in the SFC strategically-funded schools programmes. We have hosted and facilitated the Reach West Programme since 2010. We hosted FOCUS West from 2013-17 and created and have facilitated the Top-Up Programme, the senior element of SHEP and its predecessors, since 1999.

We have worked closely with SFC throughout this period to maximise return and impact from these schools programmes and continue to do so, sharing best practice and providing evidence-based methodologies of practice which have shown real impact in the west of Scotland. Most recently, we conducted an SFC-funded Impact for Access research project, which provided the evidence for moving away from a low progression school targeting matrix to working with all target pupils in all schools.

We are supporting the discussions towards transitioning to a new Schools Engagement Framework and are providing examples of piloted projects to inform this process.

Our success in this area is suggested by close to 20% of 2018 entrants to Medicine residing in SIMD20 areas. This has been achieved by combining our work via Reach West, SWAP and our new Medical School Glasgow Access Programme.

7.6 Mental Health and Well-being

Details on the University's Mental Health Strategy and Action Plan are detailed in Priority One.

The Counselling and Psychological Services has links with the NHS and Third sector partners. Both internal and external providers are required to meet the diverse needs of our student and staff population including support for sexual misconduct survivors, LGBT service users, and international students.

The University has a tiered approach to mental health training; including Big Lottery funded Mind Your Mate training delivered through the SRC for student and staff, and Mental Health First Aid, where over 100 staff have been trained.

The University is currently investigating a holistic approach to wellbeing, including using a structured framework such as UK Health Universities.

Mental health and wellbeing is a strategic priority for the University of Glasgow. It has demonstrated its commitment to this agenda by taking the following steps in the last 12 months by:

- Appointing the University's Chief Operating Officer as the institutional Mental Health Champion
- Establishing a Mental Health Working Group co-chaired by the Chief Operating Officer and President of the Student Representative Council, which incorporates both staff and student representation to ensure a holistic, coordinated approach to wellbeing. A Mental Health Action Plan was launched in 2017. The plan sets out a clear framework for action and sets out a clear framework for action. The group maintains links with the University's Health & Safety Committee, HR Committee and Equality & Diversity Committee, each of which has an interest in mental health.
- Establishing a Student Experience Committee, a joint committee of the University Senate and Court, the group which includes representation from students, staff and lay members of Court

and Senate. Mental health and wellbeing has been identified as a key priority as part of the University's commitment to providing a world class student experience.

- Allocating additional investment of £200k to the University's Counselling and Psychological Service to strengthen its capacity to support mental health, peer support activity, ease and quicken access to support via an online platform, Big White Wall.
- Rolling out Mental Health First Aid training across the University
- Rolling out Mind Your Mate suicide prevention training, organized and delivered by the Student Representative Council
- Commissioning a review of our approach to student mental health and wellbeing from a service perspective

The University's approach to mental health and wellbeing is not confined to the support offered by the Counselling and Psychological Service alone. Services such as the Disability Service, Chaplaincy, International Student Support, University Sport, Residential and Living Support and the Student Representative Council work together. Staff in our Schools and Colleges have a pivotal role to play also in supporting the mental health and wellbeing of our students. The College of Social Sciences, in partnership with our Counselling and Psychological Service, has embedded a counselling psychologist role, offering support for undergraduate students on a preventative basis in an effort to build resilience and improve wellbeing. Bespoke training has been delivered by the Counselling and Psychological Service to staff in the Schools to help equip staff to make effective referral to services where appropriate.

Working in partnership with our Student Representative Council is something which characterises and defines our approach at Glasgow.

The University is represented on the Universities Scotland group which is looking at student mental health. Collaboration with other universities regarding mental health and wellbeing takes place regularly through professional networks such as AMOSSHE and through informal networking with colleagues at other institutions to share good practice.

7.7 Diet and Healthy Weight

Foodservice provision on campus has previously achieved healthy living accreditation in all of its retail catering units and these will be renewed in 2019 with a particular focus on the staff training and healthy living eventing required to deliver this. Whilst historically there has been little engagement with the UK Healthy Universities Network, with new leadership of the service in 2018, this has been prioritised as an objective for 2018/19.

The service works hard to provide healthier choices to its customers across the various menus and snacks on offer. The University is a member of the respective Vegetarian and Vegan Societies.

From a sustainability perspective, the University catering service has Fairtrade status and is looking to move into Direct Trade where possible. The service works in conjunction with the University sustainability team to promote the University allotments and we have begun to source small quantities of fruit and vegetables.

7.8 Carers

The University developed a Student Carers Policy in February 2011, which we updated in 2016. The policy statement sets out the aim to ensure student carers are provided with as much flexibility as possible to facilitate their success. The policy framework includes a draft Student Carers' Plan to be completed by the student and their Advisor of Studies. We now have a nominated point of contact for carers within the WP team. The University has developed (with the Students' Representative Council) a Student Parent's Policy, which is in the final stages of approval to compliment the Carers Policy.

The University provides a range of support to staff with caring responsibilities, although many of policies and procedures are as applicable to parents as they are to carers. This includes Time off to Care for Dependents Policy (a flexible three days to support staff during emergency care issues) and the Flexible Working Policy. The University is currently reviewing the Flexible Working Policy and developing a Carers Policy.

7.9 Veterans/early service leavers

We have outlined our intentions for veterans in Priority 1.

7.10 Estranged Students

As reported in Priority 1, UofG has had a comprehensive system of provision in place for care experienced applicants and students since 2007. Estranged applicants and students have always been included within this provision, including guaranteed adjusted offers of entry at our Access Thresholds via our system of contextualised admissions. We widely promote this with schools, pupils, parents, teachers and Local Authorities via our Adjusted Entry Requirements brochure, which can be accessed at: https://www.gla.ac.uk/media/media_606424_en.pdf

Since 2016, we have worked closely with Stand Alone to pull out and clarify this specific provision for estranged applicants and students and were one of the two Scottish universities to first sign the Stand Alone Pledge. We jointly presented a best practice session with Stand Alone at the SFC Access Conference in 2017 and we hosted Stand Alone's first Scottish conference in 2018 to share best practice across the sector and encourage all HEIs and FECs to sign up to the Pledge. We have also liaised closely with SAAS regarding funding options for individual estranged students.

We have institutional representation on the SFC steering group and will continue to work closely with all partners to equalise access to HE and FE for this particularly vulnerable group. We feel we are at the forefront of the sector in this area and have endeavoured to share best practice with other institutions.

7.11 A Developed Workforce

Internships

The Internship Hub at the University's Careers Service offers approximately 350 internships, exclusive to University of Glasgow students, mostly paid, per annum. This year 2018/19, we are aiming to develop more opportunities for undergraduates in earlier years of study and targeting science opportunities. We are also embarking on a pilot of 'micro-internships' in 2018/19 which aims to offer students from non-traditional backgrounds the opportunity to work shadow our alumni who live and work in key cities in Europe.

Student Enterprise

Since 2014, the Student Enterprise Manager has expanded a summer programme to develop four start-ups annually with funding, incubation space and workshops. Of the 16 start-ups supported since 2014, 12 are still thriving. There are currently 35 active businesses supported by our [Student Enterprise](#) programmes. 250 students per annum request help with starting a business. We have one of the highest number of endorsements for the UK Home Office Tier 1 programme growing from seven in 2014 to 18 in 2017 and so far, in 2018/19 there are 30.

Employer Engagement

The Careers Service now hosts five major recruitment and information fairs for all its students as well as niche events featuring inspirational speakers and alumni in series entitled 'The Big Brave', and 'The First Tuesday Club'. This has increased the Service's 'reach' to students who seek alternative career routes. In addition, this year we hosted 'Jump Start' a series of workshops by major companies offering top-drawer advice to get a head start in the graduate application round.

The Network

The University of Glasgow was the first in the UK to combine the expertise and efforts of its Careers Service and its Alumni Development Office to support student prospects. Through 'The Network', our alumni networking platform, 4,171 alumni are able to volunteer to offer advice to or mentor students. This has brought together hundreds of alumni with students and alumni with other alumni and has been a catalyst for a whole series of alumni talks and events on line, on social media and in person.

The Human Book Project - For the last two years, we have brought eight alumni 'Human Books' to the Library. Students could "loan" them for 15 minute 1:1 mentoring to help them to break into the creative industries. 381 students attended over 2 years.

Social Media Takeover Series – We visit alumni in their workplaces in Glasgow, London and New York capturing footage of them talking. With social media, we were able to 'take' students to alumni work places a flavour of the diversity of the working environment and inspiration for where real-life UofG alumni end up. We saw record-breaking results with 155K content views.

SoundTracks podcast - Launched this term (4 episodes, 500 downloads). Sound Advice from UofG grads <http://gla.ac.uk/soundtrackspodcast>

Graduate Destinations and Careers Advice

Careers Managers collaborate with academics in schools and colleges in order to offer students a suite of guidance, job seeking skills and coaching programmes. A representative example of this is the Career Accelerator Certificate, a blended online learning programme for 2017/18. The Careers Managers attempt to ensure support in schools and colleges is targeted at academic courses where students are less likely to gain graduate level employment or underemployment identified by the Graduate Outcomes Survey (formerly the Destination of Leavers from Higher Education, DLHE).

7.12 Leadership in Environmental and Social Sustainability

The University of Glasgow is seeking to implement a 'whole-of-institution approach' to sustainability management, as outlined in our Sustainability Strategy (https://www.gla.ac.uk/media/media_558384_en.pdf). The strategy commits us to respecting the environment, becoming a positive force in the marketplace, understanding our impact on people and communities and sharing knowledge and best practice. A number of different strategies and action plans sit beneath the Sustainability Strategy, as described below, with their implementation overseen by our Sustainability Working Group (<https://www.gla.ac.uk/myglasgow/sustainability/sustainabilityapproach/>).

Our Energy Strategy (<https://www.gla.ac.uk/myglasgow/sustainability/energymanagement/>) commits us to reducing the University's carbon footprint by 20% with respect to the 15/16 figure (69,591 tonnes CO₂e). In order to meet this target, the Energy Strategy must deliver ~6,000 tonnes CO₂e emissions savings per annum, while also ensuring that we continue to provide a reliable and resilient energy supply to our estate. Effective implementation of both our Strategic Travel and Transport Plan (https://www.gla.ac.uk/media/media_462432_en.pdf) and our Waste Management Strategy and Action Plan (https://www.gla.ac.uk/media/media_597483_en.pdf) will be required in order to realise an additional 3,000 tonnes CO₂e emissions savings per annum. We anticipate that additional emissions reductions will also come from grid decarbonisation and from the rationalisation of our estate, as we progress with the redevelopment of our Gilmorehill campus.

As we embark on our ambitious redevelopment of the former Western Infirmary site (<https://www.gla.ac.uk/myglasgow/campusdevelopment/>) we will ensure that our new buildings are delivered to the highest standard, with designs based on established methods of sustainable construction and whole life costing principles, in order to minimise energy consumption and carbon emissions. All new build developments will be required to achieve a minimum BREEAM rating of "Excellent" and EPC "A" rating. We have also developed a soft landings strategy (https://www.gla.ac.uk/media/media_575779_en.pdf), to ensure that new buildings perform according to their original design.

Furthermore, the University also has a well-developed Biodiversity Strategy and Action Plan (https://www.gla.ac.uk/media/media_586161_en.pdf) and has recently published a Climate Change Adaptation Plan (https://www.gla.ac.uk/media/media_619025_en.pdf) which describes how we will deliver a resilient estate, in the face of changing weather patterns. We also have a well-established approach to Sustainable Procurement (<https://www.gla.ac.uk/myglasgow/sustainability/sustainableprocurement/>) with a strong focus on supply chain management.

The University also recognises the need to engage and educate staff and students, with respect to sustainability. We have recently developed an Environmental Communications Plan (https://www.gla.ac.uk/media/media_597479_en.pdf), have established a social media presence (Twitter: @UofGsustain) and employ 12 students to promote sustainability on campus each year, as part of our Glasgow University Environmental Sustainability Team (GUEST) team. The students carry out project-based work in areas such as energy conservation, recycling, biodiversity, sustainable food, sustainable travel, waste management, communications and student engagement. Finally, the University of Glasgow also offers a wide range of taught courses that related to a number of different sustainability themes (https://www.gla.ac.uk/media/media_585167_en.pdf).

8 Dumfries

The University of Glasgow at Dumfries, based in the Crichton Campus, is an integral part of the University of Glasgow. In Dumfries, we commit to the same excellence in Teaching and Research and work to implement the same strategic priorities and commitments described throughout this document.

This section reflects some Crichton Campus specific detail relevant to the Scottish Government Strategic Priorities.

Priority 1 - Widening Access

The core purpose of the University of Glasgow at Dumfries is to create a world class, research-intensive university environment in niche areas matched to the Dumfries and Galloway location, thereby serving regional and national stakeholders whilst working in an international context. Our vision for the Dumfries Campus is for it to be a centre of world-class interdisciplinary teaching, research and lifelong learning. Its areas of specialism include: environment, culture, health, wellbeing, social policy, education and tourism. Our objective is for activity on the Campus to reach the highest academic standards and to support the social and economic needs of the region. We seek to do this from a position of institutional strength that makes it possible for the University to engage with the considerable partnership and collaboration opportunities that are to be found on the Crichton Campus.

University of Glasgow also receive SFC strategic funding which helps support our infrastructure, in particular the Rutherford-McCowan building – this funding is fully utilised. UofG will account for use of this funding through the consolidated annual self-evaluation progress report on Crichton to SFC in October covering the preceding academic year.

Maintain and develop our portfolio of WP schools outreach and adult learner programmes alongside our partnership and collaborative work to widen access to UofG, but also the rest of Scotland.

We will expand the findings of our SFC funded Impact for Access project ‘Engaging with MD40 pupils in High Progression Schools’, which has significant relevance to the Dumfries and Galloway context.

Enhancing and streamlining a fair and accessible learner journey, while ensuring that all young people are able to select from a range of fairly distributed, high-quality post-school opportunities which best match their aptitude and ambition, is a challenge recognised by The Crichton Campus partners as being best tackled collaboratively. Reflecting that, we will continue to support the multi-partnership approach delivering the ‘Planning for Your Future’ (PFYF) programme which is unique to Dumfries and provides a 3-day residential experience targeted at S3 pupils, who are considering their senior phase choices.

Our presence in Dumfries also allows us to support other key Scottish Government initiatives. For example, by offering Articulation places in partnership with Scotland’s Colleges, particularly Dumfries and Galloway College, appropriately qualified HNC students are admitted directly into year 2 of our MA in Health and Social Policy. In this way we provide students from both within Dumfries and Galloway and further afield, the opportunity to study at a world leading university while helping to meet both the Scottish Government’s Regional and Accessibility Agenda.

Priority 2 - High Quality Learning and Teaching

In support of a world-class educational experience, we have institutional and local strategies and action plans to increase overall satisfaction with the student experience as measured by the NSS and as captured in our institutional KPIs. This includes UofG students at the Crichton Campus.

Focusing on entry to years 1 and 2 of the undergraduate degrees, we are developing strategies to enhance transition into, and engagement in, University life especially for Scottish domiciled students, students with caring responsibilities and care leavers. Specific interventions:

- Course-specific buddy schemes;
- School engagement events;
- Partnership working with FE Colleges where Articulation Agreements are in place/are being developed, particularly in Dumfries.

As outlined in our Learning & Teaching Strategy, we are undertaking University-wide activity to enhance interdisciplinary learning and support increased outward mobility.

Development of a graduate attributes strategy and recognition scheme leading to revised use of the HEAR.

We will monitor the impact these strategies have for our students on the Crichton Campus.

Priority 3 - World-leading Research

We will carry out research audits and activities to enhance production of 4* outputs including, Interim Research Reviews which will appraise REF-readiness to enhance the self-calibration of our quality, and increase the generation of high-quality outputs and impact. We will support an emphasis on 4*-quality through various activities including 4* calibration workshops, masterclasses, and revised promotion and recruitment criteria.

We will develop a forum for sharing research expertise and exploring potential collaborations between campus partners. The University of Glasgow, School of Interdisciplinary Studies, is co-ordinating and developing a directory of the research interests based on the campus. In addition, the School has broadened an internal Research Forum to include wider partners, with the aim of identifying potential opportunities for increased collaborative research and knowledge exchange activity.

Priority 4 - Greater Innovation in the Economy

Through active participation in RKEC /RCDG, UofG is fully engaged in the shaping of UIF outcomes to meet national priorities and deliver against the plans submitted in January 2016. Glasgow is engaged in developing the UIF Evaluation Framework and is participating as lead for National Outcome 1 and contributor in the National Outcomes 2 to 7 in the RCDG led sector collaboration activity.

Priority 5 - High-Performing Institutions

The University Strategy outlines three values: Passionate, Professional and Progressive, that carry key equality references including;

- Professional - we are committed to embracing diversity and difference and treating colleagues, students, visitors and others with respect.
- Progressive - we believe that studying at our University should be possible for anyone with the necessary talent, commitment and potential, regardless of background or belief.

A review of the approach to joint infrastructure and services being led by University of Glasgow is near to completion.

Our school in Dumfries has received the Athena SWAN Bronze Award and is now implementing the action plan.

UoG	2017-18	2016-17
Number of entrants with known D&G postcodes to UoG HE programmes	UG 110 PGT 34 PGR 5 Total 149	UG 89 PGT 21 PGR 3 Total 113
Number of entrants to UoG HE programmes delivered at the Dumfries Campus (QV HC)	UG 94 PGT 28 PGR 3 Total 125	UG 93 PGT 18 PGR 5 Total 116
Number of Scotland-domiciled HN entrants progressing to UoG programmes at Dumfries Campus	2	3

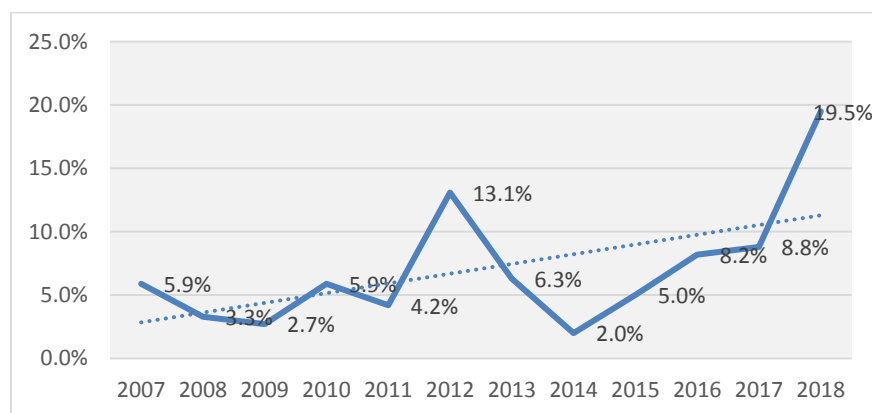
9 Case Study 1 – Widening Participation to Medicine for SIMD20 residents

Context: widening access to the professions

As reported elsewhere in our Outcome Agreement, the University of Glasgow runs a suite of pre-entry programmes to widen access to UofG and HE in general. We continue support for our WP cohort on-degree to give them the best chance of student success. As an institution which teaches the highest level professional, vocational degrees, widening access to these professional subjects and life-changing careers is an area of our WP work in which we have invested with particular success.

We would like to highlight the progress we have made in Medicine. As shown in the admissions and entrant data in table 1, 19.5% of 2018 entrants to Medicine resided in SIMD20 postcode areas, a remarkable achievement, considering that the 2009 figure was 2.7%. UofG has successfully widened participation to this previously hard to access degree and entry to Medicine is now equal for those in the most deprived postcode areas of Scotland.

Table 1: SIMD20 entrants to Medicine in UofG: 2007-2018



SIMD20 characteristics

Recent research has underlined the characteristics of deprivation prevalent in SIMD20 areas, which limit progression and access to HE. These include:¹

- Lower attainment in school
- Leaving school earlier
- Lack of cultural capital, family experience or aspiration to progress to HE

Combined with the low annual intake and complex admissions system requirements for Medicine (high tariff, UCAT,² interview, lack of work experience opportunities), entry to Medicine for MD20 residents was historically low. With 68% of MD20 areas in UofGs target west of Scotland region, we have a real sense of responsibility to enable the social mobility which a career in Medicine can bring.

¹Scottish Government, *Fair Access: Analysis of school leaver attainment by SIMD quintile*, 2018, <https://www2.gov.scot/Resource/0053/00535799.pdf>; Croll, N., Browitt, A., Anderson, M. & Hedge-Holmes, K., *How to engage with MD40 pupils in higher progression schools – SFC Impact for Access Project*, 2016.

² University Clinical Aptitude Test

A unique approach to widening access to Medicine

UofG is the only HEI in Scotland to offer guaranteed access routes to Medicine for both school and adult learners, utilising our evidence-based outreach programmes (Reach West, SWAP and GAP) and best practice rated contextualised admissions systems.³ The key to this success has been partnership work on several levels:

- Internally: central WP team and School of Medicine
- Externally: UofG and SWAP / Local Authorities / schools / colleges

Scottish Wider Access Programme (SWAP) Access to Medical Studies

UofG was a founder member of SWAP in the 1980s. In 2004, UofG, SWAP and Stow College developed the Access to Medical Studies Access Programme, our highest level adult returner Access Course, which takes learners from SCQF level 5 to SCQF level 8 in one year. Now taught in Glasgow Kelvin and Clyde Colleges, the sophisticated selection procedures and intensive support provided by the SWAP framework, ensures 2-3 high quality students on average per year enter Year 1 Medicine.

Reach West Programme

In 2010, UofG set up Reach West as part of the national Reach partnership, targeting pupils by postcode and school attended. Creating a distinct school cluster-based delivery model for the west of Scotland and combining in-school sessions with on-campus Summer Schools and online academic, pastoral and application support (including UCAT and interview workshops) has allowed us to work with 1,700 pupils across 120 schools annually.

Contextualised Admissions

As part of both the SWAP and Reach Programmes, we installed distinct contextualised admissions policies and processes, separate from our standard systems. Investigating trends in our admissions data allowed us to identify appropriate grade and UCAT adjustments: a two-grade Higher adjustment and 10% added to the UCAT score. This allows adjusted offers to be set, commensurate to the context of an individual's educational and domestic circumstances, equalising the Admissions offer-making process. Utilising contextualised admissions and our Reach and SWAP outreach effectively enabled us to achieve a significant threefold increase for our SIMD20 intake to Year 1 Medicine from 2.7% in 2009 to 8.8% in 2017.

Glasgow Medical School Access Programme (GAP)

Maintaining this progress would have been difficult, as the SIMD20 applicant pool attaining the level required in school or on the SWAP course, to reach even the adjusted entry requirements, was not growing sufficiently. Further adjusting the tariff for Year 1 entry was not possible as this would have left students starting our Medical degree ill-equipped for its particular demands and created retention issues. The solution was the creation of the GAP, a one-year pre-med course intended to upskill promising SIMD20, care experienced or remote and rural island applicants, bridging the attainment gap and preparing them for medical study.

GAP is an innovative and bespoke programme, teaching Life Sciences to a level required to enter either Year 1 in Medicine or Year 2 in Life Sciences. Students also complete courses in study and writing skills; communication skills; medical professionalism; social science of medicine, and ethics. This approach

³ For detail of our research and evidence base, built over the past 20 years, please see: <https://www.gla.ac.uk/study/wp/researchevidenceofsuccess/>. UoG use of contextualised data in admissions was cited as an example of best practice in the CoWA final report, *A Blueprint for Fairness*, p. 37.

allows us to deliver the crucial basic science which underpins modern Medical practice while also providing clinical contextualisation and an understanding of life as a medical student and as a doctor.

Academic and pastoral support is central to GAP: each student is assigned an academic mentor and a clinical mentor. The Academic Mentor helps develop scholarly abilities and discuss ongoing coursework, while the Clinical Mentor provides personal advice, role-modelling, and clinical workplace experience. This individualised mentoring system in such a tight class cohort allows close scrutiny of performance and provision of early intervention where required. The Clinical Mentors help provide the role-modelling and clinical experience often absent for SIMD20 applicants. This combination mentoring enhances student transition, retention, and successful attainment, enabling us to lower the Access Threshold from AAABB to ABBB, broadening the SIMD20 applicant pool in a way Reach and SWAP alone could not do.

In terms of impact, we recruited 20 students to GAP in 2017-18 and agreed a target with Scottish Government of 10 progressing to Medicine Year 1 in September 2018, and 10 to Life Sciences Year 2. However, the GAP students performed exceptionally: 19 entered Year 1 Medicine, with one entering Life Sciences Year 2 by choice. This allowed us to increase our SIMD20 intake from 8.8% in 2017 to 19.5% in 2018, a step-change in widening participation to Medicine and reaching the 2030 CoWA target for this subject area 12 years early.

On-degree Retention

We track the progress of all WP students within UofG, to monitor performance and provide support as required. For Medicine, we have closely followed our students entering via SWAP, Reach and now GAP. Although a higher level of support may be required during the degree because of more complex life circumstances, each cohort of WP Medicine students is performing comparably to the overall student cohorts. Reach and SWAP entrants now graduate in similar numbers and the first GAP entrants are performing well in Year 1. Combining the work of our three Medicine WP programmes has allowed us to set up a tiered system whereby we can provide the level of pre-entry or on-campus support required, complemented by a contextualised admissions offer at the Access Threshold most applicable to each individual applicant. This allows students to enter Medical study at the stage most suitable for their needs and improves retention and success, bringing learners into Medicine who would otherwise have been precluded, while giving UofG the security of the maintenance of student quality.

