



University Court
Room G.01, The Royal (Dick) School of Veterinary Studies
Monday, 23 April 2018

AGENDA

- | | | |
|----------|---|---------------|
| 1 | Minute | A |
| | To <u>approve</u> the minute of the meeting held on 5 February 2018 | |
| 2 | Matters Arising | Verbal |
| | To <u>raise</u> any matters arising | |
| 3 | Principal's Communications | B |
| | To <u>receive</u> an update from the Principal | |
| 4 | Policy & Resources Committee Report | C |
| | To <u>consider</u> a report from the Convener of