Conclusions

The 2018 results are the fruits of eight years intensive work via a whole institution approach to widening participation and the building and sustaining of close relationship with many external partners. We have transformed our Medical Degree into one which truly widens access and provides social mobility, recognised as demonstrating best practice by the General Medical Council, while our Medical School is simultaneously ranked second in the UK.⁴ We have completely exploded the myth that widening access and adjusting offers of entry threatens academic standards; our progress in Medicine has undoubtedly benefited UofG as an institution as much as it has the individual students. The latter are amongst the most talented within our education system, but without our WP programmes, they would not have been able to fulfil their full potential and realise their career and life ambitions, while benefiting Scottish society as a whole. We feel our work in Medicine epitomises the reason for and the ethos behind widening participation and we look forward to further improving this work in the future.

⁴ UofG was commended by the General Medical Council in the in the recent 7-yearly visit and asked to present as an example of best practice in the 2018 conference:

https://www.gmc-uk.org/-/media/documents/gmc-national-review-report-and-action-plan---glasgow-school-of-medicine_pdf-74405849.pdf

Student Testimonials

The success of GAP was publicised on 10 November 2018 in the Herald Magazine and newspaper. The article can be accessed at : <https://www.heraldscotland.com/news/17213556.rise-in-disadvantaged-students-on-glasgow-university-medical-degrees>.

'I'd thought about Medicine, but never really made it apparent to anyone because no one from my area had done that before. So I applied and was surprised to get an interview a week later. If it wasn't for this programme I wouldn't have been able to study medicine.'

'I did think the class thing might be a factor, but I haven't experienced any judgmentalism at all. Everyone's been very friendly and welcoming, although they all knew from the outset who the GAP students were. I was a bit scared that I might not fit in, but it just hasn't been an issue.'

'Many pupils who attended schools like mine are conditioned into believing that they can't reach certain things. There's a lack of belief that they can actually do a course like this because of where they live.'

'I got a group of Highers at Doon Academy but just missed out on the Glasgow University entry requirement, but the programme helped me out as the UKCAT barrier had been my downfall. I eventually got an offer from Edinburgh, but it was too far from home and renting was out of the question. Then the GAP programme opportunity came out of nowhere. I got an email asking me to apply and here I am. It's provided me with an outlook on Glasgow and given me the chance to see what it's like having to travel here every day. The Reach Programme and the Summer School I attended changed everything.'

'Coming from an island, nobody had studied started medicine from my high school for five years until I started GAP. Trying to get work experience in a rural community is near impossible, and not having any doctors in my family, I didn't think I'd ever get a place to study Medicine. GAP has been a great stepping stone for Medicine, and without it I can't be sure I would would've had the chance to achieve my ambitions.'

'Having completed the GAP programme last year I feel much more confident and equipped to be beginning my medical career today. I felt the year gave me a chance to adapt to University life especially coming straight from 5th year. Having the fantastic opportunity of being a GAP student provided me with the perfect amount of scientific background, study/note taking skills, introduction to the Medical degree at Glasgow and support that I required to be able to progress into MBChB1. I particularly feel that the support network that I was provided with in the Glasgow Access Programme absolutely made the transition from finishing 5th year into University less daunting as I was always fully aware that there was someone to speak to about any issues that could have been preventing me completing the course. Having come from a less affluent area I always doubted my capabilities of getting into Medical School but completing the GAP programme has meant that I have made it into first year, in which I am so grateful to have been able to complete the programme.'

'The trip to Stornoway was a great chance to see what being a doctor in a rural area is like. Being in a hospital shadowing doctors and learning things as pre-med students made us feel like we are considered as medical students. I got the chance to shadow my clinical mentor in Queen Elizabeth hospital five times. I got to see what doctors do in the wards and what consultations in the hospital are like. In terms of support each one of us was allocated an advisor of studies. I went to speak to mine a few times when I was struggling, she replied to my emails quick and always tried to help me with whatever issue it was such as academic, personal or financial.'

10 Case Study 2 - Academic Returners Research Support Scheme

As part of the University's commitment to improving gender equality, and specifically growing the number of women in senior academic roles, the University approved a process of supporting academic returners to maintain a successful research career. The Academic Returners Research Support Scheme was endorsed, in principle, by SMG in December 2014 with an agreed policy formally rolled-out by Colleges between May and June 2015. Since its launch, the scheme has funded approximately £180k to 23 individuals. The aim of this funding is, primarily, to support female academics returning from maternity leave, however partners are eligible if they have been on extended Shared Parental Leave of 4 months or more.

Amongst other things, applicants have proposed to use the funds to support teaching buy-out and/or research assistance to provide time for a combination of intense research activities including, the completion of a monograph: book chapters; scaling up of project bids; travel to work with potential co-PIs; dissemination of work and chairing of panels at international conferences; maximising outputs from large-scale grant-funded projects (which would have lost momentum during the period of maternity leave).

The nature of the activities that funding has been sought for mean that it is too early to measure impact from it in terms of publications etc. The scheme is designed to help those who have taken an extended period of maternity, adoption or shared parental leave to resume a high level of impactful research activity more quickly than they would if they returned to a full teaching load after such a period of absence from their research and their field of study

11 Case Study 3 - Widening Participation: Access to Professional Degrees

Widening access to professional degrees is particularly difficult because of the high demand for very few places, the high tariffs required and the complex, additional admission requirements (aptitude tests, work experience, interview). However, entry to a professional degree and subsequent progression to employment in that field is a truly life-changing pathway, enabling real social mobility for applicants from disadvantaged backgrounds. The University of Glasgow (UofG) is unique in Scotland in offering adjusted offers of entry to every professional degree taught within the institution for both school leavers and adult returners to HE. We do this via a twin approach of outreach programmes, with built-in admissions progression agreements:

- School leavers: Reach Scotland (Dentistry, Law, Medicine, Veterinary Medicine; Access to a Career in Accounting & Finance, Education and Engineering)
- Adult learners: Scottish Wider Access Programme (SWAP) – Access to Medical Studies and Access to Law, Business and Accounting & Finance; UofG Centre for Open Studies – Access to Law, Business and Accounting.

The Access courses each provide a niche route for several adult returner entrants each year, who otherwise would have had no way to access these high demand professional courses.

Reach West Programme

School leaver WP entrants to professional degree courses were minimal, prior to the creation of the Reach West Programme in 2010. Jointly created and facilitated between the UofG WP team and professional academic Schools, Reach West works annually with 1,700 S4-S6 pupils in 99 secondary schools across 14 Local Authorities. Delivery across such a diverse area, required an innovative and original delivery model. A system of working with LA school clusters was devised, bringing pupils to one location for in-school sessions, and utilising distance and blended learning approaches, via virtual classroom technology, to engage with remote areas such as Islay or the Western Isles. Delivery on a budget of only £150,000 per annum (SFC national and UofG core) is very efficient at only £67 per pupil. Expansion of the programme to the remaining 64 west of Scotland secondary schools is being piloted.

Programme content

The underlying aim of Reach is to identify and address the multi-layered barriers to accessing professional subjects experienced by WP applicants, bridging the gap and equalising their opportunity of entry with applicants from more affluent areas. Pupils complete a three-year programme of in-school and on-campus sessions. Focussing on their subject of choice, Reach introduces pupils to the idea of studying for and working in that profession. In S5, pupils complete a case study and attend a week-long Summer School on the UofG campus. S6 provision concentrates on UCAS application via interview preparation, personal statement and aptitude test workshops. Pupil performance is graded and a Student Profile collated for use by Admissions. Work experience placements are found for applicants unable to source this personally.

Contextualised Admissions agreements

From 2012, an integrated Reach admissions progression agreement was set up, applying contextualised admissions by participation on the Reach Programme. Significantly, the progression agreement allows Medicine and Dentistry Admissions to adjust not only academic grades, but also the UKCAT¹. The latter

has proved to be the biggest barrier to widening access; adjusting this has enabled more applicants to progress to interview and where they have performed well, gaining entry.

Working with schools in clusters fosters peer network-building among pupils, who are most often the sole applicants to a professional degree in their school. This encourages retention on Reach, but also on degree course. Friendships forged last into university, overcoming social barriers often present for WP applicants. The results of the Reach West Programme are evident from examining entrants from the 90+ west of Scotland target schools and from MD40 postcode areas: the KPIs for the programme. Tables 1 and 2 show five-year comparator entrant figures before and after Reach impacted on admissions. Increases have occurred in entrants to all four target subjects within UofG by both KPIs, a very high performance standard. MD40 entrant increases were 7.5% in Dentistry; 3.8% in Law; 6.8% in Medicine and 1.7% in Vet Medicine. West of Scotland target school increases were 11.2% in Dentistry; 12.6% in Medicine; 4.8% in Law; and 0.7% in Vet Medicine.

Table 1: MD40 entrants to UofG 2007-11 and 2012-16 as % of overall young student intake

	2007-11 entrants	2012-16 entrants
Dentistry	11.8%	19.3%
Law	11.3%	15.1%
Medicine	11.3%	18.1%
Veterinary Medicine	10.4%	12.1%

Table 2: Reach West 90+ target school entrants to UofG 2007-11 and 2012-16 as % of overall young student intake

	2007-11 entrants	2012-16 entrants
Dentistry	15.7%	26.9%
Law	12.4%	17.2%
Medicine	14.6%	27.2%
Veterinary Medicine	15.1%	15.8%

Additional Places for studying Medicine for 2016 entry

The Scottish Government (SG) created 50 additional places for Medicine entry for 2016 entry, awarding 10 places to each Medical School. UofG embraced this initiative and recruited an additional 16 students, all from MD20/40 postcode areas, target Reach West schools or with experience in care. This strong performance has added further depth to our Medical School WP provision. We shall work in partnership with SFC and SG to maintain and increase this level of intake in the future.

Medical School Glasgow Access Programme (GAP)

Covered in more detail in Case Study 1.

We successfully bid for 20 funded places for a new Medical School Glasgow Access Programme, a pre-med foundation year course, targeted at the most disadvantaged applicants. We agreed targeting criteria with the Scottish Government: MD20 postcode; care experience; remote and rural via our Reach island cluster. We recruited 21 students: 18 SIMD20; 1 care experience; 2 remote and rural. Of these, 16 were S6 leavers, 1 an S5 leaver and 4 mature entrants via our SWAP Access to Medical Studies programme.

Testimonials

Reach West has had a profound impact on the diversity of the student bodies within these high demand professional degree subjects and has brought lasting benefit to both the University and the students involved. The impact on target schools is evident in feedback received:

'For the first time in living memory, a pupil has progressed from our school to Vet Medicine' (Contact teacher.)

'The Reach Programme has helped prepare our young people for the transition to HE, especially with the preparation for interview and the UKCAT/LNAT tests. The staff on the programme are helpful, informative and knowledgeable on their subject'. (Local Authority Education Officer.)

¹United Kingdom Clinical Aptitude Test – used for Admissions to Medicine and Dentist

12 Case Study 4 - Innovation

Stratified Medicine Scotland Innovation Centre (SMS-IC)

The £1bn Queen Elizabeth University Hospital (QEUH), opened in 2015, is now the largest hospital campus in Europe. It covers 52% of the Scottish population, and is located in an area of high chronic disease/co-morbidity and deprivation. As such it provides a significant opportunity to drive innovation in healthcare, to benefit patients and stimulate growth in the local and Scottish economy.

With investment from SFC in the Stratified Medicine Scotland Innovation Centre (SMS-IC), the QEUH has become the Scotland-wide focal point for precision medicine, an emerging approach which enables doctors and researchers to identify and develop treatments that are effective for specific groups of patients. Precision medicine will have a disruptive effect on future healthcare, with significant impact for the NHS, the pharmaceutical industry and the medical technologies supply chain.

To add value to Scotland's investment in SMS-IC and the QEUH, the University of Glasgow has partnered with NHS Greater Glasgow & Clyde to develop world-leading infrastructure for precision medicine within the hospital campus, including a Clinical Innovation Zone with 22,000 sq ft for industry to drive open innovation. The Clinical Innovation Zone hosts the SMS-IC, alongside Aridhia, and companies from Singapore, Germany and the US are in the process of locating there too. In March 2017, the University opened the Imaging Centre of Excellence (ICE), incorporating Scotland's first 7 Tesla MRI scanner, and one of the first in the world for clinical research use. Leveraging funding from Glasgow City Region City Deal, this ultra-high resolution scanner which will be used for precision medicine research into stroke, dementia and neuro-oncology, and the advanced technology is also attracting overseas industry to re-locate as opportunity for further technology development. This brings skills to Scotland which are currently unavailable, dovetailing with our award-winning, SFC-funded Masters provision in stratified medicine, which also seeks to address a growing industry need for skills in precision medicine.

This 'triple helix' of academic research, industry and the NHS is essential to achieve our vision of becoming a global centre of excellence for precision medicine, attracting international business investment and driving an early competitive advantage to deliver economic benefit for Scotland and the UK. We were recognised by BBSRC as top University for 'Excellence with Impact' in 2016, and the combined economic impact of the University's innovation at the QEUH has been estimated to create up to 800 jobs and over £100m GVA for the Scottish economy over the next 7 years.

Accelerating Scotland's industrial innovation in imaging

QuantIC, the UK Quantum Technology Hub in Quantum Enhanced Imaging is located at the University of Glasgow. It is stimulating the creation of a Scottish Photonics sector through its strategy of strong industrial collaboration and partnership resource funding to commercialise new imaging technologies.

An example where this is already delivering impact is the Hub's partnership with Scottish based company M Squared Lasers, a fast growth, multi-award winning business with offices in the UK, Europe, and the USA. The company has specialists in quantum technology, biophotonics, and chemical sensing, and from its headquarters in Glasgow, the company develops advanced laser platforms. Collaboration between QuantIC and M Squared Lasers has resulted in two jointly funded projects concerning the development of a low-cost, small-sized, low-power and highly portable remote gas

detection system. The joint academic-industrial team will exhibit their prototype system at Photonics West 2017 in San Francisco, the world's leading optical systems conference.

Dr Graeme Malcolm, CEO and Co-Founder of M Squared Lasers said: "Close collaboration with QuantIC has helped M Squared to identify and create lower cost, compact, greatly improved imaging solutions that are suitable for a range of industries. Take the global gas sensing market for example, which is projected to be worth \$2.32 billion by 2018. We identified a gap in the market for a low-cost, low-power and highly-portable remote gas detection system, so we're working with researchers at QuantIC to turn our combined technologies into a new product capable of detecting gas leaks."

13 National Measures Data Table

	Actual		Ambition		
	2016-17	2017-18	2019-20	2020-21	2021-22
Scottish Government priority: Access to education for people from the widest range of backgrounds, including implementation of the recommendations of the CoWA and addressing gender balance					
Measure 1: Articulation - The number and proportion of Scottish-domiciled learners articulating from college to degree level courses with advanced standing					
Total number of Scottish-domiciled HN entrants from Scottish colleges to UG programmes	The SFC's National Articulation Database is currently in the Quality Assurance stage of development.				
Number of Scottish-domiciled HN entrants from Scottish colleges to UG programmes with AS					
Proportion of Scottish-domiciled HN entrants articulating with Advanced Standing					
Measure 2: Deprivation - The number and proportion of Scottish-domiciled UG entrants from the 20% and 40% most deprived postcodes					
Total number of SDUEs with known postcode	3,034	3,161	3,400	3,400	3,400
SDUEs from 20% most deprived postcodes	406	425	459	469	476
SDUEs from 40% most deprived postcodes	844	883	935	935	952
Proportion of SDUEs from 20% most deprived postcodes	13.4%	13.4%	13.5%	13.8%	14.0%
Proportion of SDUEs from 40% most deprived postcodes	27.8%	27.9%	27.5%	27.5%	28.0%
Additional COWA measure - The proportion of full-time first degree entrants from the 20% most deprived postcodes					
Total number of full-time first degree entrants	2,963	3,015	3,264	3,265	3,265
Number of full-time first degree entrants from 20% most deprived postcodes	365	371	431	451	457
Proportion of full-time first degree entrants from 20% most deprived postcodes	12.3%	12.3%	13.2%	13.8%	14.0%
Measure 3: SHEP Schools - The number and proportion of Scottish-domiciled UG entrants from the SHEP schools (i.e. schools with consistently low rates of progression to HE)					
Total SDUEs	3,060	3,184	3,400	3,400	3,400
Number of SDUEs from SHEP schools	152	165	170	170	170
Proportion of SDUE from SHEP Schools	5.0%	5.2%	5.0%	5.0%	5.0%
Measure 4: Protected Characteristics - The number and proportion of Scottish-domiciled UG entrants by different protected characteristic groups and care leavers					
Info: Total SDUEs	3,060	3,184	3,400	3,400	3,400
Gender					
Number of Male SDUEs	1,259	1,231	1,428	1,482	1,495
Number of Female SDUEs	1,801	1,951	1,972	1,918	1,905
Number of Other SDUEs	0	2			
Male Proportion	41.1%	38.7%	42.0%	43.6%	44.0%

Female Proportion	58.9%	61.3%	58.0%	56.4%	56.0%
Other Proportion	0.0%	0.1%			
Age					
Number of Under 21 SDUEs	2,492	2,539			
Number of 21 and over SDUEs	568	645			
Under 21 Proportion	81.4%	79.7%			
21 and over Proportion	18.6%	20.3%			
Ethnicity					
Number of BME SDUEs	239	239			
Proportion - BME	7.8%	7.5%			
Disability					
Number - Disability	293	325			
Proportion - Disability	9.6%	10.2%			
Care Leavers					
Number - Care Leaver	18	18	The majority of Care Leaver students self report upon entry, HESA based value will not capture these students.		
Proportion - Care Leaver	0.6%	0.6%			
Measure 5: Retention by Protected Characteristics - The number and proportion of full-time first year Scottish-domiciled UG entrants from different characteristic groups returning to study in year two					
Deprivation					
MD20 full-time first year SDUE	340	373			
MD20 full-time first year SDUE Retained	307	340			
Proportion MD20 retained	90.3%	91.2%	91.0%	92.0%	92.0%
MD20/40 full-time first year SDUE	782	786			
MD20/40 full-time first year SDUE Retained	722	719			
Proportion MD20/40 retained	92.3%	91.5%	92.0%	92.0%	92.0%
Gender					
Male entrants	1,185	1,228			
Males Retained	1,109	1,152			
Proportion of Males retained	93.6%	93.8%	94.5%	95.0%	95.0%
Female entrants	1,608	1,696			
Females Retained	1,523	1,613			
Proportion of Females retained	94.7%	95.1%	95.0%	95.0%	95.0%

Age					
Under 21 Entrants	2,321	2,442			
Under 21s Retained	2,206	2,333			
Proportion of Under 21s retained	95.0%	95.5%	95.0%	95.0%	95.0%
21 and over Entrants	473	482			
21 and over Retained	427	432			
Proportion of 21 and over retained	90.3%	89.6%	89.5%	90.0%	90.0%
Ethnicity					
Entrants - BME	204	235			
BME - Retained	196	226			
Proportion retained - BME	96.1%	96.2%	95.0%	95.0%	95.0%
Disability					
Entrants - Disability	256	280			
Disability - Retained	237	252			
Proportion retained - Disability	92.6%	90.0%	95.0%	95.0%	95.0%
Care Leavers					
Entrants - Care Leavers	11	18	The majority of Care Leaver students self report upon entry, HESA based value will not capture these students.		
Care Leavers Retained	10	16			
Proportion retained - Care Leavers	90.9%	88.9%			
Scottish Government priority: High quality learning in a learning system which is seamlessly connected for the learner, including learning which prepares people well for the world of work, prioritising provision that meets known skills gaps in the economy					
Measure 6: Retention - The number and proportion of full-time first year Scottish-domiciled UG entrants returning to study in year two					
Total number of full-time first year SDUE	2,794	2,924	3,264	3,264	3,264
Number of full-time first year SDUE retained	2,633	2,765	3,101	3,101	3,101
Proportion retained	94.2%	94.6%	95.0%	95.0%	95.0%
Measure 7: Satisfaction - The % of students satisfied with the overall quality of their course of study in the National Student Survey					
% Satisfaction	89	88	91	91	91
% Benchmark	87	85	Outwith UoG Control		
+/-	2	3			
Measure 8: STEM - The number and proportion of Scottish-domiciled UG entrants to STEM courses					
Proportion of SDUE to STEM courses	36.3%	35.7%	39.5%	39.5%	39.5%
Number of SDUEs to STEM courses	1,111	1,137	1,343	1,343	1,343
Info: Total SDUEs	3,060	3,184	3,400	3,400	3,400

Measure 9a: Graduate Destinations - The number and proportion of Scottish-domiciled graduates entering positive destinations					
Info: The number of Scotland-domiciled respondents	1,773	Graduate Outcomes replacing existing DLHE measure			
Proportion of graduates in positive destinations	96.3%				
Number of graduates in positive destinations	1,707				
Measure 9b: Graduate Destinations - National Measure 9b: The number and proportion of Scottish Domiciled full-time first degree respondents who are working in professional occupations					
Info: The number of Scotland-domiciled full-time first degree respondents that are economically active	1,189	Graduate Outcomes replacing existing DLHE measure			
Proportion working in professional occupations	78.1%				
Number working in professional occupations	929				
Scottish government priority: internationally competitive and impactful research					
Measure 10: The number of research postgraduate students	2,312	2,439	2,450	2,500	2,550
Measure 11: Total income from the UK Research Councils	£67,504k	£64,656k	£60M	£62.5M	£65M
Measure 12: Total research income from all sources	£179,497k	£180,818k	£182M	£185M	£188M
Scottish Government priority: effective knowledge exchange and innovation including excellent collaboration between universities and industry					
Measure 13: IVs - The number of SFC innovation Vouchers (IVs) and Follow-on Ivs					
Innovation Vouchers (IVs)	6	3	6	8	10
Follow-on IVs	1	0	1	1	1
Scottish Government priority: ensuring provision of quality learning in Scottish higher education institutions, i.e. HE strategic futures, Quality Assurance and HE governance					
Measure 14: Carbon - Gross carbon footprint	64,109	61,484	Campus Expansion Underway		

Annex A: Health Outcomes

Health outcomes report for the University of Glasgow November 2018

Context

The University of Glasgow provides undergraduate programmes in Medicine, Dentistry and Nursing. Approximately 410 students graduate in these disciplines each year.

DENTISTRY ACTIONS

SFC Objective	Baseline	Actions	2018/19 target
To widen and improve access to dental education	In 2017, 32% of new entrants to BDS were from REACH / SWAP /SIMD20/ SIMD40 background	<p>Actions in place:</p> <ul style="list-style-type: none"> • The Scottish Dental Schools are already collaborating in relation to their design and use of MMI stations. This is a part of a broader longitudinal research project through the Scottish Oral Health Research Collaboration (SOHRC) to examine the fitness for purpose of our admissions processes through correlations with course progression statistics and subsequent performance in Vocational Training. The collaboration is benefitting greatly from the involvement of the SOHRC Administrator, who is also supporting a planned joint REF 2021 return between Glasgow and Dundee to Unit of Assessment 3. • Entry requirements are already modified for those from schools in relevant SIMD areas. • We are working in schools to encourage study of STEM subjects and applications to professional courses such as dentistry. A recent course at a school in Busby, involving both staff and students from Glasgow Dental School, was extremely successful. The model is to be extended to schools in Scotland's remote and rural areas, starting in Dumfries & Galloway in the Autumn. • We are about to launch an App which is aimed at supporting those considering a career in dentistry and helping them to make the transition to University and the professional BDS course. 	Continue current measures to deliver effective contextualised admission. Redefinition of target groups will affect proportions.

MEDICINE ACTIONS

SFC Objective	Baseline	Actions	2018/19 target										
<p>To retain more graduates in Scotland</p>	<p>75% of Glasgow graduates currently express a preference to remain in Scotland as graduates.</p>	<p>Glasgow’s medical students are exposed to a wide range of high quality healthcare provision across 17 hospital sites and a large network of primary care practices in both rural and urban settings. Measures to improve student satisfaction and to showcase Scotland as a desirable place to pursue a medical career are in place and under constant development and review. In absolute terms <i>Glasgow medical school supplies more graduates to the Scottish healthcare system than any other UK medical school.</i> Numbers of graduates from each Scottish School entering the NHS in Scotland in 2017 are given below.</p> <p>The Medical School works closely with stakeholder Health Boards to deliver successful Clinical Teaching Fellow programmes which serve as a useful means of providing trainees with a firm grounding in Medical Education in Scotland. The Medical School works with University and NHS colleagues to expose our students to high quality and impactful research undertaken within our research institutes.</p> <div data-bbox="642 797 1362 1300"> <table border="1"> <caption>UKFPO applications from each Scottish school to the Scottish Deanery, 2016-7</caption> <thead> <tr> <th>School</th> <th>UKFPO Applications</th> </tr> </thead> <tbody> <tr> <td>Glasgow</td> <td>215</td> </tr> <tr> <td>Edinburgh</td> <td>135</td> </tr> <tr> <td>Dundee</td> <td>140</td> </tr> <tr> <td>Aberdeen</td> <td>150</td> </tr> </tbody> </table> </div> <div data-bbox="1388 810 1591 1222" style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>UKFPO applications from each Scottish school to the Scottish Deanery, 2016-7</p> </div>	School	UKFPO Applications	Glasgow	215	Edinburgh	135	Dundee	140	Aberdeen	150	<p>Maintain high rate of preference for Scottish FY posts through ongoing review and enhancement of existing measures.</p>
School	UKFPO Applications												
Glasgow	215												
Edinburgh	135												
Dundee	140												
Aberdeen	150												

<p>To encourage more young doctors to enter general practice and other shortage specialties</p>	<p>Approximately 21% of Glasgow graduates express a desire to enter community-facing practice at the end of their foundation training. This is aligned with the UK average.</p>	<p>We are committed to a new vision of undergraduate teaching in General Practice which has been set out in a proposal made to the Scottish Government in early 2018. This initiative will provide all students with an enriched and immersive exposure to primary care within both urban and rural settings, and the innovative new Community Orientated Medical Experience Track (“COMET”) with equip selected students with the requisite skills and knowledge to become the next generation of leaders of Primary Care in Scotland. Under this, more General Practitioners will be recruited to engage with undergraduate teaching, and the range of primary care environments to which our students are exposed will be expanded. Outcomes from the enriched programme (provided to all students) and the COMET programme will be tracked longitudinally in a long-term exercise.</p>	<p>To prepare to deliver our new vision of teaching and to implement COMET by 2019.</p>
<p>To clarify and render more accessible admissions processes to Medical School</p>	<p>All Scottish Schools currently advertise and deliver admissions processes separately</p>	<p>Work is underway to clarify and render more accessible admissions processes to the University of Glasgow Medical School. This is undertaken by University of Glasgow staff working with colleagues from the Scottish Medical School Admissions Group under the aegis of the Board for Academic Medicine. Glasgow is a national leader in widening participation, with high intake (39% of 2017 admissions were achieved through contextualised admission processes), and high retention rates of students from all backgrounds. We are fully engaged in sharing our experience.</p>	<p>To work with BfAM and SMSAG to clarify admissions processes.</p>

<p>To increase numbers of Scottish domiciled applicants to medicine, particularly SIMD 20</p>	<p>In 2016-17 39% of medical school young student entrants were from REACH target schools</p>	<p>The University of Glasgow won the Diversity Through Education Award at the 2017 Herald Diversity Awards for the work of the Reach Programme. The award bid centred around the fact that 80 Reach students graduated in 2017 at Glasgow in Dentistry, Law, Medicine and Vet Medicine, including the first graduates from the three health professions. Reach students have performed on degree at the same level as non-Reach students, indicating the approach of the Programme nationally is working in terms of preparing pupils for application, utilising contextualised admissions to admit applicants and supporting Reach students on course to graduate successfully and move into the professional workplace. In 2017 the Glasgow Access Programme (GAP) was initiated. This is a pre-medical preparatory year for SIMD 20 applicants which uses advanced contextualised admission. A progression rate of 95% to MBChB was seen in 2018, and a total of 32 MD20 students joined the MBChB in 2018-19. An increase in GAP intake is planned for 2019 (from 20 to 25 students). The proportion of students admitted to MBChB and GAP from a widening access background will change as the criteria used to define this group evolve.</p>	<p>Further to develop the GAP programme with a view to continued success. We recognise that it is essential to continue to monitor postgraduate progress of those students admitted under the REACH programme. It is equally important to monitor progress of those who move from GAP to MBChB to allow us to target further refinements to enhance later attainment. Continue to work with REACH and WA colleagues to refine and develop our admission processes, and develop further work with younger school pupils to encourage aspiration and attainment in target populations</p>
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NURSING ACTIONS

SFC Objective	Baseline	Actions	2018/19 target
To improve the gender balance across all fields of nursing	In 2017, approximately 2% of new entrants to Nursing were male	<p>Actions in place:</p> <ul style="list-style-type: none"> • Men into Nursing events are planned as part of International Men's Day promote nursing to male applicants. • Gender balance will be portrayed in the School's promotional literature. • Outreach into schools - supported by male students and qualified male nurses • Participate in initiatives with other Scottish HEIs e.g. Men in Nursing event held in March - further initiatives planned 	Increase proportion of male entrants to 8%.
To increase retention rates in nursing	Latest attrition rate - 2014 cohort 8.3%.	Support structures for students in clinical professional schools have been enhanced and measures are being put in place to raise awareness of sources of help for students in difficulty. The progress committee which deals with the consequences of academic failure has been reconstituted to maximise the opportunity given to students with potential to complete the course.	Monitor effectiveness of support structures now in place
To increase regional collaboration between Universities across all fields of nursing and midwifery provision	A high level of collaboration already exists	<p>Council of Deans group meets regularly to discuss matters of inter-institutional cooperation and workforce planning.</p> <p>Work ongoing to develop a national approach to implementing the new standards</p> <p>An national approach to assessment documentation has been implemented</p>	Continue to work collaboratively with other HEIs
Articulation and widening access		<p>Continue to engage with UofG access course and support students entering this route</p> <p>Monitor the SFC funded Articulation project at Glasgow and look to use any lessons learned in any future articulation programme for Nursing – working with FE and other HEIs.</p>	Monitor widening access applications

Annex B: University Innovation Fund

1. **Outcome (Demand Stimulation):** working with Scotland's enterprise agencies, Scottish Government, business networks, Interface, and others, Scottish HEIs will have helped to increase the demand and quality of engagement from businesses and the public sector for university services.
- University has signed a MOU with Glasgow City Council and Scottish Enterprise aimed at developing an innovation district linked to its £1Bn campus investment and its role in taking forward clinical and scientific excellence at the £800 M Queen Elizabeth University Hospital. Also the University is engaging Scottish Government, the Glasgow Chamber of Commerce and key business stakeholders in the innovation district to develop new partnerships to maximize the economic benefits of its own investments, the Glasgow city deal and the business opportunities that are emerging as a result of the regeneration of the West End and Waterfront area of the city.
 - Building on the Science & Innovation Enabling Technologies Audit a Strength in Places Fund (SIPF) bid was submitted for the Clyde Waterfront Innovation Campus totalling £80m (£28M, SIPF, £28M UofG, £27.5M Glasgow City Region City Deal) to co-locate, in a single building, the Universities nano and quantum device fabrication facilities alongside industrial innovation space (outcome pending). The initiative will enable collaborative R&D, business co-location, employment, entrepreneurship and skills development.
 - Established a consortium of partners including University of Glasgow, NHSGG&C, Glasgow City Council and six industry partners (multinationals and SMEs) to submit an Expression of Interest to the Strength in Places Fund to implement the 'Living Lab' concept (outcome pending). The Living Lab will translate science and innovation excellence into a real world clinical setting. By implementing and evaluating novel precision medicine approaches at the campus, industry will be able to stimulate and evidence market demand, thus accelerating precision medicine adoption and the growth of the local life sciences cluster.
 - University led, for Scotland, a BEIS Science & Innovation Audit (SIA) in Precision Medicine. The report is due to be published by BEIS before the end of the year. It sets out how precision medicine will improve patient outcomes; deliver £bn savings to the NHS and create economic growth /jobs in Scotland. The First Minister's Precision Medicine Summit, held in Perth in September was early outcome of the SIA. It also was key to stimulating SIA the Strength in Places Fund application referenced above
 - Examples of industry/public sector engagement initiatives include: Biomedical Engineering Industry day held May 2018 engaging with ~40 companies; SofTMech (Multiscale Soft Tissue Mechanics) held industry engagement workshops which have resulted in new partnerships and funding from industry; Rankine Chair of Energy Engineering joined the Oil & Gas Technology Centre Academic Panel to strengthen our engagement with the Centre; establishing the Promoting Partnerships network which brings together academics, clinicians and industry (~20 companies) to support the development of diagnostics (molecular and imaging); MVLS Collaboration for Innovation Industry day held in June 2018 engaged with 42 companies; Glasgow Molecular Pathology Node annual symposium held in September 2018 engaged with 28 companies.
 - University's success in the BBSRC Excellence with Impact competition, has led to the University developing the first Massive Open Online Course (MOOC) on delivering research Impact. The three-week on-line course is aimed at those working in the Higher Education sector, including all academic and non-academic research professionals as well as postgraduate students.
 - Developed and delivered workshop/training to improve academic/research staff skills in industry engagement. This has been delivered to College of Science & Engineering (CoSE) and College of Medical, Veterinary & Life Sciences (MVLS) and a similar program will be delivered to the College of Arts (CoA) and College of Social Sciences (CoSS) in late autumn. Held College KTP workshop August 2018 to raise profile of the scheme - ~30 academic staff attended.

- EPSRC Impact Acceleration Account (managed by the University) funded 3 Knowledge Exchange Associates in: semiconductor photonics, 5G technologies, industrial biotechnology and medical engineering to work with research staff to increase industry engagement and entrepreneurship activity; supported 17 researchers to participate in industry focused events including: Aeronautical Technology Institute Annual Conference; Materials Research Exchange 2018; Automotive Council Lightweight Technology Roadmap / Preparing for the Grand Challenge events; International Conference on Raman Spectroscopy 2018.
- 11 Centre for Doctoral Training (CDT) bids with over 60 Scottish companies/organisations participating who have all committed to support student training and engage in collaborative activities.
- Led £16.5m AHRC Doctoral Training Partnership (2019-2023). Up to 20% of studentships will be Collaborative Doctoral Awards (industrial PhDs). UofG secured 2 x industrial doctoral studentships in AI; 3 x doctoral graduate NPIF Placements at National Theatre of Scotland, Think Where and Auchendrain Museum; Applications for 2 x Creative Economies Fellowships at UofG pending – outcome announced end Oct.
- Co-funded Research Development Manager post with Glasgow Life (GL) to work across GL and CoA to identify and develop strategic areas of collaboration.
- Relaunch of ‘The Gaitherin’ (bi-monthly academic-business informal networking event) to align with Clyde Waterfront Innovation Campus initiative. This has been done in partnership with Govan based incubator partners Rookie Oven; Meet Up membership grown to over 280.
- ESRC Impact Acceleration Account Business Boost funding won. This is being used to build capacity to grow engagement between business and the social sciences: a program of social science specific business engagement training for 2018/19 agreed; 6 new social science business collaborative projects have received funding; sector-specified ‘Discovery Day’ events with business are planned for early 2019.
- School of Engineering has committed to and participated in activities to develop the National Manufacturing Institute through the Scottish Research Partnership in Engineering.
- University and NHS Greater Glasgow and Clyde have signed an MOU to form the Glasgow Health Sciences Partnership (GHSP). The aim of the GHSP is to better integrate world-leading research, top quality education and expertise in clinical practice between the university and NHSGGC.
- University is supporting the development of the city region’s economic strategy and its inclusive growth thinking via the Glasgow Commission for Economic Growth chaired by the University’s Principal. Glasgow academics have also made significant inputs to both Scottish Government and Scottish Parliament. Consideration of City Deals and inclusive growth and to the work of third sector partners such as the Joseph Rowntree Foundation and Carnegie UK;
- The Clinical Innovation Zone (CIZ) at the QEUH now hosts a co-location of 200 clinical academic researchers, 32 core business/specialist support staff and currently 10 organisations employing over 43 FTEs. This includes several international companies Canon, Siemens, BioClavis, Spiritus Partners and MR Coiltech. The benefits of co-location for enabling University collaboration are growing, for example, Siemens is holding a national training event at ICE on the 28th – 30th November and Spiritus Partners have attracted an international conference on Blockchain, Internet of Medical Things and Clinical Trials/Research to be held in ICE on 13-15th November 2018, with between 80 - 120 delegates.
- On behalf of Scotland, led the Industrial Strategy Challenge Fund application for an Industrial Centre for AI Research in Digital Diagnostics (iCAIRD) application which comprises 17 partners from NHS, academia and industry and will focus on the application of AI to digital diagnostics for the benefit of the UK. Results currently embargoed and will be announced in November 2018.

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- Continue to lead a Scottish HEI initiative focused on Demand Stimulation from ‘targeted’ multi-national companies for Scottish HEI capability and participate in the other collaborative HEI activities to deliver National Outcomes
- In partnership with Govan based tech-incubator Rookie Oven continue to deliver the business networking event series called ‘the Gaitherin’ which aims to broker University collaboration with a wide cross-section of businesses.
- Leverage the University participation in the Connecting Capability Funded ASPECT program to promote Glasgow’s social science expertise to the private sector to establish new collaborations and contracts.
- Continue to lead the AHRC Doctoral Training Partnership (2019-2023) where up to 20% of studentships will be Collaborative Industrial PhDs. To date Glasgow has secured 2 x industrial PhD’s in AI; 3 x doctoral NPIF Placements at National Theatre of Scotland, Think Where and Auchendrain Museum; 2 x Creative Economies Fellowships working with industry partners Shetland Museums and Edinburgh World Heritage
- Continued support for the Innovate UK funded collaboration between the University and Sublime (<https://www.sublime.cc/>) to deliver Project Mobius which is aimed at establishing the most ambitious virtual reality (VR) teaching platform in the world (<https://www.sublime.cc/projectmobius>)
- Support a program of industry engagement (~150 industry partners) with the Centres for Doctoral Training (CDT) led by Glasgow, and in which UofG is a partner. The CDTs are in the fields of Ultrasonic technologies, Artificial Social Intelligence and Non-Animal Technologies for drug screening, toxicology testing and regenerative medicine. In response to strong industry engagement from the Glasgow Doctoral School in Emerging Technologies
- Continue to support 3 x Knowledge Exchange Associates covering the 5G, Healthcare/Industrial Biotechnology and Semiconductor Electronics sectors to develop industry engagement in these areas.
- Deliver a series of events during 2019/20 which are designed to foster a greater culture of innovation and connectivity between the CIZ, UoG campus locations and external industry partners. This will include a CIZ ecosystem launch to showcase organisations and encourage initiation of further collaborative discussions with a subsequent series of more focussed meetings to facilitate the development of collaborations,
- Assessment of the barriers to growth for Precision Medicine focused SMEs and start-ups and initiatives to address these. Included will be (i) assessment of the scale/nature of demand from these SMEs and start-ups for proposed new Health Innovation Hub capabilities and (ii) requirements of to attract inward investors to the Clinical Innovation Zone at the QEUH campus and SIFP "Living Lab" proposition
- Deploy UIF to engage dedicated resource to grow Glasgow’s Innovate UK Knowledge Transfer Partnership (KTP) portfolio to in excess of 10 partnerships over the next 24 months

2. Outcome (Simplification/Commercialisation): in partnership with the Enterprise Agencies (EAs) and Interface, Scottish HEIs as a sector will have demonstrably simplified business access to the knowledge and expertise in Scottish universities.

- Continued to participate in Universities Scotland RCDG Contracts Sub-Group (Strathclyde Led) to develop and test simplified standard contracts (with Interface) to be made available on a central website. This initiative arose from the original Universities Scotland Innovation Action Plan. The Group is now working to pilot the suite of template agreements with representative business groups.
- Continued to deepen the operational relationship with Interface. This includes the implementation of a new process with Interface to enable more focused and relevant business enquiries to be targeted to our academics
- The university continues to refocus its approach to industry engagement for example in a formal industry visitor and referral triage system has been developed and deployed by MVLS for the Clinical Innovation Zone at the QEUH.

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- Selection of businesses (including Gaitherin attendees) will be brought together via bespoke Discovery Days. These events will be designed to enable curated sets of business staff and Glasgow researchers to engage in tackling challenges of common interest and ideate new collaborative project ideas.
- Continue to develop within Colleges visible and effective points of entry for industry who want to engage with the academic expertise and identify new ideas, discoveries and inventions arising from research.
- Build on an opportunity audit program amongst academic researchers to identify knowledge exchange and translational opportunities with investor and / or corporate engagement potential. This initiative was initiated by MVLS during 2017/18 and has been successful in finding new opportunities and driving engagement.

3. Outcome (Simplification/Greater Innovation): in partnership with the EAs and Interface, Scottish HEIs will, at a national level, have made strategic use of their sectoral knowledge to promote greater innovation in the economy (including beyond non-STEM).

- QuantIC (led by UofG) has (i) funded 33 industry-led (with £2.5m contribution) technology development projects, all collaborative with Scottish universities, using its £3m Partnership Resource Fund (PRF); (ii) partnered (to date) in over 50 externally funded collaborations (EPSRC, Innovate UK, CDE etc.) with industry totalling over £22.5M; (iii) worked with several Scottish-based businesses including Leonardo, Thales, M Squared Lasers, Kelvin Nanotechnology, Clyde Space, Chromacity, PYXL and Photon Force.
- University trading subsidiary company, Kelvin Nanotechnology (KNT) Ltd, has continued to build industry engagement/utilisation of the James Watt Nano-fabrication Centre (JWNC). KNT has achieved its ambitious £m's turnover target for FY17/18 and employs 15 people. £2M has been secured from EPSRC to invest in new tools that significantly enhance the capabilities of JWNC and consequent attractiveness to industry.
- UofG is a partner in the new Policy and Evidence Centre (PEC) which is an AHRC funded consortium set up as part of their Creative Economy Program. The PEC is led by NESTA, with university partners across the U. PEC will develop evidence to inform the policy and growth in the UK creative industries
- CCPR Professor Philip Schlesinger chaired RSE's response to the government's Culture Strategy. CCPR gave evidence on the use of data and statistics in the Screen Sector in Scotland at the Scottish Parliament's Culture, Tourism, Europe and External Relations Committee.
- Imaging Centre of Excellence is now fully operational for research purposes. Annual research income of ICE group in 2018 is on track to exceed 2017 by over 30%. The ICE programme has successfully completed a major review of project trajectory and wider benefits realisation plans, reviewed by both Glasgow City Region City Deal and Independent Commission for Economic Growth.

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- The experience gained from participation in the Connecting Capability funded ASPECT project on the commercialisation of the social sciences will be shared amongst Scottish HEI. This is likely to include dissemination of new models for the commercialisation of social science ideas, new approaches to communicating the value of social science research to business, and new training interventions to upskill social science researchers to engage with business
- Developed the business case for Phase II funding of SMS-IC (led by UofG) to ensure Scotland's HEIs are supported to work with NHS Scotland and industry, to position Scotland as a global PM leader, that can attract and support growth of precision medicine SMEs, ensure savings for NHS and benefit patients in Scotland to create a healthier workforce.

4. Outcome (Entrepreneurialism): Scottish HEIs as a sector will have made a significant and positive change in the way entrepreneurial opportunities are promoted and delivered to students, HEI staff, and businesses.

- Continued support for under-graduate, post-graduate and graduate entrepreneurs which includes hosting of 2 Unlocking Ambition Fellowships, RAENG Enterprise Fellowship and RSE Edinburgh Enterprise Fellowships. Delivered the Summer Business Start-up Workshop Program 2018 (including the Santander Summer Company Program) to over 330 students / recent graduates. 30 student start-up companies receiving support
- Tier 1 Graduate Entrepreneur Endorsement – increasing number of international students applying for Tier 1 GE (36 in 2017 vs 56 in 2018). 18 endorsements approved in 2017 resulting in 13 start-ups. Expecting to approve 20 endorsements in 2018, which should result in an additional 15 start-ups. Highest Scottish HEI conversion of Tier 1 GE to Tier 1 Entrepreneur.
- Converge Challenge – 4 successful applications moving to second stage with 2 reaching the semi-finals and 1 reaching the Kickstart finals.
- EPSRC IAA Funding (£1.7m) has supported 24 early stage commercialisation projects which has led to 7 technology demonstrators, licence agreement and incubation of 4 spin out company opportunities.
- 12 new spin-out ventures to commercialise academic research are being incubated by the University. This includes support with business planning, opportunity validation, securing technology de-risking funds and investment in patent filings; Completed formation of joint venture drug development company with Canadian based Portage Pharmaceuticals Ltd; Developed relationships with investors including Advent Life Sciences; Medicxi Ventures; Juvenesence and Archangels;
- Early Career Development Programme and ECR network ran workshops and networking events to raise awareness of commercialisation and the support available at Glasgow from the IP & Commercialisation team.
- Innovate UK portfolio 26% from FY 2017 and 150% since FY 2015
- UofG only Scottish partner in the £5m Connecting Capability Fund project led by the London School of Economics (LSE) and including Oxford, Manchester, Sussex, Sheffield and Cardiff. The project called ASPECT (A social sciences platform for entrepreneurship, commercialisation and transformation') aims to: clarify the social science value proposition to business; leverage the joint strengths of the seven RG partner Universities to promote greater social science-based innovation in the economy; launch a new generation of *scalable* 'tech for good' businesses. Program set up activities are currently underway.
- Various workshops for Post-Graduate Researchers and Post-Doctoral Researchers including Physics 2 days entrepreneurship workshop; Joint UofG / UoS Social Enterprise 1 day's workshop (business beyond the bottom line); BBSRC Biotech YES competition (annual); inspirational video case studies/blogs from staff and student entrepreneurs
- The £1.15m CiC, P2D and BBSRC funding AY2017/18 deployed has supported 31 projects in total, 18 of which were technology demonstrators. To date, this has resulted in 3 patent filings, 2 diagnostic prototypes, and a public health database for HEP C for Public Health England. This funding directly supported successful phase 1 application to Scottish Enterprise for High Growth Spin Out support scheme for exploring development of a company with a focus on novel Insecticides.
- Glasgow/Tel Aviv team successfully pitched joint technology to FutuRX (<http://www.futurx.co.il/>) which is Israel's leading biotechnology commercialisation accelerator. FutuRX partners are Israeli Government, J&J Innovation, Takeda and OrbiMed. FutuRX will invest in a new venture to exploit the joint IP with the University providing contracted services as required.

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- Continue to support the creation of scalable new ventures to exploit academic-led innovations (current pipeline of 15 projects) and seek to license technologies to entrepreneurs and existing companies;
- Increase (and widen the base) of investor/corporate engagement with academic and research staff through various marketing and business development initiatives;

- Continue to grow the innovation pipeline from MVLS and CoSE researchers via deployment of resources from UKRI IAA, MRC CiC, UofG KE and UIF funds (as well as seeking external funds e.g. SE HGSP; MRC DPFS) on internal IP /opportunity prospecting, patent protection, commercial/technical readiness for investor and/or corporate engagement and market analysis/business planning
- Provide support to Glasgow's participation with ZINC (<https://www.zinc.vc/about>) the tech-for-good incubator program, to promote opportunities for students to apply to join the program as well as internships and student placements with businesses created through the ZINC accelerator program. During 2019/20 we will learn from the ZINC partnership and develop plans to launch a locally based 'tech for good' incubation activity for the Scottish student/graduate community.
- Deliver the 2019 Science Den competition. This competition supports innovation amongst early career researchers. The competition requires involves teams pitching ideas, attending workshops and working with mentors. The winning team is awarded £10,000 to be utilized for the development of their innovation/business idea
- Build on an opportunity audit program amongst academic researchers to identify knowledge exchange and translational opportunities with investor and / or corporate engagement potential. This initiative was initiated by MVLS during 2017/18 and has been successful in finding new opportunities and driving engagement.
- Continue to fund a team of student interns to develop and deliver entrepreneurship support initiatives to student entrepreneurs; Develop plans for a new fully serviced student incubator to be located in the new Research Hub building due for completion 2020/2; Identify/appoint a strategic lead to take forward the University's vision for student enterprise; Work with the University's student bodies to ensure that there is good support in place for student-led enterprise activities

5. Outcome (International): in partnership with Scottish Development International, Connected Scotland and others, Scottish HEIs will have pooled their knowledge and networks, and shared good practice to promote and engage Scotland internationally (operating under Scotland's International Framework).

- Strategic Partnerships include (i) agreement signed with Smithsonian Institution in the US. This relationship will support staff research collaborations and exchanges as well as student internships and work placements; (ii) PUCV (Chile); McGill (Canada) and Columbia (US) - Smart Urban Infrastructure with; (iii) University of Lüneburg - European Centre for Advanced Studies (ECAS) based in Lower Saxony, Germany; (iv) Radboud University in Nijmegen, the Netherlands - collaborative research and education initiatives (both investing £100k) in joint projects.
- BioClavis, a US-owned cancer diagnostics specialist is set up a new base in the Clinical Innovation Zone, creating more than 40 jobs. The move is part of a £10.5m investment supported by Scottish Enterprise. A research and development grant of £4.5million has been provided by Scottish Enterprise to the firm to work in collaboration with the NHS and university researchers.
- The University, working in partnership with Strathclyde University, is exploring the lessons we can learn from one of the world's most effective university-innovation eco-systems for economic growth at Tel Aviv University. A joint seminar with TAU Ventures at the Technology Innovation Centre was held on October 25th with representatives of universities, local government and enterprise agencies from both Glasgow and Tel Aviv.
- In partnership with Glasgow City Council, the University is involved in a number of international partnerships including Rockefeller 100 resilient cities and Metrolab, a US city-university partnership focusing on the use of data and data analytics to improve public services (Glasgow and Bristol are being invited to join as the first two non-US cities). Metrolab will afford opportunities to develop cross-Atlantic, city-to-city, projects where University expertise can be applied to solving urban issues through the more effective use of data.
- Continue to grow international activity in Asia (i) **Singapore:** Working with SDI developed research collaboration and consultancy in the themes of water, data and healthcare. Worked with SDI on renewal of our co-investment including work in other SE Asian countries (ii) **China:** deepened the strategic

partnership with the University of Electronic Science and Technology (UESTC) in Chengdu. Up to 540 graduates per annum are now trained in electronic engineering. Around 40 students come to Glasgow for years 3 & 4 of their degrees or for postgraduate study. The undergraduate programs are supported by an Industrial Advisory Board comprising leading Chinese and international companies. Beyond Engineering, collaboration at undergraduate level is developing in Critical Studies and Clinical Medicine via summer schools and elective placements.. In research, the Chinese Scholarship Council continues to support a program between the University and UESTC in Biomedical Engineering, under which 15 students are provided with stipends for three years to come to Glasgow and work on research topics of interest to both partners. Research is supported via: (i) program funded by the Chinese Ministry of Education to develop an Optoelectronics Design Centre between UofG, TU Eindhoven and UESTC; (ii) programs in medical imaging funded by NSFC; (iii) program supported by the French Government in radar for healthcare; (iv) Newton Funds support research exchanges and (v) Glasgow staff have worked on projects with Chinese companies and institutes, including Huawei, Proton Products (based in Buckinghamshire) and several institutes of the Chinese Academy of Sciences.

- The University has invested in the new post of International Development Coordinator in its Global Centre for International Development (GCID). This position will support responses to GCRF funding opportunities and build links with potential partners from across the globe looking to engage in international development activity;
- Locally the University has engaged with SFC and Universities Scotland on GCRF initiatives on building networks through participation as well as leadership of events/workshops; Internationally the University has used SFC GCRF funding to strengthen capacity in areas including food security, renewable energy, water and healthcare.
- The University has been successful in winning >£15m of GCRF funding in the period, including £7.1 million to set up a GCRF Centre for Sustainable, Healthy and Learning Cities and Neighbourhoods, led by the College of Social Science.

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- Continue to participate, develop and grow in informal and formal international networks including UNIVERSITAS 21 and the Guild of European Research-Intensive Universities e.g. (i) hosting a meeting of Vice Principals from the Guild of European Research-Intensive Universities and (ii) building relationships with companies based in Chengdu e.g. Intel, TI. Discussions are on-going with SDI on how to leverage these connections and (iii) 4th conference in the 'UK China Emerging Technologies' series will to develop collaborations with UESTC and more widely across China.

6. Outcome (Inclusive Growth and Social Impact): Building on current and good practice Scottish HEIs will have scaled up their support of the Scottish Government's ambitions for inclusive growth.

- The ASPECT program (see Outcome 4) will bring together entrepreneurs, domain experts, developers, and investors, to launch new social science based, scalable businesses to solve **unmet needs by disrupting**, extending and improving existing services through new technologies and insights from research. ZINC Ltd, a business accelerator company, will work with ASPECT partners to incubate these ventures from the program.
- University's Olympia Social Research Hub in Bridgeton continues to expand the range of its activity. As well as being the base of CaChe, the ESRC's UK Housing research centre, Glasgow academics in partnership with the Glasgow Centre for Population Health have developed a £2.27 M Scottish Children's Neighbourhoods program which is due to start shortly. Through Policy Scotland and the Robert Owen Centre, the Olympia social research hub has become a focus for work on the implementation of 'inclusive growth', drawing on the expertise of GCPH and other partners as well as capitalising on research capability within the University. New approaches to knowledge exchange and engagement activity are being pioneered through the University GCPH partnership, linking activities at the Olympia with the local community in the East End of Glasgow. These will feed into thinking about developing our approach to inclusive growth within the West End and Waterfront Innovation District, which spans areas on both sides of the river.
- Dr David Waite has been employed exclusively to work on the economic impact of the Glasgow City Deal and is the main source of management information in support of the Economic Growth Commission linked to the City Deal. The Economic Commission, chaired by the Principal, has been advising

the Glasgow City Deal cabinet on approaches to maximising inclusive growth, and via Policy Scotland, the University has been making significant inputs into Scottish Government thinking on this topic. Des McNulty is a member of the steering Committee which is overseeing the development of the Scottish Government's Centre for Regional Inclusive Growth

- Policy Scotland was commissioned to provide research support to the Scottish Government's Commission on Poverty and Inequality and its reports to the Commission paying an important part in Commission recommendations that fed into the Scottish Government's Child Poverty Action Plan
- The legacy of the What Works Scotland project, which has developed techniques for assessing the effectiveness of social policy interventions, involving both Glasgow and Edinburgh Universities and the Scottish Government, will be taken forward via Policy Scotland, in conjunction with researchers from other academic units within the University
- University has expanded and developed the widening access provision and partnership work, engaging with over 25,000 pupils and 1,200 adult returners to education in 2017-18 via our site of pre-entry widening access (WA) programmes. These programmes are multi-exit, serving the whole sector. In 2018, over 870 students progressed to University of Glasgow via our programmes, with over 1,100 progressing to other HEIs across Scotland;
- Awarded SFC funding to develop an HNC articulation programme, primarily from the three Glasgow Colleges, over the next 2 years. In August 2018, 20 students commenced HNC Applied Sciences at Glasgow Kelvin College, incorporating regular learning on the Gilmorehill campus and a summer programme, to aid transition into Year 2 of a Life Science degree in September 2019. Intended expansion includes Engineering and Social Science programmes, BTechEd and Community Development.

AY2019/20

- Continue to participate in the Steering Committee which is overseeing the development of the Scottish Government's Centre for Regional Inclusive Growth; Glasgow Regional Partnership Board and Ayrshire Regional Partnership Board.

7. Outcome (equality and diversity): Building on current and good practice HEIs will have ensured positive promotion of equality and diversity in staff and all who are affected by the use of the UIF.

- School of Engineering led proposal to the EPSRC titled 'Inclusion Matters' was successful. The joint project with Edinburgh and Strathclyde will design and implement new strategies to tackle gender imbalances as well as other equality and diversity matters for ECRs in Engineering.
- Gender Equality Steering Group continues to monitor the implementation of the University's Athena SWAN Bronze action plan. The University is aiming to apply for Athena SWAN Silver award in 2020.
- Equality and Diversity Strategy Committee reviews the completion rates for Equality and Diversity Essentials training three times a year, completion rates in May 2018 were 77%.
- *Participation in the 'Ingenious & Enterprising Women' Program. This is a Scotland-wide program funded by SFC and Scottish Government that is aimed at empowering women in STEM roles to take control of their professional development and careers*
- Exception of the Institute of Health & Wellbeing (Gold Accreditation), all of MVLS' seven Institutes and three Schools have attained Bronze or Silver Athena Swan accreditation. MVLS College Equalities Committee champions the consideration of equalities implications during the development and implementation of college-wide strategy and policy. The Committee has overseen the roll-out of many initiatives aimed at supporting those with caring responsibilities including the provision funds to support academic staff returning from carer's leave and to fund additional child care for attendance at conferences or training.

AY2019/20

- Continue to develop positive promotion and incorporation of equality and diversity best practice within UIF initiatives
- Seek to apply for Athena SWAN Silver award in 2019

Equality Impact Assessment Form

Please ensure you have read the EIA Policy and Guidance document before completing this form.

If you need assistance please contact the EDU. Please return the completed form to the EDU.

STEP 1 - Define policy/ practice
i. Name of policy/ practice/ significant change
Outcome Agreement 2018-19 to 2020-2021
ii. Owner of policy/ practice (College, School or Service)
Prof Neal Juster
iii. Date of policy/ practice approved
April 2018 / Update March 2019
iv. Approved by? (Committee, College, School or Service)
Court

STEP 2 - Description of policy/ practice
i. What are the aims?
The Outcome Agreement sets out what the University of Glasgow will deliver, within the set timeframe, as agreed with the Scottish Funding Council.
ii. Who does it cover?
This covers funding for teaching, research and innovation, so therefore cover all staff and students.
iii. How often is this policy / practice reviewed?
This OA covers a two year period, however 6 monthly updates are provided to SFC.

STEP 3 - Could there be any implications for a protected characteristic group (as defined by the Equality Act 2010) in this (or the development of) policy/ practice?
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STEP 3a - Yes, there is a potential implication or barrier for a protected characteristic group.		Go to Step 4																	
Please tick all that are relevant ✓																			
<table border="1" style="margin-left: auto; margin-right: auto;"> <tr><td>Age</td><td style="text-align: center;">✓</td></tr> <tr><td>Disability</td><td style="text-align: center;">✓</td></tr> <tr><td>Gender Reassignment</td><td style="text-align: center;">✓</td></tr> <tr><td>Marriage and Civil Partnership</td><td style="text-align: center;">✓</td></tr> <tr><td>Pregnancy and maternity</td><td style="text-align: center;">✓</td></tr> <tr><td>Race</td><td style="text-align: center;">✓</td></tr> <tr><td>Religion or Belief</td><td style="text-align: center;">✓</td></tr> <tr><td>Sex</td><td style="text-align: center;">✓</td></tr> <tr><td>Sexual Orientation</td><td style="text-align: center;">✓</td></tr> </table>	Age		✓	Disability	✓	Gender Reassignment	✓	Marriage and Civil Partnership	✓	Pregnancy and maternity	✓	Race	✓	Religion or Belief	✓	Sex	✓	Sexual Orientation	✓
Age	✓																		
Disability	✓																		
Gender Reassignment	✓																		
Marriage and Civil Partnership	✓																		
Pregnancy and maternity	✓																		
Race	✓																		
Religion or Belief	✓																		
Sex	✓																		
Sexual Orientation	✓																		

STEP 3b - No, there is no potential implication for a protected characteristic group.	Go to Step 8
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STEP 4 - What evidence do you have for this conclusion (potential implication for a protected characteristic group)?

Briefly explain:

Please read this EIA with the University of Glasgow's Outcome Agreement.

The OA processes requires the University to address five priority areas and address cross cutting themes. Many of the themes are specific equality issues (i.e. gender, BSL) and other are outline broader themes (such as equality and diversity in general). The University has chosen to mainstream equality through our priorities, in keeping with the Public Sector Equality Duty (PSED). Much of the work the University does to meet the General Duty of the Equality Act 2010 is outlined in our PSED reporting - references to this are made within the OA document. Additionally, the OA requires the University to report on set National Table of Measurements, which include considering data of Scottish Domiciled UG new entrants and those returning to year-two by sex, age, disability and ethnicity, and set targets (if possible) for future years. This is the data referred to throughout this EIA.

March 2019 update - the University has added additional comment to this data given the March 2019 National measures data provided by SFC.

As the OA requests a focus on sex, age, disability and ethnicity, this will be the focus of this EIA. It should be noted, the University collects data relating to other protected characteristics and progresses activity in relation to them through the usual governance channels, and the University's biennial Mainstreaming Report.

The OA highlights a number of areas which have supported targeted intervention of work, this is highlighted below.

STEP 4a - Does the evidence show a positive impact?

Please provide an example and attach evidence:

The data shows the University has an increase from 2012-13 to 2015-16 for Scottish Domiciled UG new entrant Black, Asian and Minority Ethnicity (BAME) students from 6.3% to 7.1%, and Disabled students from 7.3% to 9.2%.

March 2019 Update: SDUG data for BAME and Disabled students shows a steadily improving picture with these students at 7.8% and 7.5% for BAME and 9.6% and 10.2% for Disabled 2016-17 and 2017-18 respectively.

The proportion of full-time first year Scottish-domiciled UG entrants retained between year one and two from 2012-13 to 2015-16 shows a positive picture, with the proportion of male students retained increasing from 91.5% to 93.6% and the proportion of 21 and over retained increasing from 86.8% to 88.9%.

March 2019 Update: The Retention data for SDUG for males and students over 21 continues to improve from 2015-16. Male students retention rates have risen to 93.6% and 93.8% for 2016-17 and 2017-18 respectively. For students over 21, retention rates have risen to 90.3% and 89.6% for 2016-17 and 2017-18 respectively.

Go to Step 5

STEP 4b - Does the evidence show a negative impact?	Go to Step 6
<p>You need to consult with relevant stakeholders - the EDU will assist with this process</p> <p>Please provide brief details and attach evidence:</p>	
<p>The data shows the University has a decreased from 2012-13 to 2015-16 for Scottish Domiciled UG new entrants for male students, dropped from 43.5% to 41.2%, and the proportion of students aged 21 and over has dropped from 21.9% to 20.5%.</p> <p><u>March 2019 Update:</u> The data for SDUG proportion of male students continues to present an issue for the University, as this has dropped to 41.1% and 38.7% in 2016-17 and 2017-18 respectively. A wider discussion across the University and the sector is required to address this.</p> <p>Retention for Disabled students has dropped from a steady of 92.6% in 2016-17 to 90% in 2017-18, this reason for this requires further investigation.</p>	
STEP 4c - Does the evidence show no impact?	Go to Step 8
<p>Attach evidence to this form</p> <p>The proportion of full-time first year Scottish-domiciled UG entrants retained between year one and two from 2012-13 to 2015-16 shows an undulating picture, with the proportion of Disabled students hovering around 92%, and BAME students with a low of 90.5% and a high of 97%.</p> <p><u>March 2019 Update:</u> In all other data sets (female SDUG entrants and retention, over 21 SDUG entrants and BAME student retention) continue to be steady.</p>	
STEP 5 - Continue to promote good opportunity for all people	Go to Step 8
<p>Promote and implement as exemplar policy/ practice</p>	
STEP 6 - Involve and consult stakeholders to address any negative impacts	Go to Step 7
<p>EDU will assist with this process</p> <p>Please provide brief details of involvement and consultations:</p> <p>The University has identified a number of strategies to address the negative impacts - namely through the detailed work of Priority One, Two and Five as outlined in the Outcome Agreement. The Widening Participation activity (as detailed in priority one) works directly with schools to ensure pupils identify HE as a positive route.</p> <p>The specific work outlined in the Gender Action Plan, which considers the overall intake of men into undergraduate course, has detailed targets for addressing the issues. The University has worked with the Student Representative Council, and continues to work with schools, teachers and relevant official bodies (e.g. Glasgow City Council, Nursing through the Scottish Government) and through it's outreach work.</p> <p>The University will continue to assess the protected characteristic impact on retention and devise appropriate strategies to address any identified issues.</p>	

STEP 7 - Outline any changes made to the policy/ practice as a result of the consultation	
Please provide details of changes:	
<p>As part of this process the University has considered benchmarking data as detailed in the Advance HE (previously the Equality Challenge Unit) annual benchmarking data. The comparison with the University is outlined on the worksheet marked Benchmarking data. It should be noted to two cohorts are not directly comparable - the discrepancies are outlined in worksheet. With the exception of over 21 age range, the University is fairly close to meeting the benchmarks. The University will consider working towards the national benchmarks for ethnicity and disability. The Gender Action Plan already sets targets for male undergraduate recruitment.</p> <p><u>March 2019 Update:</u> Two areas require further investigation/further monitoring, one is male SDUG entrants, which may require sector wide discussion and Disabled student retention, as there has been a drop between 2016-17 and 2017-18.</p>	
Go to Step 8	

STEP 8 - Publish results (as required by law)	
Please return this form, once completed, along with copy of amended policy or practice and any relevant information, to the EDU for annual reporting and for inclusion on the University website. Please note items sent to EDU here:	
This EIA will be publish once the OA has been agreed with SFC.	
Go to Step 9	

STEP 9 - Regular review	
Regular reviews ensures that policy and practice is kept up to date and meets the requirements of current equality legislation. Where a negative impact has been identified and remedial actions is being implemented, the policy owner should define a timescale for review.	
Please give details of review process:	The OA is reviewed 6 monthly.

SIGNING OFF PROCESS						
Name of EIA Owner	Neal Juster					
Signature						
College/ School/ Service	Senior VP and Deputy Chancellor					
Date of Completion	23/04/2018 / Updated 18/03/2019					
Date received by EDU	24/04/2018 / Updated 18/03/2019					
Approved in principle?				Yes	X	No
Any actions required? Please specify No						
Signed on behalf of EDU Date: 24 April 2018	Signature Mhairi Taylor					

GU/GCU JOINT STRATEGY GROUP FOR GENDER-BASED VIOLENCE

Proposed statement about approach and position taken by GU/GCU Joint Strategy Group

Background: Given the acceleration of activity being undertaken in Universities in Scotland (and elsewhere in England and Wales) to recognise and respond to violence against women on campus, it is important to recognise and highlight the partnership approach adopted by the Group, as reflected in joint working within and across Glasgow and GCU student organisations, professional services and academics with Police Scotland and Rape Crisis Scotland; it is also important to clarify the position adopted by the Group in the development of strategies and initiatives at Glasgow and GCU aimed at tackling and responding to gender-based violence on campus.

Partnership: the Joint Strategy group is underpinned by a strong partnership between the two Universities. There are many advantages of this approach: it allows the Group to draw on the views and experiences of student organisations in order to ensure that their interests are paramount, and it allows for the harnessing of expertise of academics across both Universities with research expertise in gender-based violence, ensuring that the implementation of policies and training draw on and are informed by international research evidence. It ensures that the work of the Group is informed by the experience and specialist knowledge of Rape Crisis Scotland and that processes and policies are compatible with Police Scotland investigations and the criminal justice process.

Definitions and analysis: The United Nations Declaration on the Elimination of Violence Against Women states that violence against women is "*any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women...*" and is "*violence that is directed at a woman because she is a woman or that affects women disproportionately*". Art. 3 d, Council of Europe Convention on preventing and combating violence against women and domestic violence states: "*[G]ender-based violence against women" shall mean violence that is directed against a woman because she is a woman or that affects women disproportionately[.]*" The current Scottish Government approach is guided by the definition adopted by the United Nations, and hence the Government's current framework [Equally Safe: Scotland's strategy for preventing and eradicating violence against women and girls](#) recognises gender-based violence as a both a cause and consequence of gender inequality.

Proposals:

- a. That the partnership approach adopted by the Joint Strategy Group and the pooling of expertise which it represents is highlighted, and;
- b. that the Joint Strategy Group adopt an explicit gendered analysis in their work, situating gender-based violence within unequal relationships between men and women, and recognising that gender-based violence is predominantly perpetrated by men against women. The development of appropriate responses to gender-based violence within Glasgow and GCU should therefore be grounded within this context.

Professor Michele Burman

Tabled 24/10/2017 updated 27/04/ 2018

Court Context Card 10 April 2019 - University Secretary's Report

Speaker	Dr David Duncan	
Speaker role	COO and University Secretary	
Paper Description	For information / one item for approval; items for discussion if Court wishes	
Topic last discussed at Court	Last report was to February 2019 Court	
Topic discussed at Committee	NA	
Committee members present	NA	
Cost of proposed plan		
Major benefit of proposed plan		
Revenue from proposed plan		
Urgency	Low	
Timing	Immediate where relevant	
Red-Amber-Green Rating	Green	
Paper Type	Decision/Discussion/Information	
Paper Summary	Report from Secretary on a number of items for Court's discussion/decision and/or information. A Items are: A1 An update on steps being taken to mitigate the impact of Brexit on the University.	
Topics to be discussed	As above plus any A or B items Court members may wish to discuss	
Action from Court	<p>Specific decision requested under:</p> <p>B1 (Subject to any comment/update from Senate) Court is invited to approve a proposed change of name for the School of Engineering, to the James Watt School of Engineering.</p>	
Recommendation to Court		
Relevant Strategic Plan workstream	Empowering People, Agility, Focus	
Most relevant Primary KPI it will help the university to achieve	NA	
Most relevant Secondary KPI it will help the university to achieve	NA	
Risk register - university level		
Risk register - college level		
Demographics		
% of University	100% Cross University application on several items Item A1 all non-UK EU staff (950, 13.2% workforce) and non-UK EU students (3300, 12% students)	
% of college	NA	
Operating stats		
% of		
Campus	All locations	
External bodies	UK and Scottish Governments; EU; CUC;	
Conflict areas		
Other universities that have done something similar		
Other universities that will do something similar		
Relevant Legislation	Climate Change (Scotland) Act 2009 ; HE governance legislation/Code of Good HE Governance; Employment law; Modern Slavery Act 2015	
Equality Impact Assessment		
Suggested next steps		
Any other observations		

Court – Wednesday 10 April 2019

Report from the University Secretary

SECTION A - ITEMS FOR DISCUSSION / DECISION

A.1 Brexit

We are continuing to keep the situation under review and to prepare for whatever form Brexit might take. We are providing support to staff and students who are EU nationals, and also to students and colleagues who have study placements or research/teaching relationships with any of the other 27 EU states. A large amount of information and advice is on the University website <https://www.gla.ac.uk/explore/euinformation/>; updates have also been provided in the University newsletter and via email.

A Brexit Open Forum is being held on Tuesday 9 April. Staff and students are being encouraged to come along and put questions or points to the Principal and other colleagues including the SRC President, Executive Director of External Relations and Director of HR.

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

SECTION B – ITEMS FOR INFORMATION / ROUTINE ITEMS FOR APPROVAL

B.1 School of Engineering - change of name

The College of Science and Engineering has approved a proposed change of name for the School of Engineering, to the James Watt School of Engineering. Further details are at **Annex**.

Senate will be considering the matter on 4 April; Court will receive details of that discussion, at the meeting on 10 April.

Court is asked to approve the change.

B.2 Remuneration Committee Chairs

In early March, a meeting of chairs of Remuneration Committees in Scottish HEIs was hosted at Glasgow, with June Milligan in the chair. Ronnie Mercer, the vice-chair of the University's Remuneration Committee, was also present. About 15 chairs or their representatives attended, to discuss progress in implementing the regulatory framework (the CUC Higher Education Senior Staff Remuneration Code). Court received details of the Glasgow approach, at the October 2018 meeting; this included the remit of the Committee, which was updated at the end of 2017 to include staff and student representatives; and the key objectives and remuneration principles applicable to the decision-making of

Remuneration Committee in ensuring the University's compliance with the CUC Code and the Scottish Code of Good HE Governance.

B.3 Sustainability Working Group – Climate Change

Following a query from a member of Court about the University's planning in respect of climate change, and its role in addressing the challenges around climate change, Court members may wish to note that there is a Sustainability Working Group which oversees and co-ordinates work in this area. The group reports to the Estates Committee.

The University has legal duties under the Climate Change (Scotland) Act 2009 – including taking measures to ensure the resiliency of the estate. A Climate Change Adaptation Plan 2018-2028 has been developed, describing measures we will take – the full document is at https://www.gla.ac.uk/media/media_619025_en.pdf . In the wider sphere, the University is also committed to working with partners as part of the Climate Ready Clyde initiative, to create a shared vision, strategy and action plan for an adapting Glasgow City Region.

The working group's recent activities have included receipt of a report on Measuring sustainability at UoG vs. the UN Sustainable Development Goals (SDGs). The report presented the results of a mapping project looking at how the University contributes to delivering on the SDGs. It also considered how the University is contributing to the SDGs through our research activity. If members would like to hear more about this area, a briefing will be arranged at one of the lunchtime sessions.

B.4 Annual Court Self-Assessment and Convener appraisal

A questionnaire for Court self-assessment/feedback on performance was circulated after the last meeting. Diary problems have meant that the Court Governance Working Group has not yet been able to meet to consider the outcomes of this. There will however be a report to Court in June, identifying any themes and including recommendations for action. The main themes emerging are about further improving strategic focus for Court and further refinements to Court paperwork.

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

B.5 Court Strategy Day 2019

The Strategy Day is scheduled for 16 September. The day will include a main session to involve Court as we move towards development of the next strategic plan. There will also be an external speaker.

The day will include opportunities for Court members to contribute to discussions via plenary and group discussion sessions.

B.6 Organisational Change

As referred to in the paper, details of the membership and remit of the group will come to Court for review annually; this will occur at the first meeting of next session.

B.7 *International students.*

One of the international student societies has brought to our attention a number of issues regarding the international student experience which we and the SRC agree merit further examination. We are setting up a short-life working group under the leadership of Dr Robert Partridge (Executive Director for Student and Academic Services) to address this. The group will include strong student presentation. We will report to the best meeting of the Student Experience Committee and then to Senate and Court.

B.8 *HE Governance (Scotland) Act – Ordinances on Court and Senate Composition*

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

B.9 *Modern Slavery Act 2015 – updated statement*

This statement aims to inform the University community and the general public about the steps taken during the last financial year in support of the Modern Slavery Act 2015. I have recently approved the annual update to the statement. Details are at <https://www.gla.ac.uk/legal/modernslaveryact/>.

B.10 *Police Incident March 2019*

Staff, students and Court members were kept informed via email about a suspicious package received at the University on 6 March. We took Police advice throughout the day, which included evacuation of a number of buildings in the vicinity of the mailroom. The First Minister congratulated the University and Police/Army for the exemplary way matter was handled. We have held a lessons learned workshop and identified a number of ways we can be better prepared for future incidents on any of our campuses, both in Glasgow and Dumfries.

B.11 *Summary of Convener's Business*

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

B.12 *New Student Services Model*

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

www.gla.ac.uk/myglasgow/worldchangingglasgow/projects/ provides some further information.

B.13 *SRC Spring Elections*

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

President: Scott Kirby

VP Education: Liam Brady

VP Student Support: Tom McFerran

VP Student Activities: Kirsty Summers

B.14 *Head of School Appointments*

College of Arts

School of Humanities/Sgoil nan Daonnachdan

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

School of Modern Languages and Cultures

Professor Vicente Perez De Leon has been re-appointed as Head of the School of Modern Languages and Cultures for one year from 1 August 2019.

Proposal to Change Name of the School of Engineering

It is proposed to adopt the name of the University of Glasgow James Watt School of Engineering, to replace the current University of Glasgow School of Engineering.

James Watt (Extracted from: *The University of Glasgow Story* <http://universitystory.gla.ac.uk/>)

James Watt (1736-1819) is a famous engineer who worked from 1756 to 1764 as mathematical instrument maker to the University. Two Engineering chairs, a building and a prize are currently named for him.

Born in Greenock, Watt trained in Glasgow and London to become a mathematical instrument maker. In 1756 the University employed him as an instrument maker, providing him with lodgings and a workshop. One of his first jobs was to unpack and restore the late Alexander Macfarlane's collection of astronomical instruments, which had been shipped from Jamaica and which were later installed in the University's Observatory. He went on to manufacture a range of items for the Professor of Practice of Medicine, Joseph Black, that included an organ and a perspective machine.

In 1759 Watt went into business in partnership with John Craig, manufacturing quadrants, microscopes and other optical instruments in a workshop in the Saltmarket and later in Trongate. In 1763 he became a shareholder in the famous Delftfield Pottery Co. He also worked as a civil engineer, producing surveys which included those in connection with the widening of the River Clyde and the construction of the Forth and Clyde and the Caledonian Canals.

Watt had become interested in the design of steam engines about the time he formed his business partnership with Craig, but did not have the time or the inclination to pursue his research. In 1763, however, the Professor of Natural Philosophy John Anderson presented him with a model Newcomen steam engine in need of repair. Watt's mind turned to ways of improving the engine and in 1765, famously while strolling on Glasgow Green, he devised a separate condenser which would improve efficiency and permit enormous savings in fuel.

Watt spent the following years developing his invention and working as a consultant civil engineer in Scotland, before moving to Birmingham in 1774 to form a partnership with the industrialist Matthew Boulton (1728-1809) at his Soho Foundry. He continued to be a technological innovator throughout the remainder of his working life.

University of Glasgow James Watt School of Engineering

The name of James Watt is recognised worldwide as one of the most influential figures in the industrial revolution. Put simply he made the steam engine both useful and powerful for a whole range of industrial applications and, in so doing, ignited the spark of industrialisation. His name has immense recognition worldwide, particularly in cultures where Engineering is recognised as a prestigious profession, such as in Asia and the Far East. He is also recognized today for the adoption of the name "Watt" for the SI unit of power.

The University has always taken seriously its association with Watt and has worked hard to keep his spirit alive on campus through, for example, the naming of a building and the role of the James Watt Chairs. Previous holders of that role include Professor John Lamb, who pioneered optoelectronics and integrated optics research which helped underpin modern electrical and electronics engineering and today underpins much of quantum technology, Professor Chris Wilkinson, who pioneered nanotechnology fabrication and bioelectronics at the University and Professor Robert Silver, who invented the Multistage Flash (MSF) Distillation System to desalinate seawater.

The School of Engineering has, throughout its history, aligned itself to the innovative spirit of Watt through its research, its teaching and its professional leadership such as being the first School of Engineering in the UK, offering the first degree in Engineering in the UK and hosting the first Chair of Engineering in the UK.

In this year, in which the world marks the two hundredth anniversary of Watt's death and in which the University celebrates his life and his legacy, the School is engaged in a deep revisioning of its future as it develops its plans for the move to the Western Infirmary site. Naming the Engineering School in Watt's honour would

commemorate his close ties to the University and enhance the University's international reputation.

The University of Glasgow School of Engineering has extended its international reach through collaborative research and its transnational education activity in China and Singapore and is continuing to strengthen its global profile in both teaching excellence and high quality research. Aligning the name of the School to such a distinguished Engineering innovator would add to the external profile of the University and raise the external profile of the School of Engineering. As has been the case with the Adam Smith Business School, this would also strengthen the School's ability to attract the highest calibre of staff and students and would enhance opportunities for international partnership and collaboration.

Consultation process

The proposal has been presented to the Engineering School Executive, the Engineering School Council and the College Management Group where it has received broad support.

Professor Muffy Calder

Vice-Principal and Head of College

Professor David Cumming

Head of the School of Engineering

Professor Frank Coton

Chair of the James Watt Bicentenary Committee

Convener of Court

Summary of Business – 13 February 2019 to 10 April 2019

Date	Meeting	Location
13 February 2019	Meeting with Lauren McDougall, SRC President	University of Glasgow
	Meeting with Bethan Wood, Senate Assessor	
	Meeting with The Principal	
	Meeting with The Principal and Graeme Bissett, Co-Opted Member	
	Pre-Court Briefing	
	Lay Members Briefing	
	Court	
	Court Dinner	
14 February 2019	30% Club HE Working Group call	Conference Call
19 February 2019	Meeting with Nick Hill, Senate Assessor	University of Glasgow
	Meeting with Carl Goodyear, Senate Assessor	University of Glasgow
	Meeting with Dave Anderson, Employee Representative	University of Glasgow
	Meeting with Margaret Anne McParland, Employee Representative	University of Glasgow
	Meeting: William Dowson, Bank of England Agent for Scotland	Edinburgh
	Advance HE's Strategy Roundtables	Edinburgh
6 March 2019	Scottish Chairs of Remuneration Committees	Conference Call
13 March 2019	Update with The Principal	Phone call
	Committee of Scottish Chairs Meeting and Dinner	University of St Andrew's
20 March 2019	Court Officer's Pre-Court Meeting	Conference Call
	Investment Sub-Committee	Conference Call
27 March 2019	Finance Committee	University of Glasgow
	Finance Committee Workshop	University of Glasgow
28 March 2019	Meeting with Rob Woodward, Chairman, Caledonian University	London
4 – 5 April 2019	CUC Spring Plenary and Dinner	London
10 April 2019	Meeting with The Principal	University of Glasgow
	Meeting with Morag Macdonald Simpson, General Council Assessor	

	Meeting with Ronnie Mercer, Chancellor's Assessor	
	Pre-Court Briefing	
	Lay Members Briefing – External Relations	Garscube, Glasgow
	Court	Garscube, Glasgow
	Court Dinner	University of Glasgow

Court Context Card 10 April 2019 - HR Committee Report

Speaker	Ms June Milligan
Speaker role	HR Committee Chair
Paper Description	Draft minute of committee meeting held on 11 March 2019 Paper includes Staff Survey outcomes & minute of the JCCN. Public Sector Equality Duty (PSED) mainstreaming report available from separate link
Topic last discussed at Court	Last HRC report Feb 2019
Topic discussed at Committee	See paper summary section.
Court members present	June Milligan, Carl Goodyear, Kristeen McCue, Morag Macdonald Simpson, Margaret Anne McParland
Cost of proposed plan	N/A
Major benefit of proposed plan	N/A
Revenue from proposed plan	N/A
Urgency	Low
Timing	Short, Medium and Long Term
Red-Amber-Green Rating	Green
Paper Type	Information
Paper Summary	Minutes of meeting held on 11 March 2019. Christine Barr spoke to the HR Director's strategic update which included briefings on USS Pension Developments, National Pay Negotiations 2019-20, Latest Brexit News, Staff Survey 2018, HR Strategic Away Events, PPR - Strategic Priorities, Strategic Talent & Acquisition, Policy Developments, Organisational Development, HR Systems and Equality & Diversity. Lesley Cummings - Head of PPR highlighted progress and developments regarding Pay, Performance and Reward. Carolyn Murray - Head of OD outlined feedback from the Staff Survey results and presented the Roadmap plans for Organisational Development. Mhairi Taylor - EDU Manager presented on the Equality & Diversity strategic imperatives - including Athena Swan Silver accreditation. HR Committee also reviewed the minute of the JCCN (provided as Annex). The Public Sector Equality Duty Mainstreaming report, prepared to fulfil the University responsibilities under the PSED, will be discussed at the next HRC meeting, and is provided via a separate e-link for Court's information, since it requires to be submitted by 30 April.
Topics to be discussed	As Court wishes. The paper includes summary headlines from the 2018 Staff Survey and outlines future plans, which are aligned with the World Changing Glasgow transformation (WCGT) programme. Details are provided on plans to engage and involve staff in responding to survey findings, to act on feedback to refine working experiences at the University, and to enable everyone to commit and contribute to the delivery of our strategic imperatives, while enhancing the effectiveness and efficiency of operations and services across the University. To complement Annex 1, Christine Barr, Director of HR will brief Court on headlines, focusing on actions, cultural development and associated transformation aligned with strategic imperatives and the WCGT programme.
Action from Court	To consider the Staff Survey's action plan; members are invited to comment/make suggestions, including suggestions for enhancing staff engagement. Feedback on the PSED report may be provided to Mhairi Taylor, Equality & Diversity Manager Mhairi.Taylor@glasgow.ac.uk
Recommendation to Court	
Relevant Strategic Plan workstream	Agility, Focus, Empowering People
Most relevant Primary KPI it will help the university to achieve	Staff Engagement
Most relevant Secondary KPI it will help the university to achieve	Gender Equality/Service Delivery
Risk register - university level	3a,3b, 1b, 4, 7a
Risk register - college level	
Demographics	
% of University	100% staff
Operating stats	
% of	
Campus	All
External bodies	
Conflict areas	None Highlighted
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	Employment legislation (UK & European)
Equality Impact Assessment	
Suggested next steps	N/A
Any other observations	

University of Glasgow
Human Resources Committee

Minute of meeting held in the Melville Room, Main Building on Monday 11th March 2019.

Present: Dr June Milligan (JM), Dr David Duncan (DD), Mrs Christine Barr (CB), Professor Dame Anna Dominiczak (AD), Dr Morag Macdonald Simpson (MMS), Professor Kirsteen McCue (KM), Professor Carl Goodyear (CG), Ms Margaret Anne McParland (MAP), Mr Rob Goward (RG), Mr Shan Saba (SS), Mr Martin Glover (MG), Mr Chris Branney (CBr)

By Invitation: Ms Lesley Cummings (LC) – Item 3, Ms Carolyn Murray (CM) – Items 4 & 5, Ms Mhairi Taylor (MT) – Item 6,

Apologies: Ms Susan Ashworth (SA), Prof Neal Juster (NJ)

Executive Summary:

- The Committee received an update from the Executive Director of Human Resources on headline items including an update on the latest USS Pension Developments, outline plans for the 2019-20 Pay Negotiation round, a summary of the latest position on Brexit and a strategic HR overview summarising the evolution of Human Resources service delivery.
- The Committee received a presentation on strategic Pay, Performance and Reward matters and discussed wider considerations around adopting elements of a team-based approach to performance and reward.
- The Committee considered the Staff Survey 2018 results and progress with the associated action plan in preparation for a report to Court, an overview of the Organisational Development Strategic Roadmap and an outline of the strategic imperatives for the Equality and Diversity Unit over the next two years, including the intention to secure Athena Swan Silver at institutional level.

HR/19/01 Welcome & Apologies – Opening Remarks

JM welcomed the Committee - particularly Anna Dominiczak who was attending her first meeting - and outlined the structure of the meeting, noting that time allocated for discussion would allow members to offer their insight around the circulated papers and the presentations to follow.

Apologies were noted from SA and NJ.

HR/19/02 Minute & Apologies held on 28 November 2018

The Committee approved the minute of the previous meeting held on 28 November 2018. It was noted that the matters arising from the previous meeting are covered in the agenda for today.

JM noted that the meeting was ahead of schedule and the group agreed to take agenda item 7 (Strategic Update from the HR Director) early.

USS Pension Developments

CB outlined the significant challenges in relation to the USS Pension Fund and noted that, following the agreement between the Joint Expert Panel (JEP) and member and employee representatives, agreement was not reached in time to prevent resultant increases to both member and employer contributions on a phased basis of up to 36.6% (11.7% members and 24.9% employers) by April 2020.

The USS Trustee has since instructed a new 2018 valuation of the scheme. Following initial acceptance of the JEP proposals in principle, subject to additional contributions in certain circumstances, the Trustee established a lower and upper limit for total pension contributions going forward ranging from 29.7% to 33.7%, with similar cost sharing arrangements which provided the potential to marginally reduce contribution levels. Consultations with USS employers on proposals developed by UUK advisers, Aon, in the period up to mid-March, measured employers' risk appetite with a view to achieving an acceptable outcome to all parties. The proposals, reflecting a range of principles, would represent increasing contributions over a three-year period from 29.2% to 32.2% to maintain current benefits. The Committee was updated on these deliberations and that USS employers await the response of the Trustee

It was noted that a sub-group of SMG has oversight of the ongoing developments and will shortly submit the University's response to the UUK proposals. An additional £10 million has been budgeted for the associated financial implications of the proposed reforms for the forthcoming financial year.

National Pay Negotiations (2019-20)

CB noted that as the sector embarks upon the negotiations for the forthcoming academic year, both UCU and EIS have recently balloted their members for industrial action (on an aggregate basis) over last year's final pay offer. Neither secured a mandate for industrial action.

Meanwhile UCEA has begun consultation across the UK to inform this year's negotiating round. Participating institutions have been canvassed on the discussion parameters, however it was noted that it is not ideal to begin such negotiations in the shadow of a ballot.

Conflict may arise based on flattening funding levels and pension contribution increases, set against potential proposals for 3%+ pay rises in addition to the RPI. It was acknowledged that there was a clash between financial reality and employee perceptions around pay. MAMcP noted trade Union concerns around the ongoing erosion of pay. Dr David Duncan will be participating as part of the employer's side in these negotiations.

Brexit

CB noted that uncertainty remains and support continues to be provided to staff as developments emerge.

Assistance continues to be provided to staff participating in the current pilot phase of the new EU settlement Scheme which will open fully to all EU citizens by 30 March 2019.

Particular attention is focussed on the potential immigration rules where concerns exist around a range of elements. In the event of a no-deal scenario, for the period 30 March 2019 to 31 December 2020, non-UK EEA citizens and their family members may come to the UK to work, study or visit without a formal visa for up to three months, within any six-month period. Those non-UK EEA citizens wishing to remain longer will need to register for European Temporary Leave to Remain (valid for 3 years) and will be required to apply for permission to remain beyond this period under any future immigration system. The Committee discussed challenges with these timescales, particularly around their compatibility with a standard 4-year degree programme.

In the event of a deal, the settlement scheme will remain open to existing and future non-UK EEA citizens until January 2021. It is anticipated there will then be a single immigration system which will operate in a similar fashion to the current Tier 2 UK Visa and Immigration arrangements applicable to non-EEA citizens.

The Committee noted that University continues to work with UUK and the Russell Group to represent sector interests.

Strategic HR Overview

CB summarised ongoing developments around the evolution of Human Resources service delivery and how this aligned with ongoing themes in relation to embracing technology, efficiency, agility and fluid working models. Specific focus was drawn to reviewing the nomenclature of the function with a view to a shift from Human Resources to “People and Organisational Development”. The rationale is that this title is reflective of the wider strategic people and cultural transformation being implemented across the University and is more representative of the nature of the work of the function. Following discussion, there was broad support for the change, subject to wider socialising of the concept which will be beneficial to building support for so doing whilst minimising any potential confusion that may arise for students.

Exciting developments are also being explored within HR Systems, particularly around potential efficiencies to be gained from automation and the adoption of artificial intelligence technology in order to streamline process and enrich jobs through the removal of mundane and repetitive tasks.

HR/19/04

Pay, Performance and Reward – Strategic Update

LC spoke to the strategic update paper on Pay Performance and Reward, highlighting that particular consideration is now being given to further enhancing our annual PDR process. Consideration is also being given to retaining some of the best practice elements of the exercise whilst disaggregating the concept of performance from reward at an individual level. Preference is also being shown for a team based approach to the delivery of objectives/performance in which these are appropriately aligned, measured and rewarded. LC highlighted the challenges around defining teams and welcomed the input of the Committee in this regard.

Discussion suggested that there are alternative means to recognise effective performance beyond financial reward and encouraged exploration of other ways to celebrate success which might be more fruitful. AD noted that work is ongoing at a national level within her sector which is looking at the concept of team science, which acknowledges essential team players who are perhaps less

visible but make a meaningful contribution to realisation of strategic imperatives to ensure everyone is recognised as appropriate. It was noted that considerable work has been undertaken in recent years which has included extending the Technical and Specialist job family, to include Technologists; providing greater clarity and alignment across all academic career tracks, most notable the Learning, Teaching & Scholarship and the Academic Clinician tracks; and developing and implementing a Research Scientist career track.

Caution was raised against creating a culture of expectancy around team reward, however it was noted that the current perception within the University was not one of expectation in this area. Staff themselves could be asked what they would value when it comes to being rewarded and CB noted that meaningful discussion is always welcome in this area.

JM noted the importance of linking reward and remuneration to organisational strategy.

The Committee congratulated the PPR team on PDR completion rates and the early signals that the good work that is being undertaken with regards to career development, gender pay and addressing issues such as occupational segregation are beginning to materialise through academic promotion trends. Discussion followed on the Early Career Development Programme (ECDP) at which the Committee noted the perceived workload to which early career academics associate with this particular stage of their development alongside achieving the objectives of the programme in terms of achieving promotion within a particular timeframe. CB noted that the programme was aligned to the strategic ambitions of the University and was intended to be stretching and challenging with a view that all participants minimally meet academic career grade 9 aspiring to professorial Zone 2 level. Further, it was acknowledged there is flexibility within the programme to accommodate differing learning styles and workload responsibilities of programme participants which provides for variability as individuals progress through the framework.

HR/19/05 Staff Survey 2018 – Outcomes & Actions

JM noted that headline figures were provided at the previous meeting of the Committee and CM was in attendance to provide a more detailed update on the plan of actions and progress to date.

CM highlighted that there are many projects either ongoing, or complete, which are not necessarily linked back to earlier staff survey outcomes, therefore it is not always apparent to staff that they are being listened to when improvements are made.

The draft engagement action plan was summarised and CM noted that an SMG sponsor would be linked to each high-level action within the plan. Comments were invited from the Committee in this regard.

MG highlighted that people tend to seek four things, namely for their employer to; know them; care about them; focus them and inspire them.

MAMcP expressed the opinion that senior leaders can often be far removed from the experience of staff nearer the 'front-line'. SS noted that the emerging themes

are consistent with those emerging in other organisations out-with the HEI sector.

Updates were presented on work already underway to scope out a 'Full Stop 2' campaign against bullying and harassment with an emphasis on supporting line managers and enhancing their capability to effectively respond and work with staff to address issues of this nature when these arise. Policy reviews have also commenced in relation to flexible working, aligned to wider culture change. The Committee agreed that a zero-tolerance approach to bullying and harassment must continue to be a priority. DD noted that an advanced draft of the Mental Health Action plan is well underway.

Significant overlaps were identified consistent with the World Changing Glasgow Transformation Programme plans including, but not limited to, the growth of a Change Champion network, further capacity and capability building in relation to supporting staff and individual business units with regards to embracing change and change management more generally. CB also noted the various interdependencies which are inextricably interlinked including process improvement, efficient business systems, behavioural change in the way we work and empowering staff to manage their workloads. The Committee acknowledged that where problems arise, a stronger mental health support framework, to which reference has been made, would add a further layer of support. MG also suggested alongside that the creation of an inspiring vision of the future would also be beneficial.

AD noted the importance of embracing modern technology and the good work that is proceeding across the University in many areas, with leaders in particular adopting more digital enabled technology approaches to work.

JM summarised that Court were also interested in planned actions in this area and that this will become an ongoing item for the Committee.

HR/19/06 Organisational Development – Strategic Roadmap

CM presented the high level Organisational Development Strategic Roadmap designed to outline the broader remit and objectives of the Organisational Development team.

The Committee was broadly supportive that the proposed framework when implemented by way of its associated actions, working in conjunction with the WCGT team, would help to realise some of the transformational change that the University seeks.

MAMcP felt that the roadmap was potentially difficult for staff to follow due to the language and volume of text contained within the document. MG responded, noting that the document could serve HR purposes, but that consideration should be given to focusing on "deliverables". Clarification was given to the purpose of the document, which was to aid the OD Team in communicating the work they are involved in and the value they add more widely. RG noted that the roadmap could also include the identification of our talent pool and longer-term pipeline. It was noted that succession planning will also play a key role under this and related themes.

CM advised that the team are now actively recruiting appropriately qualified and experienced staff, with a focus on securing skills which can contribute to the delivery of the items on the roadmap.

HR/19/07 Equality & Diversity Overview – Strategic Imperatives including Athena Swan Silver accreditation

MT presented the strategic imperatives for the Equality and Diversity Unit over the next two years (aligned to the University's responsibilities and the associated Equality Outcomes set under the Public Sector Equality Duty (PSED)). The challenges of the wider environment, particularly around political uncertainty and legislative frameworks, were also noted.

Plans are underway to apply for Athena Swan silver accreditation at University level later in the year, with related considerations including addressing cultural issues around flexible working, caring policy developments and the Glasgow Professional Framework for professional services staff.

Other developments included work on tackling gender-based violence in ensuring a safe, supportive and inclusive campus, consistent with plans for our student population as part of our wider cultural change programme.

Specific equality and diversity considerations from the 2018 staff survey were noted, including overall positive results across the diversity question set but with an increase in the number of people stating they had experienced bullying or had felt discriminated in the last year. Disabled staff also continue to have a less positive experience across a range of categories whilst younger staff appear significantly more positive than older staff. Male and female results were broadly comparable and Black, Asian and Minority Ethnic (BAME) were generally more positive than White counterparts.

MT noted the importance of wider partnership working, particularly aligned to delivering the University's PSED responsibilities and sought feedback from the Committee on the points presented.

MG questioned the extent to which onus was placed on leadership in relation to the areas presented and it was agreed that further consideration could be given to the role that the Equality Champions play, as senior leaders. The Committee noted the importance of a positive narrative and appropriate messaging through the relevant media.

On achieving Athena Swan Silver accreditation, MT noted that significant progress having been made in many areas and a strong basis on which to apply, although the assessment process remains somewhat opaque.

HR/19/08 Closing Remarks

JM noted the time constraints and invited any comments in relation to the other circulated papers. There being no further comments or business, JM thanked the members of the Committee and the meeting closed.

HR/19/09 Date of Next Meeting

The next meeting is scheduled to take place on 6 June 2019 at 10am in the Melville Room, Main Building.

**Joint Committee of Consultation & Negotiation (JCCN)
Minute of the Meeting
6 February 2019
Carnegie Room, Main Campus**

Attendees: Mr Alan MacFarlane (AMacF) - Independent Chair, Dr David Duncan (DD), Prof Neal Juster (NJ) Claire Williamson (CW), Lesley Cumming (LC), Chris Branney (CBr), Jeanette Findlay (JF) & Craig Daly (CD) - UCUG, Cindy Callaghan (Unite), Jim Spence (JS) - GMB, Laura McCrimmon (LM) – Minute

In attendance: Professor Sir Anton Muscatelli - The Principal (AM),

Apologies: Christine Barr (CB), Mrs Margaret Anne McParland (MAP) - UNISON

JC146	<p>Welcome & Apologies</p> <p>AMacF welcomed everyone to the meeting and apologies were noted as above. Agenda item 8 – Review of Pay and Grading Structure would be moved to the next meeting of the JCCN given MAPs absence.</p>
JC147	<p>Q&A with the Principal</p> <p>The Principal (AM) thanked the JCCN for inviting him to attend and welcomed the opportunity to have an open discussion. AM thought it might be useful to outline some of the current challenges facing both the UoG and the HE industry. These include but are not limited to:</p> <ul style="list-style-type: none"> • Brexit, which poses considerable risk and uncertainty for the UK. Planning and preparation for a possible no deal Brexit and the impact this will have on our staff, students, and funding is shaping much of the discussion at SMG. In an ever-changing landscape this is a huge challenge and remains a key priority for the University. • Increased pressures on the USS, Teachers and Public Sector Pension schemes. • Increased regulatory pressures. • Media scrutiny around both the economic and overall value of obtaining a University education. • Maintaining both a national and international competitive attraction strategy. • Developing a fit for future Strategic Plan. (The current strategic plan covers the period from 2015-2020), NJ has commenced planning for the 2020-2025 plan and we hope that everyone involved in the process will fully engage in helping shape our World Changing vision to meet the needs of our staff and students. The trade unions will play an important role in development and delivery of the changes ahead. <p>The Principal welcomed questions from the JCCN members;</p> <p>Q: JF addressed the result of the recent staff survey in relation to bullying across the institution and questioned to what extent this AM was aware of this, in particular if it occurred at a senior management level.</p> <p>A: AM advised all complaints/grievances of this nature were taken extremely seriously and fully investigated in line with the UoG policies and procedures regardless of the seniority of the accused and he would be kept apprised by CB as appropriate.</p> <p>Q: JF expressed the view that some staff felt the devolved structure made it difficult to raise concerns as they felt Heads of HR (HOHR) report directly to the HOC so may not be deemed impartial. JF questioned whether AM felt the devolved HR structure implemented a few years ago had the potential to create a conflict of interest.</p> <p>A: AM & DD both felt that the devolved structure implemented across some professional services had distinct advantages and were working well, however acknowledged that all services are under continual review and all suggestions to enhance services are welcome. AM further noted that If recommendations from any investigations suggested that devolution was either contributing to or creating a culture of bullying and harassment this would be taken extremely seriously. AM suggested he discuss the above with CB and review the extent to which this is a problem. (Action CB/AM)</p>

Q: CD raised a concern on behalf of UCU in relation to funding cuts. Results from the staff survey suggest that workload is a major concern for staff and CD questioned how this was being considered at a strategic level. CD felt that the published staff / student ratio figures feel low to the staff delivering the work in some areas.

A: AM advised that the staff/student ratio is continuously monitored to the best of our ability, however acknowledged that it is not an exact science and it is extremely difficult to benchmark against the many variables we must take into account as part of the annual budgeting cycle. Colleges monitor numbers and make predictions in advance of final numbers. Some relatively small courses can be very labour intensive, which influences the efficient use of time and in some cases, such as the business school it is challenging to predict numbers in advance.

Q: JF questioned the extent to which AM believed casualisation remains a concern across the sector and if he felt enough had been done in this space at UoG.

A: AM expressed the view that phasing out zero hour contracts was the right thing to do and noted that UoG were one of the first Universities to move in that direction. As demand moves quickly between courses AM expects the continued need for fractional contracts to maintain an element of flexibility. Additionally, significant reductions in fractional contracts would have a negative impact on opportunities for students and retired staff. Continuous review occurs in relation to full time contingency v fractionals for short periods but it is a fine balancing act. There had been no recent benchmarking activity, however this was perhaps something which might be possible in the future, particularly against Russell Group comparators.

CW added that in some areas, staff had enjoyed the flexibility of zero-hour contracts and had expressed the wish not to move to a specific working hours commitment. US HR encourage services to continuously review staffing and optimise staffing levels, however this is not straightforward in all service areas.

Q: CC expressed concerned in relation to outsourcing services and asked if this could be further reviewed.

A: CW advised the upcoming facilities review would assist us in finding a balance in this regard with potentially more sustainable employment in terms of working hours in some areas (for example within cleaning). We would need to retain some flexibility to maintain optimum service delivery during peaks. AM noted that continued dialogue between services, HR and the unions is imperative.

AMacF concluded the Q&A and thanked AM for taking the time to meet with the JCCN.

JC148

PDR 2017-18

LC presented on the PDR trends over the last few years and highlighted the impressive 94% completion rate in the 2017-18 PDR round, further noting the positive impact the grand-parenting approach has had on the distribution curve. Feedback through HR suggests that real conversations are now having an impact on performance standards and a more realistic picture is now emerging with increased ratings across grades 1-5, a slight decrease in 6-9, grade 10 remaining static as might be expected and an even 50:50 gender distribution.

JF said that many members are still unhappy with the PDR process and feel that some line managers use bullying tactics throughout the process. JF further expressed the view that rating staff once per year often leaves them feeling demotivated and that improved dialogue with staff regarding their performance and aspirations throughout the year would be a positive step. CC further added that there was an almost panic-stricken rush to complete the PDR process, rather than it feeling like a meaningful process.

LC advised that PDR is commonly discussed at the Snr HR Meeting, where feedback from the Colleges/US is that we must maintain a mechanism in which to align staff objectives to the overall strategic objectives of the University, whilst also having a means to rate performance and have those conversations, which might otherwise not happen. PDR is not a replacement for ongoing development and performance management, but a tool to reflect and support staff in their career development. There is a huge success rate of people coming through early career development programmes, which also assists with the gender equality balance. Extensive training was carried out at the time of introducing PDR; however further education for those conducting the reviews could help enhance the delivery of the process. All creative ideas to help to shape the future of PDR progression and the positive culture change needed are most welcome.

DD added the view that that the removal of PDR would create an inconsistent performance management/grading process. DD did however feel that the rating jump from inconsistent to strong was too wide a jump and should be reviewed.

	<p>CC stated that PDR is not a one size fits all process and highlighted that areas such as cleaning services struggle with the process of exceeding on individual objectives. LC informed the committee of the positive move towards team objectives which SMG have already adopted, noting this was definitely an area we wish to capitalise on.</p> <p>JF asked if there was any guidance on how staff/teams can work together on shared objectives and work towards reaching exceptional ratings. CW indicated she had developed guidance on how to differentiate performance in an objective and fair manner for both MPA and Operational staff roles, which she would be happy to share or discuss. CW acknowledged that it can be more challenging to objectively differentiate performance for staff in the more operational roles.</p>
JC149	<p>Staff Survey 2018 & Engagement</p> <p>CBr provided a high-level overview of the staff survey results, current action plan and the extensive work being carried out by the engagement lead network to move the actions forward. Each of the themes is awaiting a dedicated SMG sponsor and will be taken forward in collaboration with WCGT team.</p> <p>CD expressed that whilst the results have been shared, in his area they have heard nothing further and asked if others knew who their engagement leads were or what was going on in their College/US. There was a general view that there had been little visibility of follow on from the survey. CBr highlighted that following receipt of the survey results, CB emailed all Heads of School/Service outlining the expectation placed upon them to share the results and develop local action plans in conjunction with staff and their key identified concerns. CBr expressed concern however that the engagement leads were not visible to everyone and would raise this at the Snr HR Team Meeting and the next Engagement Lead meeting to work on enhancing communication from the network. CBr also noted that the network is intended to support wider activity and that responsibility for leading on relevant initiatives must lie with local management structures.</p> <p>CW advised that she had presented a one page paper to PSG on the potential key areas of focus for US emanating from staff survey results and confirmed that HR business partners would continue to support US leaders and managers to facilitate positive change through effective local action planning.</p> <p>Action: CBr feedback at the next JCCN</p>
JC150	<p>Strategy Refresh Launch</p> <p>NJ addressed the newly refreshed University Strategy Plan which is due to launch in June 2020. Initial planning commenced in late 2018 in consultation with 50-60 staff, this will be followed with three residential, two-day events with staff from across all grades and areas of the University who can share ideas and shape the future strategy. Following these events NJ will then visit and talk to staff across the schools and services; host a court strategy day and host a series of online meetings. Preparations for the 2015-2020 plan saw engagement with approximately 1200 staff. NJ hopes to increase consultation further during this planning period. The output from the wide consultation will shape the 2020-2025 Strategic Plan, which should be ready to launch early 2020.</p> <p>CD asked if NJ could remind the JCCN of the strands of the existing plan. NJ noted these to be; People - attracting the best staff, students and partnerships, Place - developing and transforming the campus, policies, processes and systems, Purpose - inspiring people through outstanding learning & teaching and lead discovery through world-class research. NJ advised that we are currently measuring well against our KPIs across these areas however; we need to improve on our carbon footprint and gender equality at senior levels. Progress is moving in the right direction within these areas but further improvement is needed.</p> <p>Working groups will focus on ensuring the strategy works, people are empowered and we build an agile workforce fit for the future. The WCGT programme is focusing on six main projects. Assessment and Feedback and the Recruitment Process Review are well under way, with the others at planning and consultation stages. Ensuring that all the groups and programmes are aligned with a focus and strategy pointing in same direction is challenging.</p>
JC151	<p>Policy Review Group Update</p> <p>CBr spoke to the paper on the business of the Policy Review Group.</p> <p>In line with feedback from the staff survey CBr will review the existing flexible working policy and look to complement this with a new carers policy. The revised management of organisational change policy is now concluded and will be live on the web this week. Discussion continues on the potential overlap between the</p>

	<p>complaints, research integrity, grievance and disciplinary procedures. A draft protocol has been created and following further consultation, consideration will be given to positioning this appropriately within the existing suite of policies. CW noted that our legal providers carried out a number of training sessions on conducting investigations, and following feedback it has now being adapted for internal use. This will be delivered by the Employee and Organisational Development team going forward.</p> <p>CD requested an update on policy review of JSR, now the Redeployment Register. CBr advised this was on hold until the systems upgrade had been concluded, noting there would be limited change to the policy however, the new system would hopefully provide enhanced opportunities.</p>
JC152	<p>Update on Organisational Change</p> <p>CBr spoke to the paper on the change projects and provided an update as detailed below;</p> <p>Sci&Eng</p> <ul style="list-style-type: none"> • Support Structures review is ongoing. <p>MVLS</p> <ul style="list-style-type: none"> • IT Services review is ongoing. • Undergraduate Administration will commence with the support of WCGT. • Postgraduate Research Administration review is largely complete with a number of recommendations to enhance the service. (CD asked if more information could be provided on the scale of the recommendations). Action: CBr to source <p>US</p> <ul style="list-style-type: none"> • Hunterian Art Gallery & Museum - consultation about to commence with impacted staff on the organisational design proposals. • Estates & Commercial Service consultation will commence soon. • Sport has now concluded.
JC153	<p>Approval of Previous Minute 24 October 2018</p> <p>The minute of the meeting of 24 October 2018 was approved as a true record.</p>
JC154	<p>Matters Arising from 24 October 2018</p> <p>JC141 – How many complaints have progressed to disciplinary in the last year.</p> <p>CBr advised that no one system logs the progress from complaint to disciplinary. Core HR did however have 17 disciplinary cases logged in 2018. JF expressed desire for a system which could centrally track all such cases. CBr and Ann Hasting are currently looking to deliver a training refresher on disciplinary recording within Core HR. CW added that a US Mediation network is being launched this week to support the resolution of conflict/complaints at an early stage, to help avoid the lengthy and complex process escalations to the formal processes these can often bring.</p> <p>JF advised that UCU has written to Heads of HR to seek approval for new reps to shadow experienced reps to such meetings to enhance knowledge and increase coverage of those who can assist in this area. The HOHR will discuss at the upcoming Snr HR meeting and provide a collective response. Action CW.</p>
JC155	<p>AOCB</p> <p>AMacF announced that he would be retiring from the committee following the May meeting of the JCCN. AMacF brought the meeting to a close and thanked everyone for their participation.</p> <p>Date of next meeting: Wednesday 15th May 2019.</p>

Court Context Card - 10 April 2019

Speaker	Dr David Duncan
Speaker role	Convenor of HSWC
Paper Description	Draft Minute & HSW Annual Report executive summary (Annex), from HSWC meeting 4 March 2019
Topic last discussed at Cour	13 February 2019
Topic discussed at Committ	For information only
Committee members preser	None
Cost of proposed plan	
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	For Information only
Timing	Immediate
Red-Amber-Green Rating	Green
Paper Type	For Information only
Paper Summary	
	At its meeting on 4 March, the Committee received: updates on meetings with onsite contractors; arrangements for budgets for additional counselling; parking permit eligibility policy relating to disabled staff. The Committee covered its usual range of business in reviewing standard reports on Occupational Health activities, Audit updates, Accident reporting and Employee counselling. The committee received and discussed matters relating to the HSW annual report. The Committee heard that discussions were ongoing about the possibility of developing a short video to promote the various mental health support services available to staff and students. Ms Woolcott informed the Committee that this service offers a package of training materials and information for LBTBQ and female travellers to help them to travel safely in countries that can be inhospitable for this demographic. The Committee agreed that a sub group should convene to look further at services offering training materials and information for LBTBQ and female travellers to help them to travel safely in countries that can be inhospitable for this demographic.
Topics to be discussed	As Court wishes; to include the HSW annual report executive summary provided for Court
Action from Court	For information/discussion if desired
Recommendation to Court	None
Relevant Strategic Plan workstream	
Most relevant Primary KPI it will help the university to achieve	
Most relevant Secondary KPI it will help the university to achieve	
Risk register - university level	
Risk register - college level	
Demographics	
% of University	100% All staff and students, relevant to all
Operating stats	
% of	
Campus	All locations
External bodies	HSE
Conflict areas	
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	
Equality Impact Assessment	Good
Suggested next steps	
Any other observations	

University of Glasgow

Health Safety and Wellbeing Committee

Minute of Meeting held on Monday 4 March 2019 at 10:00 AM in the Melville Room

Present: Ms Louise Stergar, Dr David Duncan, Mr Paul Fairie, Mr James Gray, Mr Peter Haggarty, Mr George Hepburn, Mr William Howie, Mr Christopher Kennedy, Ms Paula McKerrow, Mr David McLean, Ms Karen Morton, Mr Deric Robinson, Ms Gillian Shaw, Ms Aileen Stewart, Ms Julie Summers, Mr Dave Thom, Mr Graham Tobasnick, Ms Selina Woolcott, Ms Fatemeh Nokhbatolfoghahai, Mr Tom McFerran

In Attendance: Ms Debbie Beales, Mr David Harty

Apologies: Mr John Neil

HSWC/2018/1 Minutes of the Meeting held on Monday 10 December 2018

The Minute from the last meeting held on Monday 10 December 2018 was approved.

HSWC/2018/2 Matters arising

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

Mr Harty informed the Committee that E&CS continued to meet with the main contractors on a weekly, monthly and 6 weekly basis. The purpose of these meetings was to plan and co-ordinate building works as well as ensuring all safety measures are in place. E&CS were also working closely with GCC to ensure that their strict, and sometimes conflicting, procedures were followed. Noise was an issue at present and, whilst unavoidable, E&CS were working to resolve any noise issues that are raised. Mr Harty agreed to follow up on a complaint from College of Arts staff regarding noise caused by pneumatic drills at the Data Hub development.

The University will begin construction of a wider, safer crossing opposite the Main Gate on 18 March 2019. The Main Gate will be closed to vehicles while the works are progressed and, for a six-month period, vehicle access to the Gilmorehill campus will be via the Dumbarton Road gate (two-way) and Pearce Lodge gate (entrance only). To avoid congestion, there will be a one-way traffic system around the Main Building.

HSWC/2018/2.2 Centralisation of PAT (verbal update D Duncan)

Dr Duncan informed the Committee that starting in the next financial year there would be a centralised budget created to pay for Portable Appliance Testing (PAT).

HSWC/2018/2.3 Central funding for additional counselling sessions (verbal update D Duncan)

Dr Duncan informed the Committee that additional counselling sessions would be paid for from a centralised budget rather than by Service/School/RI. This will give staff access to additional sessions without having to inform their line manager.

HSWC/2018/2.4 Parking Permits

JULC again raised the issue of staff with long term disabilities not being eligible for a parking permit unless they hold a blue badge. The Convenor explained that the University of Glasgow had made the decision to follow the local authority standard for disabled parking. All staff members who hold a blue badge will be eligible for a permit with those currently applying for a blue badge eligible to apply for a temporary parking permit.

HSWC/2018/2.5 Adverse weather

JULC asked for an update on lessons learned from last year's adverse weather including risk assessments, analysis and a list of critical buildings. Mr Harty agreed to circulate this to the Committee.

HSWC/2018/3 OH Report (Paper 1)

The Committee noted the Paper that was circulated. Ms Stewart informed the Committee that management referrals had increased by around 8% on the same period from last year. The most common reason for referral by some way was mental health other followed by musculoskeletal and prolonged illness. Health surveillance appointments during this quarter were down substantially on the previous year as they were largely completed before the summer. Vaccinations and bloods were up substantially on the same quarter last year as the Hep B vaccine is once again available.

Ms Stewart informed the Committee that due to the scarcity of Hep B vaccine, OHU had trialled a new schedule for international students who were vaccinated at birth. In previous years titre levels for these students have been very low leading to a full course of Hep B (3 vaccines) being administered. This year OHU decided to provide a booster vaccination and then check the titre levels 2 months later this had proved extremely successful in obtaining good levels whilst requiring only 1 vaccination instead of 3. This has reduced cost as well as time demands on students. Home students are not vaccinated at birth meaning that these students require the full course of 3 vaccinations.

Ms Stewart informed the Committee that there is now an online resource available to help managers with skin health surveillance and provide information about dermatitis. This can be accessed through both the OHU and SEPS websites via the following link:

<https://www.gla.ac.uk/myglasgow/seps/az/healthsurveillance/>

HSWC/2018/4 SEPS Report (Paper 2)

The Committee noted the Paper that was circulated. Mr McLean also included a summary of sharps incidents from October - December 2018 to give the Committee a more detailed breakdown of the 35 incidents listed. The Committee discussed the issue of needles being found in public toilets despite the University providing sharps bins in both sports buildings and accommodation blocks. This appears to be due to an increase in steroid use and the SRC agreed to look at running a campaign highlighting the dangers of steroid abuse.

The Committee discussed the following:

- The potential issue of obtaining health and safety equipment after Brexit and whether the University should be raising extra PO's. Whilst Public Health do not allow stockpiling of drugs the Committee agreed that there might be other items that could be and asked Mr McLean to email safety co-ordinators to see if this would be required.

- Under reporting of near misses is still an issue. However, the 'Don't Walk By' campaign by E&CS generates on average 30 near misses per month. Mr Harty agreed to forward a report on these to the May meeting.
- Swimming pool fatality. HSE have submitted a report to the Procurator Fiscal recommending no further action required and the University will be asking that HSE remove the incident from RIDDOR as a work-related fatality.

HSWC/2018/5 Audit update (Paper 3)

Mr McLean informed the Committee that the Paper was not available for the meeting but would be circulated to the Committee in the next few days. Site audit visits have taken place at the Human Nutrition Unit at the Glasgow Royal Infirmary and at SCENE at Rowardennan. The Human Nutrition report has been agreed in draft form and will shortly be issued as a final report. The SCENE draft report is currently being prepared. An external audit is scheduled by Royal Sun Alliance for 14 March 2019. This one-day visit, which involves the School of Life Sciences, is carried out primarily to allow our liability insurers to look at University risk management processes. Although SEPS are not provided with a copy of the auditor's report they will be advised of any recommendations for improvements that arise. Mr McLean informed the Committee that SEPS are happy with how actions from previous audits are progressing but will let the Committee know if they are required to chase up any areas within the University.

HSWC/2018/6 EAP Report (Paper 4)

The Committee noted the Paper that was circulated. Ms Woolcott informed the Committee that she had recently met with PAM Assist to address the questions raised by the Committee at previous meetings. The responses were as follows:

- Page numbers are not available on the reports generated by PAM Assist.
- PAM Assist do provide feedback forms to clients but have not received any back from our staff thus far.
- Whilst PAM Assist have not been involved in any publicity drives to raise awareness of the service to males they would be happy to assist the University with any planned publicity drives.

Ms Woolcott informed the Committee that she is working with Equality & Diversity who are working on a male health drive. Raising awareness of the employee counselling service could be incorporated into this.

HSWC/2018/7 HSW Annual Report (Paper 5)

The Committee noted the Paper that was circulated. Ms Woolcott apologised for the late circulation of this Paper and asked for any feedback to be emailed to her by Monday 18 March 2019. Key points to note include:

- SEPS now have a new on-line incident reporting/recording system which provides them with user-friendly formats for users, and successful extraction of all the necessary monitoring/reporting data. They also have a new SEPS newsletter which is targeted at the local safety co-ordinating staff across the University.
- Numbers of employees undertaking training delivered or facilitated through HSW continued to rise from just under 4,000 in 2017 to 4,312 in 2018.
- Mental Health First Aid training courses were rolled out in 2018 as part of the Mental Health Action Plan to provide initial support and sign-posting for staff and students. 11

2-day courses were delivered to 161 attendees, including 15 delegates from student representative bodies.

- Biological Safety Adviser support included implementing a Containment Level 3 laboratory inspection programme and supporting CL3 facilities involved in an HSE review of Specified Animal Pathogens Order licence activities.
- Chemical Safety Adviser support included monitoring and investigating, as appropriate, and advising on chemical storage and management systems for the Research Hub plans.
- The Biological and Chemical Safety Advisers also worked together with the Environmental Adviser on a number of building clearances involving chemical and biological materials to ensure compliance with safety and environmental legislation.
- The Environmental Adviser supported E&CS again this year with the EU Emission Trading Scheme submissions, also working with the Energy Manager to prepare them for making future submissions.
- The specialist posts in SEPS had been developed to include aspects of wider general safety advice. To this end, the Biological Safety Advisor and Chemical Safety Advisor had been trained to take part in the in-house safety management audit programme, and the Environmental Advisor was attending a programme of Food Hygiene training.
- On the Fire Safety Front, a growing area of work is support and advice to the Soft Landings aspect of the Campus Development Programme. Input is considerable but would help to ensure safe design and prevent the need for costly corrective work at a later stage.
- Radiation Protection Services carried out a number of decommissioning activities involving the Wolfson Wohl and McGregor Buildings.
- Occupational Health delivered some extremely large clinics for Hepatitis B vaccination this year, as a result of the lack of vaccine availability in 2017.
- The 5-yearly resubmission for SEQOHS (Safe Effective Occupational Health Services) accreditation was successful.
- Health Surveillance work saw the highest compliance ever, with 92% of employees identified as requiring HS attending clinics. Ms Woolcott thanked Mr Fairie for his help in making this possible as the single point of contact for MVLS.
- Prior his departure, the BCO planned and delivered an extremely successful Emergency Planning Exercise in March, which was attended by over 100 employees and emergency services personnel. Progress with BC activity in the Schools, Institutes and Services was pursued and BC documentation was revised in line with feedback from the management units.
- Ms Woolcott thanked all the staff within HSW, as well as all colleagues and collaborators, including E&CS, IT, local safety coordinators, Procurement, and all those other colleagues who had made the HSW role easier.

HSWC/2018/8 Planned video clip on mental health support (verbal report SW)

Ms Woolcott informed the Committee that she had met with the University's Chaplain, Director of Facilities & Technical Services and the Safety & Compliance Manager. The purpose of the meeting was to discuss the possibility of developing a short video, with a prominent figure opening the video and a series of "talking heads" from within the University to promote the various mental health support services available to staff and students.

HSWC/2018/9 Maiden Voyage travel safety services (verbal report SW)

Ms Woolcott informed the Committee that this service offers a package of training materials and information for LBTBQ and female travellers to help them to travel safely in countries that can be inhospitable for this demographic. The Committee discussed how this could be of benefit to students who are always looking for guidance on safe travel, but felt it was important

that there was a wider offering for all staff and agreed that a sub group should convene to investigate this service further.

HSWC/2018/10 Any Other Business

- A drowning prevention charity offered training to the University. The Committee discussed the fact that this thankfully had not been an issue at the University of Glasgow and felt that the training was unnecessary at this time.
- Cleaners sign in/out sheets visible to non-cleaning staff could be a possible GDPR issue. Mr Harty agreed to investigate further and feedback to JULC.

HSWC/2018/11 Date of Next Meeting

The next meeting of the HSWC will take place on Tuesday 28 May 2019 at 10am in the Melville Room.

Health, Safety & Wellbeing 2018 Annual Report Executive Summary

A new colleague, Consultant Occupational Health Physician (OHP) Dr Jonathan Reid, joined us this year, working with Dr Mary Blatchford to deliver our contracted OHP services. Jonny provides a half-day a fortnight of regular clinics for us, as well as providing cover during Mary's holiday periods. We were sad to say goodbye to Morag Marshall, who retired for the OH Admin team, and Moira Bryden who retired from RPS after 6 and more than 20 years' service respectively. The Business Continuity Officer, Colin, also departed, with the end of his fixed term contract, after a very productive 18-months with us.

Systems developments included the new on-line incident reporting/ recording system going live in January, providing us with user-friendly formats for users, and successful extraction of all the necessary monitoring/ reporting data. A new SEPS newsletter saw its inaugural publication, targeted at the local safety coordinating staff across the Institution.

Numbers of employees undertaking training delivered or facilitated through HSW continue to rise from just under 4,000 in 2017 to 4,312 in 2018, across 97 courses as well as on-line induction and fire safety awareness.

This year, training figures included those for Mental Health First Aid, rolled out this year as part of the Mental Health Action Plan to provide initial support and sign-posting for staff and students. 11 2-day courses were delivered to 161 attendees, including 15 delegates from student representative bodies.

Specialist operational support activities were once again numerous and varied. Biological Safety Adviser (BSA) support included implementing a Containment Level 3 laboratory inspection programme, supporting CL3 facilities involved in an HSE review of Specified Animal Pathogens Order licence activities and establishing contact with key UoG staff working in NHS laboratories. Chemical Safety Adviser (CSA) support included monitoring and investigating, as appropriate, more than 80 incidents involving hazardous chemicals, advising on chemical storage and management systems for the Research Hub plans, implementing an inspection regime for cryogenic liquid storage and decanting and updating the chemical safety pages of the website. The Biological and Chemical Safety Advisers worked together on delivering training for the revised health surveillance risk assessment, and with the Environmental Adviser on a number of building clearances involving chemical and biological materials to ensure compliance with safety and environmental legislation.

The Environmental Adviser supported E&CS again this year, with the EU Emission Trading Scheme submissions, also working with the Energy Manager to prepare them for making future submissions. The EA also launched a new suite of waste management training courses on a range of specialist waste.

In recent years, the specialist posts in SEPS have been developed to include aspects of wider general safety advice. To this end, the BSA and CSA have been developed to take part in the in-house safety management audit programme, and the EA has started attending a programme of Food Hygiene training. These measures improve the versatility and resilience of SEPS, as well as offering interesting development opportunities for the advisers.

On the Fire Safety Front, work continues to reduce unwanted fire alarm signals, and the long-term trend (over 5 years) continues to see total unwanted activations reduce. Scottish Fire & Rescue attended after several minor fire incidents, two of which involved plant rooms at the Garscube Campus, all requiring follow up activity by the Fire Officers. A growing area of work for these officers is support and advice to the Soft Landings aspect of the Campus Development Programme. Input is considerable but is a very valuable opportunity to ensure safe design and prevent the need for costly corrective work at a later stage.

Radiation Protection Services carried out a number of decommissioning activities involving the Wolfson Wohl and McGregor Buildings. An important piece of work was the tendering exercise for the provision of radiation badge dosimetry services and we are very grateful to our colleagues in Procurement for their help with this.

Occupational Health delivered some extremely large clinics for Hepatitis B vaccination this year, as a result of the lack of vaccine availability in 2017. Whilst challenging, it also provided an opportunity to review protocols and, as a result, processes for many international students have now been simplified, with time and cost savings for the Schools involved. The 5-yearly resubmission for SEQOHS (Safe Effective Occupational Health Services) accreditation was very time consuming for the OHU staff, but successful. Health Surveillance work saw the highest compliance ever, with 92% of employees identified as requiring HS attending clinics, thanks to revised systems, on-line appointment booking and nomination by MVLS of a single point of contact coordinator.

Before his departure, the BCO planned and delivered an extremely successful Emergency Planning Exercise in March, which was attended by over 100 employees and emergency services personnel. Progress with BC activity in the Schools, Institutes and Services was pursued and BC documentation was revised in line with feedback from the management units, leaving the Director of HSW in a far better position to pick up the reins to maintain the University's vastly improved BC Management status.

My thanks go out to all the staff within HSW, as well as all our colleagues and collaborators, including E&CS, IT, local safety coordinators, Procurement, and all those other colleagues who have made our role easier (or even possible) and/ or more pleasant this year!

Court Context Card - 10 April 2019 Finance Committee Report

Speaker	Graeme Bissett
Speaker role	Finance Committee Convener
Paper Description	Finance Committee Report to Court
<i>Topic last discussed at Court</i>	Feb-19
<i>Topic discussed at Committee</i>	Mar-19
<i>Committee members present</i>	Court members present at last Finance Committee meeting: G Bissett, S Kennedy, R Mercer, E Orcharton, E Passey, G Stewart
<i>Cost of proposed plan</i>	
<i>Major benefit of proposed plan</i>	
<i>Revenue from proposed plan</i>	
<i>Urgency</i>	High
<i>Timing</i>	Immediate
<i>Red-Amber-Green Rating</i>	Green
<i>Paper Type</i>	Discussion
<i>Paper Summary</i>	<p>The minutes include an Appendix summarising a workshop held 27/3/19 with the aim of arriving at informally agreed positions on the main variables, principal assumptions and forecast scenarios, with an understanding of their cash flow effect and impact on the University's long-term financial sustainability.</p> <p>FC/2018/68 - Executive Summary FC/2018/69 - Seven Capex applications, summary included in minutes - approved by Finance Committee FC/2018/70 - Update on the Capital Programme FC/2018/80 - Overview of Performance as at 28 February 2019</p>
<i>Topics to be discussed</i>	Long term cash flow; progress of Capital Projects; Period 7 Overview of Performance.
<i>Action from Court</i>	Items for discussing/noting.
<i>Recommendation to Court</i>	
<i>Relevant Strategic Plan workstream</i>	Agility, Focus
<i>Most relevant Primary KPI it will help the university to achieve</i>	Cash generation
<i>Most relevant Secondary KPI it will help the university to achieve</i>	
<i>Risk register - university level</i>	5. Financial Resource
<i>Risk register - college level</i>	
<i>Demographics</i>	
<i>% of University</i>	100% undergraduates 100% postgraduates 100% home students 100% overseas students 100% staff
<i>Operating stats</i>	
<i>% of</i>	100% revenues 100% of costs 100% of profits 100% real estate - land 100% real estate - buildings 100% of total assets 100% of total liabilities
<i>Campus</i>	All
<i>External bodies</i>	
<i>Conflict areas</i>	
<i>Other universities that have done something similar</i>	
<i>Other universities that will do something similar</i>	
<i>Relevant Legislation</i>	
<i>Equality Impact Assessment</i>	
<i>Suggested next steps</i>	
<i>Any other observations</i>	

University of Glasgow
Finance Committee
Minute of Meeting held on Wednesday 27 March 2019
Melville Room

Present:

Mr Graeme Bissett (Convener), Mr Robert Fraser, Prof Neal Juster, Dr Simon Kennedy, Ms Elspeth Orcharton, Ms Elizabeth Passey, Mr Gavin Stewart, Mr Iain Stewart

In attendance:

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

Apologies:

Ms Heather Cousins, Prof Nick Hill, Ms Lauren McDougall, Prof Sir Anton Muscatelli

FC/2018/65. Summary of main points

- Seven Capex applications were considered and approved, with aggregate capital spend of £8.63m.
- The Committee noted an update on the Capital Programme, incorporating a breakdown of projected spend on completed/committed projects as well as uncommitted projects. This update reflected the substantial cost increases which had been signposted at the January Finance Committee meeting, however the aggregate Phase 1a and 1b forecast cost was now £608m, from £591m in January. The forecast capital cost and programme and long-term cash flow position was the subject of a workshop following the Committee meeting, note of discussion attached (Appendix).
- Performance of the Money Market Funds was £2.2m behind benchmark and would continue to be monitored. Endowment Funds were outperforming against the FTSE, though short term capital value reductions were being experienced.
- The Committee received a brief report on donations and philanthropic fundraising, noting an increase of £1.1m for this year. Reporting on this activity, including pipeline, would be developed as the programme proceeded. In relation to the process to wind up the University Trust, HMRC had indicated that donors would be required to complete new Gift Aid forms, which created a risk of attrition and the matter would be considered further.
- The TRAC return and TRAC (T) return for 2017-18 had been submitted to the Scottish Funding Council, and Finance Committee discussed the sensitivities and risks around the process. The information in the TRAC returns was prone to use by third parties, including Government, in ways which were either unanticipated or for which the information was not intended or suited. Accordingly, the TRAC returns would be considered in more detail at a future Committee meeting in good time for their 2018-19 submission.
- The Committee received an update on the planning round, noting that there was a significant difference to target, with the challenges primarily in the University Services budget. Plans are

currently being formulated by SMG to ensure targets are met, including additional income growth. The final budget would come to Finance Committee for approval in May and then to Court in June.

- The Committee noted the overview of performance. The results for Period 7 showed an underlying surplus outlook of £13.3m, £10.7m ahead of budget.

FC/2018/66. Declarations of Interest

There were no new declarations.

FC/2018/67. Minutes of the meeting held on Wednesday 23 January November 2019

The minutes of Finance Committee held on 23 January 2019 were approved.

FC/2018/68. Executive Summary (paper 5)

Finance Committee noted the Executive Summary, confirming that it was very helpful.

FC/2018/69. Capital Expenditure Application Summaries (paper 6.1)

Finance Committee received five capital expenditure applications, summarised in the table below:

Project	Total Projected Cost	Provision in capital plan	Other Funding Source	Value of funding sought under application	Action required
Data Annex Hall 2	£12.9m	Yes (£8.75m)	£250k from MRC	£4.2m	Approval sought
Gilmorehill / QMU Level 4 / PGT Teaching Space	£570k	Yes (£1.4m)	Nil	£570k	Approval sought
Gilmorehill / Various / CTT Learning & Teaching Space 2018-19	£1.52m	Yes (£2m)	Nil	£1.52m	Approval sought
Gilmorehill / Gilmorehill Halls / Pilot Project	£612,300	Yes (£500k)	Nil	£501,300 plus £111k maintenance	Approval Sought
Equipment associated to ERC Consolidator	£695k	No	£604k	£695k	Approval Sought

Grant application, including sputtering machine and scanning probe microscope.					
2 Thermal ionization mass spectrometers	£598k	No	£598k	£598k	Approval Sought
Application to support equipment / infrastructure bid to SPEN	£548k	No	£548k	£548k	Approval Sought

The Committee discussed the first Capex application regarding the Data Annex Hall 2 fit out. Members were reminded that the construction of Hall 1 (including fit out) and Hall 2 (shell only) had been previously approved. It was acknowledged by the Committee that the business case for the Data Annex was clear in principle, however members felt it was problematic to look at this project as a strategic priority in the absence of a finalised IT strategy. This was a priority for SMG over the coming months and work was underway to have the overall IT strategy approved as a matter of urgency. It was confirmed that the completion of the Data Annex would be included in the overall strategy.

The Committee also discussed the issue that the £4.2m cost was not included in the current capital plan. There had been a placeholder in the plan, but it was not clear how this would be funded. The Senior Vice Principal and Director of Estates confirmed that the cashflow across the overall capital plan would be reviewed and adjustments would be made.

Finance Committee approved the application, noting important caveats around the IT strategy and how the £4.2m funding would be budgeted.

The Committee approved the six remaining Capex applications.

For the next meeting and going forward, the Committee requested updates on the amount and percentage of budget that is drawn down following approval of capital expenditure.

FC/2018/70. Capital Programme Update, Campus Redevelopment Spend and Contingency (papers 6.2 & 6.3)

Finance Committee noted an update on current capital projects and a summary of progress of the capital plan. The report included a comparison of costs as per the Capital Plan approved in June 2018 and cashflow forecasts at February 2019. Each project was shown as completed/committed or not committed so that total costs for each of the categories were clear. The Committee noted that the Capital Plan was still under review, all projects in the design phase or not yet started could be stopped, and the University is not committed to the additional costs. The projections shared with Finance Committee are current best estimates, with only those committed or completed supported by Full Business Cases.

The Committee discussed the substantial cost increases which had been signposted at the previous Finance Committee meeting and the additional cost now forecast, taking the aggregate cost to £608m, compared to £591m in January. The increase was attributable to further scope extension for ASBS, which it was noted would be subject to a full business case in due course. Members expressed concerns around the level of control around changes in project scope and

inflation. It was noted that the period between now and May/June was key, as the review of the Capital Plan was carried out and the executive worked through a complex set of trade-offs. Meanwhile, the Committee were assured that internal governance processes were rigorous. It was noted that the design for the College of Arts building was currently on hold pending the outcome of the Capital Plan review.

It had been confirmed that a fire suppression system would require to be installed in the James McCune Smith Learning Hub. A sub group of Estates Committee had approved a settlement with Multiplex and a Capital Expenditure application seeking the additional funding would be submitted.

The Full Business Case for the Institute of Health and Wellbeing had been approved by Court. The final price would be confirmed in the next few weeks, and it would be below the approved maximum.

FC/2018/71. Status of Capital Grant Funding (paper 6.4)

Finance Committee noted the report on capital grant funding. As previously noted, equipment purchases would not go ahead unless grant applications were successful. There was one application pending.

FC/2018/72. Key Dates Timeline (paper 6.5)

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

FC/2018/73. Investment Fund Performance and Invest Fund Sub-Committee papers (papers 7.1 & 7.1.1)

The Committee noted that performance continues to be behind benchmark by £2.2m, due mainly to the Insight Libor+ fund. Calls would be scheduled with the fund managers and the investment sub-committee in June/July, following finalisation of the capital plan and cashflow outlook, in order to review performance and facilitate decision making on any changes in fund levels.

FC/2018/74. Endowment Fund Performance (paper 7.2)

The Committee noted that both endowment funds continue to outperform the FTSE, with returns against benchmark improving. The total return year-to-date had decreased since the previous Finance Committee report in January, however the Committee noted that the endowments have had significant gains in each of the last two years.

FC/2018/75. Donations and Philanthropic Fundraising (paper 7.3)

The Committee noted a brief report on donations, showing an increase of £1.1m for this year.

In response to a question from the Committee, the Group Financial Controller agreed to report on the split of donations to the campus development vs other areas.

The Committee discussed bequests, and noted that figures for bequests are only counted when firm notifications have been received from the administrator of the deceased donor's estate.

FC/2018/76. Operation of the University Trust (paper 7.3.1)

Finance Committee received a paper setting out an update on the process for winding up the University Trust. This had been proceeding well, however HMRC feedback had been received indicating the requirement for donors to complete new Gift Aid forms if the Trust was wound up. Further discussions were underway, with final feedback awaited. There may be a decision between winding up the Trust and potentially losing some Gift Aid relief, vs keeping the Trust open with low levels of activity and running down over time.

FC/2018/77. Bank administration (paper 7.4)

The Committee noted and approved some matters of bank administration: changes to signatories due to retirements/maternity leave in the Finance team; HSBC banking facility letter confirming terms and conditions; and closure of four bank accounts no longer used.

FC/2018/78. TRAC Return (paper 8.1)

The TRAC return and TRAC (Teaching) return for 2017-18 were noted. The returns have been submitted to the Scottish Funding Council.

As in previous discussions of TRAC, the Committee noted the significant limitations of the process. The original purpose of the return was an attempt to calculate the surplus/deficit on teaching, research and commercial/other activities, to determine the full economic cost of research and teaching, as an accountability requirement. However, the concern was that the data gathered could be used for purposes for which it was not designed. For example, the full data set for the HE sector would allow comparisons to be made between institutions which would not necessarily be robust, and which could be unhelpful. It was noted that the flawed methodology of the process was compounded by the fact that each University could potentially have its own approach to gathering the data and completing the return.

The Committee agreed that there should be a further discussion in good time for submission of the 2018-19 returns regarding the sensitivities around the process.

FC/2018/79. Budget update (paper 9.1)

The Committee received a paper outlining the position of the consolidated budget as at 8 March 2019, noting that the final budget would be brought for approval to Finance Committee and Court in May/June.

The current position for 2019-20 shows a variance of £7.5m adverse, with the majority of the challenges falling within the University Services budget. The Committee noted that SMG were formulating plans to ensure that the proposed budget and the overall cash generation targets will be met. The adverse position had already begun to improve given decisions taken at the most recent meeting of SMG.

Finance Committee discussed the administration savings which were assumed in the outer years. Budget holders were being challenged to produce plans for meeting the savings targets as part of the next round of budget meetings (in April.) The Chief Transformation Officer was preparing the Full Business Case for the World Changing Glasgow Transformation project which would be presented to Court in June. Finance Committee confirmed it would be interested to see the process for achieving the savings.

Committee members welcomed the update.

FC/2018/80. Overview of Performance as at 28 February 2019 (paper 10.1)

The Group Financial Controller presented the overview of performance for Period 7.

The full year underlying surplus outlook was £13.3m, £10.7m higher than budget, primarily due to increased tuition fees particularly in Social Sciences and Science & Engineering, offset by increased consumables. The operating surplus under FRS 102 was forecast to be £15.9m favourable to budget.

The Committee noted that cash from operations was forecast to be £40.3m at year end, £10.1m ahead of budget.

FC/2018/81. Debtors Reports as at 28 February 2019 (paper 10.2)

Finance Committee received an update on debtors as at 28 February 2019. Overall debt stood £12.29m higher than prior year (at £67.55m in comparison to £55.26m) in line with the increase in year on year sales within Student and Sponsor, and Commercial areas.

FC/2018/82. Table of Actions

Action	Date Due	Notes
Report final cost of IHW to Finance Committee when available	March 2019	Director of Estates
Provide information on the amount and percentage of budget that is drawn down following approval of capital expenditure. This information to be added to the Capital Expenditure applications summary sheet	Following March meeting and going forward	Director of Estates/Group Financial Controller

Provide information on the proportion of international students studying at UofG relative to the UK HE sector	May meeting	Clerk/External Relations
Provide split of philanthropic donations supporting campus development vs other purposes	May meeting and going forward	Group Financial Controller
Provide update on administrative savings to inform long term cash flow forecasts	May or September meeting	Group Financial Controller
Consult fund managers on holding recommendations, following finalisation of Capital Plan	June/July	Group Financial Controller

FC/2018/83. Date of next meeting

30 May 2019, 2.00pm, Melville Room

Prepared by: Fiona Quinn, Clerk to Committee, Fiona.Quinn@glasgow.ac.uk

University of Glasgow

Note of Finance Committee Workshop held on 27 March 2019

Cashflow Scenarios

Present:

Mr Graeme Bissett (Convener), Mr Robert Fraser, Prof Neal Juster, Dr Simon Kennedy, Ms Elspeth Orcharton, Ms Elizabeth Passey, Mr Gavin Stewart, Mr Iain Stewart

In attendance:

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

Apologies:

Ms Heather Cousins, Prof Nick Hill, Ms Lauren McDougall, Prof Sir Anton Muscatelli

The Committee noted the objective of the workshop was to arrive at informally agreed positions on the main variables, principal assumptions and forecast scenarios, with an understanding of their cash flow effect and impact on the University's long-term financial sustainability. Finance Committee's views would be taken into account in formulating the revised capital plan and long-term cashflow projections which would go to Finance Committee and Court in May/June.

Following detailed discussion, the Committee agreed the following principal assumptions:

Assumptions	High	Medium	Low
SFC funding inflation	3% from 25/26	2% from 25/26	1% from 25/26
Tuition fees	Remain flat rate		
EU fees	No reduction	25% reduction	50% reduction
rUK fees	19% reduction (anticipating Augar)		
Overseas fees	Agreed to review further. It was not agreed that the underlying margin should be 50% in all scenarios.		
Admin savings	No Admin savings from transformation programme. Assume marginal cost of additional students halves to 13%		
USS	23%		24.4%
Capital	Phase 1A & B Current forecast Agreed that figures of £15m p.a. capital investment & £9m p.a. equipment should be reviewed further, especially as to ICT requirement.		

The modelling would proceed on these assumptions / scenarios and would potentially be flexed further.

So far as the long-term cash flow was concerned, the two main parameters were felt to be 1) the low point cash / shortfall ; and 2) the outturn cash balance at the end of 2035-36. These would permit a top down view of the effect of different assumptions and scenarios tested.

On the subject of capital repayment, the Committee noted there was a significant margin of safety on debt covenants. The University's outturn objective would be considered in the form of a target for available cash to repay the bonds as they fell due, allowing future management and governors flexibility in the extent to which they deployed the cash for that purpose.

It was agreed that for presentation to Court the three scenarios should be shown (high/medium/low).

There was discussion of how to update Court at the April meeting, and how much detail to include. The Convener of Court suggested that this might perhaps be the focus of the briefing session before the Court meeting (to allow Court members to ask questions). This would be explored off-line. It was agreed that the financial picture should be presented alongside the form of University which could emerge over the planning period, reflecting inter alia student and staff numbers / ratios and student and degree mix.

The Convener thanked University colleagues for their work in preparing for the session. He also thanked Committee members for their attendance at both the Committee meeting and the workshop.

Court Context Card 10 April 2019 - Student Experience Committee report

Speakers	Dr David Duncan and Lauren McDougall	
Speakers' roles	Joint Conveners of the Committee	
Paper Description	Report of the meeting of the Student Experience Committee (SEC) held on 14 March 2019	
<i>Topic last discussed at Court</i>	Feb-19	
<i>Topic discussed at Committee</i>	See paper summary section below.	
<i>Court members present</i>	Lauren McDougall	
<i>Cost of proposed plan</i>		
<i>Major benefit of proposed plan</i>		
<i>Revenue from proposed plan</i>		
<i>Urgency</i>	Low	Guidance on GP registration will be developed in advance of the new session commencing in 2019-20. Items 3, 4 and 5 refer to ongoing policy development which will require further consideration by SEC before formal implementation.
<i>Timing</i>		
<i>Red-Amber-Green Rating</i>	Green	
<i>Paper Type</i>	Information	
Paper Summary	Report of the third meeting of the Student Experience Committee (SEC), held on 14 March. Court is invited to note the items, which include: <ul style="list-style-type: none"> • GP Registration for Students • Retention and Student Commuting Times • Understanding the BAME Student Experience • Content Warnings in delivery of Academic Subjects <ul style="list-style-type: none"> • PSED Mainstreaming report (this appears in the HR Committee report) • Report from Chief Advisers Sub-Committee (CASC) meetings held on 25 October 2018 and 12 February 2019 	
<i>Topics to be discussed</i>	As Court wishes	Court's approval is sought to a change of membership (Appendix) Membership to include a representative from the Dumfries Campus and the Head of Student Services
<i>Action from Court</i>	To note and discuss if desired.	
<i>Recommendation to Court</i>	To note.	
Relevant Strategic Plan workstream		
Most relevant Primary KPI it will help the university to achieve		
Most relevant Secondary KPI it will help the university to achieve		
Risk register - university level	Risk 4 Student: Failure to offer an attractive, high quality and fulfilling student experience to UG and PG students	
Risk register - college level		
Demographics		
<i>% of University</i>	100% Students	
Operating stats		
<i>% of</i>		
Campus	All	
External bodies		
Conflict areas		
Other universities that have done something similar		
Other universities that will do something similar		
Relevant Legislation		
Equality Impact Assessment	Many areas covered aim to bring about enhancement to the student experience that will positively impact on equality and diversity and cover a number of the protected characteristics of the Equality Act.	
Suggested next steps	NA	
Any other observations		

University of Glasgow

Court: 10 April 2019

Student Experience Committee: Report from the meeting held on 14 March 2019

1 Student Experience Committee - Revised Membership (For approval)

The Committee approved the revised membership which now included a representative from the Dumfries Campus and the Head of Student Services (see Appendix 1). Court is invited to approve the revised membership of SEC.

2 GP Registration for Students (For noting)

Lauren McDougall reported to SEC that there appeared to be increasing numbers of students who were not registering with GPs while at University. There were concerns that this could lead to difficulties in obtaining appropriate healthcare, and also in obtaining medical information to support Good Cause claims or submissions for progress committees. The Committee was advised that the HE Policy Institute had also identified this issue, and in 2017 had made a recommendation that students should be permitted to register with two GPs to have the option of remaining registered with their home GP as well as in their University town or city. However a number of problems had been identified with this approach.

Jill Morrison indicated that even without registration, students could access GPs through temporary registration, but suggested the best approach would be to register for a GP at their University location and to make a temporary registration (which was available for 3 months) at their vacation address. It was acknowledged that students with pre-existing health issues might wish to remain registered with their home GP to allow continuity of care.

SEC agreed that action could be taken to raise student awareness of the need to register with a GP at University providing information on the reasons and benefits for this, along with practical advice on the simplicity/steps in registering and the option of temporary registration at a second practice to cover vacation periods.

Heather Corley agreed to co-ordinate communications for students providing guidance on the registration process and its benefits which would be developed with input from Karen Morton (Head of Student Support and Wellbeing). Specific information for students on the potential impact of not being registered with a GP on the Good Cause process would also be developed by the Senate Office and added to the FAQ information that was currently provided to students.

3 Retention and Student Commuting Times (For noting)

David Lang and Louis Mitchell from Planning & Business Intelligence gave a presentation on their data analysis to review the potential impact of commuting times in travelling to campus on student retention. They referred to work undertaken in this area by the Student Engagement Project which had conducted a large study in England and had used the same

interactive analysis tool. The interactive map presented to the Committee showed that student continuation rates fell in line with increasing travel times to campus. The tool also allowed analysis to focus on hotspots if particular locations were found to have poor transport links, and these showed that retention declined the further students lived from main links such as stations.

It was also noted that the tool allowed other variables to be reviewed, such as socially deprived postcodes, and travel costs. To date, analysis had only covered the Main campus but it was confirmed that Dumfries could also be included. Natalie Anderson indicated that this would be useful as there were a number of students there travelling significant distances, some of whom were travelling in groups and had requested block timetabling to assist with travelling logistics.

Members were impressed by the tool which had significant potential to inform policy development in supporting students with longer commuting times. For instance, it was noted that current travel support bursaries issued to widening participation students could be more targeted through further analysis of postcode, cost and travel time variables using the tool.

It was agreed that care would be needed in using the data to ensure that the wide range of variables that potentially affected student retention was not overlooked. Moira Fischbacher-Smith reported that the Retention and Success Working Group which reported to the Learning & Teaching Committee had focused on multiple factors considered to relate to student retention including psychological distance, where long commutes were more problematic where students felt isolated in their travelling. She noted that the Working Group's report authored by Stephany Biello which included a Retention and Success Action Plan would be a useful reference for the Committee.

Members agreed that there should be a focus on finding practical solutions to assist students with commuting challenges. It was agreed that the following documents would be circulated and reviewed with a view to the Committee considering actions that could be taken in this area:

1. The Student Engagement Project – Report 2017: Student Engagement in the Context of Commuter Students
2. Retention and Success Working Group Report (S. Biello)
3. Planning & Business Intelligence – General Report of Student Continuation

Proposed actions would be brought to the next meeting of SEC.

4 Understanding the BAME Student Experience (For noting)

Fatemeh Nokhbatolfoghahai spoke to her report on the SRC's plans to gain a better understanding of the experience for Black, Asian, and Minority Ethnic (BAME) students at the University. She outlined the themes that had been identified along with the questions to be explored in order to gather more data on the BAME student experience. The paper also provided draft questions that had been drawn up for consultation/survey with BAME students.

Members supported the approach that had been outlined suggesting that the proposed themes were appropriate and that a further theme covering students' experience of the wider community beyond the University could be added as this also had an impact.

There was some discussion on the collection of data and it was reported that the Equality and Diversity Unit had previously conducted analysis on student ethnicity but currently there was limited capacity for this. It was also noted that data was available on the Planning &

Business Intelligence website, but where groups were broken down some numbers were very low, e.g. for black students, making statistical analysis difficult. In terms of retention, David Lang reported that data had not revealed any particular issues for continuation of BAME students at Glasgow. It was agreed that data on career progression would be important as there were national indicators that BAME graduates from Higher Education were less successful in the employment market.

Mhairi Taylor, Head of EDU, noted that work around academic support would be useful, given that there had been reports of negative or inappropriate comments by teaching staff, and further information on this might assist with addressing these.

In considering the draft consultation questions it was suggested that question 17 could be broadened to cover the various student unions, including GUSA. It was also suggested that Satnam Virdee, Professor of Sociology, would be able to provide useful input the SRC proposals, and Fatemeh Nokhbatolfighahai therefore agreed to seek his view. The SRC would report back to SEC on their work in this area.

Members also agreed that further data on BAME students could be provided to the SRC in the following areas:

Numbers of applicants v offers made;
Numbers of students going through formal University procedures: academic appeals, student conduct and student complaints.

5 Content Warnings in delivery of Academic Subjects (For noting)

Fatemeh Nokhbatolfighahai introduced the discussion paper on the possibility of implementing content warnings for curriculum delivery where appropriate. SEC was advised that there had been cases where students had been troubled by some curriculum content and would have appreciated some advance warning in order to take appropriate action and to prepare for the material. Fatemeh Nokhbatolfighahai stressed that there was no intention to censor the content of the curriculum, nor to encourage students to absent themselves when challenging topics were due to be covered; instead, the aim was to provide support for students and to allow them to develop resilience in dealing with potentially challenging subjects in a safe environment. Potential methods for transmitting content warnings were identified:

1. Notices on Library Reading Lists which were issued at least four weeks in advance of delivery, thus providing good notice;
2. Information on Course Descriptors, this would be available through the online Course Catalogue which was sourced from the course specifications submitted and updated through PIP;
3. Announcements before teaching events began.

Members agreed that the third option was not ideal as it did not allow time for students to prepare or seek support and was therefore not empowering to students.

Peter Aitchison, Director of Communications and Public Affairs, advised that a robust policy would be very helpful as this was an area of interest in mainstream media that had significant potential for misrepresentation. He noted that the University had previously been subjected to negative and inaccurate publicity about warnings that had been given to students, some of whom were potentially under 18, about viewing a film which included graphic and violent scenes.

SEC was supportive of the principle of introducing content warnings for academic subjects, particularly in areas where challenging topics might be less expected, and members acknowledged that different approaches could be adopted to achieve the objective of empowering students to be able to deal with challenging subjects as part of their academic experience.

It was therefore agreed that a small working group should be set up to consider the implementation of content warnings for the academic curriculum and bring proposals back to SEC.

6 Public Sector Equality Duty - Mainstreaming Report 2019 (For noting)

Mhairi Taylor introduced the draft of the University's Mainstreaming Report 2019 which was prepared on a biennial basis as part of the University's legislative requirements under the Public Sector Equality Duty and provided a reflection on equality activity over the last two years.

Members noted that examples of mainstreaming activity had been presented and although these were not exhaustive they were intended to demonstrate how the University was meeting its general duty under the Equality Act. These examples included the work of the Gender Based Violence Strategy Group and its three workstreams covering Prevention, Response and Support, the Athena Swan awards across the University, work in embedding diversity and inclusion in the PGR experience, the development of the Accessible and Inclusive Learning Policy to mainstream reasonable adjustments normally made for disabled students and the recognition of the benefits of this to all students, specifically those with English as a second language. Recent activity in support of mental health and wellbeing for staff and students with the appointment of a Mental Health Champion was also covered.

SEC welcomed the report, noting the wide range of activity that had been undertaken in this area. Mhairi Taylor advised members that a number of small amendments would be made in light of comments received so far and the Committee was happy to approve the report in draft format (see Appendix 2). Members were also invited to provide any further comment to Mhairi Taylor out of committee for final amendment before final sign off.

7 Report from Chief Advisers Sub-Committee (CASC) meetings held on 25 October 2018 and 12 February 2019 (For noting)

SEC noted the above report which was introduced by the Convener of CASC, Jill Morrison. Areas of activity included actions to address current challenges in communications with students using personal rather than University email accounts; drafting of guidance to staff to supplement University policy surrounding parental involvement with student affairs and also advice to parents; action to address inappropriate comments by students in anonymous course evaluation surveys. CASC also considered issues around the dissemination of mandatory programme events in line with the Student Parent Policy; and advice to students on taking language courses as additional credit. In addition, a sub group had been formed to consider operational issues around the implementation of the Student Carers' Plan and the identification of students who were carers.

Student Experience Committee: Remit and Membership 2018-19

Chief Operating Officer and University Secretary	David Duncan (Co-chair)
<i>8 representatives of the students:</i>	
President, Students' Representative Council	Lauren McDougall (Co-chair)
Vice President (Student Support), Students' Representative Council	Fatemah Nokhbatolfoghahai
Vice President (Student Activities), Students' Representative Council	Scott Kirby
Two additional representatives of the students, identified by the Students' Representative Council	
<ul style="list-style-type: none"> • First Year Representative • PG Research Representative 	tbc tbc
President, Glasgow University Sports Association	Paddy Everingham
President, Queen Margaret Union	Mata Durkin
President, Glasgow University Union	Ailsa Jones
<i>4 representatives of the academic staff:</i>	
Clerk of Senate	Jill Morrison
Assistant Vice Principal (Learning and Teaching)	Moira Fischbacher-Smith
A representative of the Chief Advisers	Joanne Ramsey
A Senate Assessor on Court	Lindsay Farmer
<i>6 representatives of the professional services:</i>	
Information Services	Susan Ashworth
Estates and Commercial Services	Karen Lee
External Relations	Jonathan Jones
Student and Academic Services	Robert Partridge
Student Services	Jane Weir
A Representative from Dumfries Campus	Natalie Anderson
Permanent Secretary, Students' Representative Council	Bob Hay
Senior Advice & Policy Officer, SRC	Helen Speirs
Two lay members of Court	Morag Macdonald Simpson David Finlayson
Clerk (member of Senate Office)	Helen Butcher
Attending non-member	
Head of Equality and Diversity Unit	Mhairi Taylor
Representative from Communications and Public Affairs Office	Heather Corley

Court Context Card - 10 April 2019 - Report from Estates Committee

Speaker	Mr Ronnie Mercer
Speaker role	Estates Committee Convener
Paper Description	Report from Estates Committee (5 March 2019 meeting)
Topic last discussed at Court	Dec-18
Topic discussed at Committee	Various
Committee members (on Court) who were present	Mr R Mercer (Convener), Mr D Milloy, Dr B Wood, Prof L Farmer, Ms L McDougall
Cost of proposed plan	Various
Major benefit of proposed plan	
Revenue from proposed plan	
Urgency	Various
Timing	Short, Medium and Long Term
Red-Amber-Green Rating	Not Applicable
Paper Type	Information
Paper Summary	Minutes including update on Capital programme and Project progress/approval
Topics to be discussed	
Action from Court	<p>Court is asked to note Estates Committee's approval of CapEx applications as follows:</p> <p>QMU Level 4/PGT Teaching Space in the sum of £570k (EC/2018/31.2. refers); CTT Learning and Teaching Space 18/19 Investment in the sum of £1.52million (EC/2018/31.2.2 refers); Gilmorehill Halls/Pilot Project in the sum of £612,300 (EC/2018/31.2.3 refers); New Build/Data Annex Hall 2 in the sum of £4.2million (EC/2018/31.2.4 refers); Refurbishment Costs associated with ERC Consolidator Grant application in the sum of £91k and Equipment costs (fully grant funded) in the sum of £604k (EC/2018/31.3.1 refers); Thermal Ionization Mass Spectrometers in the sum of £598k (fully grant funded) (EC/2018/31.3.2 refers); and Equipment/Infrastructure associated with bid to SP Energy Networks in the sum of £548k (EC/2018/31.3.3 refers).</p>
Recommendation to Court	
Relevant Strategic Plan workstream	People, Place and Purpose
Most relevant Primary KPI it will help the university to achieve	All
Most relevant Secondary KPI it will help the university to achieve	Effective use of the Estate
Risk register - university level	Risk 9 Estates: Failure to define and implement a coherent, holistic campus development programme which is transformational and offers value for money
Risk register - college level	Not Applicable
Demographics	
% of University	100% staff and students
Campus	Entire University Estate (all campuses)
External bodies	Glasgow City Council; external contractors
Conflict areas	Not Applicable
Other universities that have done something similar	
Other universities that will do something similar	
Relevant Legislation	Building and Planning legislation
Equality Impact Assessment	On a building by building basis/by CapEx, where applicable
Suggested next steps	
Any other observations	

UNIVERSITY of GLASGOW

Estates Committee

Minute of the meeting held in Turnbull Room on Tuesday 5 March 2019

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

In Attendance: Mrs L Duncan (Clerk), Mr P Haggarty, Mrs M Hipkin

Apologies: Professor A Muscatelli (Principal), Mr A Seabourne, Mrs N Cameron

EC/2018/28 Minute of the meeting held on 15 January 2019

The minute was approved as an accurate record.

EC/2018/29 Matters Arising

There were no matters arising.

EC/2019/30 Capital Programme Update

EC/2018/30.1 Programme Governance Board Update

EC/2018/30.1.1 Convenor's Update

The Committee noted that the Capital Plan review would be completed to allow submission to Court for approval in June 2019. SMG would be asked to consider the Plan at its meeting in March 2019.

It was noted that there had been a number of Notifications of Compensation Events from the Cost Consultant in respect of the Infrastructure project. These related to IT and power connections at Pontecorvo and the centralised sprinkler system. The Committee requested that the Cost Report be revised ahead of the next reporting cycle to provide clarity of the cumulative effect of Compensation Events and the reasons for them. The Committee recognised the challenges around the reporting cycle and the alignment with the University's governance structure but emphasised the need for accurate information to support robust decision-making.

The Committee noted that the Research Hub Building Warrant was expected imminently.

EC/2018/30.1.2 Lay Members' Update

The report was noted.

EC/2018/30.1.3 Summary Report

The Committee noted the report and agreed that it should be reviewed in conjunction with Finance colleagues ahead of submission to Finance Committee in March 2019. A strong strategic narrative would be prepared by the Executive Director (Estates and Commercial Services) and shared with the University Secretary, Professor Juster, the Director of Finance and the Convenor for agreement ahead of Finance Committee.

EC/2018/30.1.4 Major Project Dashboard Reports

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

EC/2018/30.1.5 Cost Report

The report was noted. The Committee recognised that due to reporting timelines there was scope for movement in the status of key information in the days following the production of the report. In order to ensure that the Committee received an accurate position statement it requested that an additional addendum be provided by the Cost Consultant immediately prior to each the Estates Committee meeting.

EC/2018/30.2 Capital Projects Governance Board

EC/2018/30.2.1 Convenor's Update

The Committee noted the resolution of contractual matters in respect of the the James McCune Smith Learning Hub.

EC/2018/30.2.2 Lay Members' Update

The report was noted. A review of costs per meter squared across the project portfolio would be undertaken in order to understand trends and cost patterns.

EC/2018/30.2.3 Summary Report

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

EC/2018/30.2.4 Dashboard Reports

The Committee noted the current status of all major projects.

EC/2018/31 CapEx Committee Report

EC/2018/31.1 CapEx Application Summary

The summary was noted.

EC/2018/31.2 Estates CapEx Applications

EC/2018/31.2.1 Gilmorehill/QMU Level 4/PGT Teaching Space

The Committee approved the application in the sum of £570k to create additional study space within the Queen Margaret Union.

EC/2018/31.2.2 Gilmorehill/Various/CTT Learning and Teaching Space 18/19

The Committee approved the application in the sum of £1.52million to support the annual programme of investment in learning and teaching spaces.

EC/2018/31.2.3 Gilmorehill/Gilmorehill Halls/Pilot Project

The Committee approved the application in the sum of £612,300 for the pilot workspace for the College of Arts to support growth and new ways of working.

EC/2018/31.2.4 Gilmorehill/New Build/Data Annex Hall 2

The Committee approved the application in the sum of £4.2million for fit out of Hall 2 of the Data Annex, currently under construction. This was in addition to £150k in design fees which had been approved previously.

EC/2018/31.3 Equipment CapEx Applications

EC/2018/31.3.1 Equipment associated to ERC Consolidator Grant application (sputtering machine/scanning probe microscope) The Committee approved the application in the sum of £91k for refurbishment costs and noted equipment costs in the sum of £604k which would be fully grant funded.

EC/2018/31.3.2 Thermal Ionization Mass Spectrometers

The Committee approved the application in the sum of £598k which would be fully grant funded.

EC/2018/31.3.3 Equipment/Infrastructure associated with bid to SP Energy Networks

The Committee approved the application in the sum of £548k.

EC/2018/32 Control and Monitor Reports

EC/2018/32.1 RAG Report

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

EC/2018/32.2 Risk Register

The Committee noted the current Risk Register which contained eleven **red** risks with a **rising** status. It was noted that these risks were reflected within the Exception Report.

EC/2018/32.3 Programme

The Committee noted the current Master Programme.

EC/2018/32.4 Health and Safety Dashboard

The Committee noted the workstream status as **green**. It was noted that during the January reporting period two HSE inspectors carried out an unannounced inspection of the James McCune Smith Learning Hub site. Feedback was positive and no concerns were reported.

EC/2018/33 Estates Reports

No items to consider.

EC/2018/34 Any Other Business

EC/2019/35 Schedule of Meetings for 2018/19

The schedule of dates was noted:

Tuesday 7 May 2019

Court Context Card 10 April 2019 - Audit & Risk Committee

Speaker	Ms Heather Cousins	
Speaker role	Audit & Risk Committee Chair	
Paper Description	Minute of Committee meeting 20 February 2019	
<i>Topic last discussed at Court</i>	Last Audit & Risk Committee report December 2018	
<i>Topic discussed at Committee</i>	See paper summary section.	
<i>Committee members present</i>	Heather Cousins, Lindsay Farmer, Lesley Sutherland	
<i>Cost of proposed plan</i>		
<i>Major benefit of proposed plan</i>		
<i>Revenue from proposed plan</i>		
<i>Urgency</i>	Low	
<i>Timing</i>	NA	
<i>Red-Amber-Green Rating</i>	Green	
<i>Paper Type</i>	Information	
<i>Paper Summary</i>	The Committee: received confirmation that the contract for external audit services has been awarded to Ernst & Young, from May 2019; received internal audit reports on: Graduate Teaching Assistants: Follow-up review; and Use of Innovation Fund; the updated University Risk Register. The Committee received an update on Implementation of Outstanding Recommendations from prior internal audits	
<i>Topics to be discussed</i>	As Court wishes	
<i>Action from Court</i>	To note and discuss if desired.	
<i>Recommendation to Court</i>	To note.	
Relevant Strategic Plan workstream		
Most relevant Primary KPI it will help the university to achieve		
Most relevant Secondary KPI it will help the university to achieve		
Risk register - university level		
Risk register - college level		
Demographics		
<i>% of University</i>	100% Cross University application on several items	
Operating stats		
<i>% of</i>		
Campus	All	
External bodies		
Conflict areas	None Highlighted	
Other universities that have done something similar		
Other universities that will do something similar		
Relevant Legislation	Statements of Recommended Practice (for audits)	
Equality Impact Assessment		
Suggested next steps	N/A	
Any other observations		

UNIVERSITY OF GLASGOW
Audit & Risk Committee

Minute of Meeting held on Wednesday 20 February 2019
in the Melville Room, Main Building

Present:

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

In attendance:

Mr Ken Baldwin (Ernst & Young) (KB), Dr David Duncan, COO & University Secretary (DD), Mr Gregor Caldwell, Group Financial Controller (GC), Mr Robert Fraser (Director of Finance) (RF), Mr Rob Jones (Ernst & Young) (RJ), Ms Laura Macleod (PWC) (LMacL), Ms Deborah Maddern (Clerk) (DM), Ms Lindsey Paterson (PWC) (LP), Dr Dorothy Welch (Deputy Secretary) (DAW)

Apologies: Ms Denise Gallagher (PWC) (DG), Professor Sir Anton Muscatelli (Principal) (AM) Mr Stephen Reid (Ernst & Young) (SR)

AUDIT/2018/22. Welcomes and Declarations of Interest

Ms Laura MacLeod, PWC, and Mr Rob Jones, Ernst & Young, were welcomed to the meeting.

There were no declarations of interest.

AUDIT/2018/23. Minutes of the meeting held on 7 November 2018

The minutes were approved.

AUDIT/2018/24. Matters Arising

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

DD advised that there was a whistleblowing case that had been notified to the A&RC chair under the relevant policy. PWC were looking into the details. It was expected that the matter would be concluded in time to report to the May meeting.

24.2 External Audit Contract

KB and RJ left the meeting for this item. It was confirmed that the contract for external audit services had been awarded to Ernst & Young, from May 2019.

24.3 Internal Audit actions list - review

GC advised that good progress had been made, with 11 older actions vs. recommendations (about 1/3) having been closed off on finance-related audits; these actions would be removed from the list ahead of the next meeting. A further two had been closed off since the update paper (item 7) had been circulated; some others would be closed off before the May meeting.

24.4 University Subsidiaries

There had been an outstanding action from an audit on the University subsidiary companies, relating to development of a standardised approach to induction for Directors of these subsidiaries. GC advised that an induction pack had now been developed and provided to Directors. The pack included information about: the University's finances; risk management; the corporate structure; and Directors' responsibilities.

24.5 External Audit debrief

The annual audit debrief paper would be shared with the Committee at the May meeting.
ACTION E&Y

AUDIT/2018/25. Internal Audit

25.1 Internal Audit Update Reports

The summary report was noted. LP highlighted progress against the annual plan, including two reports (Donations Process and Cloud Services Migration) which were currently out for management review. These and several other reports would be discussed at the May meeting. It was agreed that given the likely volume of reports in May, finalised reports would be sent to Committee members by email as soon as they were available, via DM, and also included on the May agenda.

ACTION PWC/DM

It was proposed that a data procurement analytical review take place to align with the budget timetable, enabling interrogation of the University consumables spend to identify trends and any unusual patterns. The data review would be similar to one undertaken in 2017 and would be done by PWC in conjunction with management, using the analytical tool that was already available. To allow time for this to be done, it was proposed that a review of GSV governance – where there had already been action taken by management to effect improvements – be put back to the 19/20 year. The adjustment of the audit schedule in this way was agreed.

25.1.1 Graduate Teaching Assistants: Follow-up review

The audit had reviewed the controls around the Graduate Teaching Assistants (GTA)/Demonstrator onboarding process, as a follow-up to a previous audit which had recommended a number of changes, following problems experienced with processes including issuing of contracts and timely payment.

Areas of good practice had been identified in the follow-up audit, including GTA/Demonstrator contracts having been changed to cover a period of 2-3 years rather than one year, which meant that new contracts would not require to be issued as frequently and that administrative processes, including onboarding, were more efficient and consistent. The creation and issue of contracts was now done solely by the central HR team instead of by individual Colleges, reducing workload at School/College level and increasing consistency in the process. A deadline system had been introduced for Schools to provide GTA details to central HR, so that contracts could be issued in good time. Communication between central HR, Schools/Colleges and relevant stakeholders had increased, including the holding of a briefing session to discuss processes, and lessons learned sessions.

The overall report rating was Low risk, with one medium-risk finding relating to information provision deadlines not having been met by all Colleges. Management was implementing the recommendations.

25.1.2 Use of Innovation Fund

The review had looked at the controls in place around the use of the University Innovation Fund (UIF), with particular focus on how these aligned with the University's Outcome Agreement (OA) and the University's Knowledge Exchange and Innovation Strategy.

The overall report rating was Medium risk. Areas of good practice had been identified within the UIF process, including the University having progressed actions towards its OA innovation objectives, the award of UIF monies being dependant on the University committing to actions agreed in the OA objectives set by the Scottish Funding Council.

There had been one medium-risk and four low-risk findings, the former relating to the lack of a system to record the use of UIF funds, with no detailed review of the amounts spent. It was likely that the University's expenditure on Innovation activities exceeded that of the UIF funding, but the means to

evidence this were not currently in place. Management had confirmed that a central reporting structure, and College-level tracking and reporting on spend and outcomes, would be implemented. The Committee noted a comment from DJW that these actions would also address value for money considerations.

25.2 Internal Audit Draft Plan 2019/20

LP explained that the draft plan would be presented for discussion and agreement at the May meeting. Ahead of this, PWC would revisit the 3-year plan, in discussion with management; this exercise would factor in outputs from the Risk Workshop and sector horizon-scanning undertaken by PWC. Details of the changes between the earlier 3-year plan and the 19/20 plan would be highlighted.

ACTION PWC

It was clarified that PWC would be facilitating the Risk Workshop and not undertaking assessment or scoring of risk; as such, the judgement about inclusion of outputs from the workshop in the audit plan's development should not present a conflict of interest for the internal auditors.

Information provided to the Committee as part of the draft plan would include the reasons for undertaking each proposed audit. In the meantime, members were asked to contact LP if they had proposed areas for inclusion in the plan.

ACTION: COMMITTEE MEMBERS

AUDIT/2018/26. Risk Register (Strategic Risk Summary)

26.1 University Risk Register

A briefing on risk management, include coverage of risk appetite, the general approach and scoring method had been given before the main meeting. Robert Fraser was thanked for the briefing.

The current University Risk Register was noted.

26.2 Risk Workshop 2019

The workshop would be held on 11 March. SB, VJ and DJW would attend from the Committee. A lay member of the University Court would also attend.

LP highlighted that input received from Committee members at the pre-meeting briefing on Risk Management would be incorporated into the workshop, by her and RF.

AUDIT/2018/27. Implementation of Outstanding Recommendations

The update on implementation actions was noted.

GC referred to his earlier report (under Matters Arising) relating to good progress having been made in closing off items. DAW advised that actions relating to the GDPR audit recommendations were nearing completion. The related framework and working group were well established. Data-sharing agreements were in place. DAW would update the Committee on this matter in relation to Brexit, at the next meeting.

ACTION DAW

AUDIT/2018/28. Any Other Business

There was no other business.

AUDIT/2018/29. Date of Next Meeting

Wednesday 22 May 2019 at 2pm – Room tbc

University of Glasgow

University Court – Wednesday 10 April 2019

Communications to Court from the meeting of the Council of Senate held on 4 April 2019

Dr Jack Aitken, Director, Senate Office

(All matters are for noting)

1. Proposal to change the name of the School of Engineering

The Council of Senate received a proposal to change the name of the School of Engineering to the James Watt School of Engineering to commemorate James Watt's close ties to the University and enhance the University's international reputation.

Following discussion, the proposal was approved by the Council of Senate.

2. Enhancement Led Institutional Review (ELIR) – outcome

Professor Frank Coton (Vice-Principal, Academic and Educational Innovation) informed the Council of Senate that the ELIR Team had reached the view that the University of Glasgow demonstrated effectiveness in arrangements for enhancing quality and securing academic standards. This was the most positive judgement available and there were no areas of concern which led the Team to consider any other judgement.

The ELIR Team also made a series of differentiated outcomes identifying good practice (commendations) and areas where the institution was asked to improve, or to review its approach (recommendations). The following broad areas indicated the preliminary conclusions of the ELIR Team:

Commendations

- A strong institutional culture of self-evaluation and reflection and a willingness to draw on external examples and evidence. This was demonstrated throughout the ELIR process and in meetings with staff and students.
- Student engagement and partnership.
- Strategic approach to widening access.
- Approach to promoting equality and diversity.
- The Academic Writing Skills Programme.
- The University's work to build parity of esteem between research and teaching career tracks.
- The use of all-staff surveys as part of the Periodic Subject Review process.

Recommendations

- Consistency of communication around timeliness of feedback.
- Advising for postgraduate students – clarity of roles and responsibilities.

- Annual monitoring of the postgraduate research (PGR) student experience – overview of the totality of the PGR student experience.
- Systematic and timely mechanisms for the review of professional services and their contribution to the student experience.
- Ensuring visibility of external examiner reports to students.
- Effective analysis and oversight of exam board discussions on the operation of discretion.

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

3. Student Experience Committee: Report of the meeting held on 14 March 2019

The Council of Senate received a report from the Student Experience Committee (SEC) meeting held on 14 March 2019. The Council of Senate noted the following items from the Committee's report:

- Student Experience Committee – Revised Membership
- GP Registration for Students
- Retention and Student Commuting Times
- Understanding the BAME Student Experience
- Content Warnings in delivery of Academic Subjects
- Public Sector Equality Duty – Mainstreaming Report 2019
- Report from Chief Advisers Sub-Committee (CASC) meetings held on 25 October 2018 and 12 February 2019

4. Draft institutional Code of Practice for REF2021

Professor Miles Padgett (Vice-Principal for Research) gave an overview of the University's Draft institutional Code of Practice for REF2021. Professor Padgett informed the Council of Senate that each institution making a submission to REF2021 was required to develop a Code of Practice setting out how the institution would:

- Fairly and transparently identify staff with significant responsibility for research;
- Determine who was an independent researcher;
- Determine how outputs would be selected for submission, including how staff could declare (and have considered) individual circumstances which may have constrained their ability to produce outputs or to work productively throughout the assessment period.

Professor Padgett reminded the Council of Senate that an Interim Code of Practice had been developed in October 2018 setting out the University's arrangements for scoring outputs as part of Glasgow's ongoing institutional REF2021 preparations. The draft version of the final Code of Practice described the University's proposed institutional arrangements for determining who was regarded as an independent researcher and how the institution would handle individual circumstances.

Professor Padgett informed the Council of Senate that the University's REF2021 Code of Practice would need to be submitted to the Scottish Funding Council (SFC) for approval by 7

June 2019. The draft Code would be consulted on widely before final approval by the University's Senior Management Group (SMG) on 28 May 2019.

5. Education Policy and Strategy Committee – Report of meeting held on 13 March 2019

The Council of Senate received a report from the Education Policy and Strategy Committee (EdPSC) meeting held on 13 March 2019. The Council of Senate noted the following items from the Committee's report:

- Master of Design and Technology Education (MDTechEd)
- Proposal for new award: Degree of Bachelor of Finance (BFin)
- Academic Standards Committee: Report of meeting held on 25 January 2019
- Learning and Teaching Committee: Report of meeting held on 30 January 2019
- Future Learning Spaces Project Board
- ELIR4: Update on progress to date

6. Clerk of Senate's Business

6.1 Composition of Senate: Draft Ordinance

The Clerk of Senate reminded members of Senate that an update had been provided at the December meeting of the Council of Senate on recent progress towards bringing Senate into line with the HE Governance (Scotland) Act 2016. Members of Senate were also reminded that the composition of Senate was a matter that required to be expressed in an ordinance of the Privy Council. This ordinance was drafted in accordance with the decisions made by the Council of Senate regarding the composition of the new Senate. That was circulated to members of Senate on 4 December 2018 for comments, and a copy of the ordinance, along with a list of existing ordinances that would need to be revoked, was published on the Senate Office Website for information.

Following the December meeting of the Council of Senate, the University Court provided in-principle approval of the draft ordinance. The Scottish Government were then consulted informally and they have recently informed the University that no substantive changes are required to the ordinance. The Clerk of Senate informed the Council of Senate that, in line with statutory procedures, a formal consultation period of eight weeks had now commenced. Copies of the ordinance had been sent to members of Senate on 3 April 2019 and members were requested to send any comments to the Senate Office by 20 May 2019.

If there were no significant objections, the proposed ordinance would then be submitted to the Privy Council for final approval. It was anticipated that the new Senate would come into being on 1 August 2019.

Members of Senate were informed that the composition of the University Court would also be affected by the 2016 Act. Therefore, in accordance with the procedure for the approval of ordinances, a copy of the draft Court ordinance had been sent to members of Senate with the draft Senate ordinance on 3 April 2019 and members were invited to submit any comments to the Senate Office by 20 May 2019.

6.2 Report of the Honorary Degrees Committee

The Clerk of Senate reported that the following acceptances had been received from nominees to receive Honorary Degrees in 2019:

DOCTOR OF LETTERS (DLitt)

Professor Angela MCROBBIE
Arts Journalism and contemporary culture

DOCTOR OF THE UNIVERSITY (DUniv)

Sir Peter LAMPL CBE
Chairman, Sutton Trust

David Mayer De ROTHSCHILD
Founder and Trustee, Sculpt the Future Foundation

Alice THOMPSON
Social Bite

The names noted above of those who had accepted the offer of an Honorary Degree were now in the public domain.

Further replies were awaited and would be reported to the next meeting of the Council of Senate.

7. University Court: Communications from the meeting held on 13 February 2019

The Council of Senate received and noted the report from the University Court meeting held on 13 February 2019. The following items were included for information:

- Report from the Principal
- Report from the University Secretary
- Institute of Health and Wellbeing Full Business Case
- Communications from Meeting of Council of Senate on 7 February 2019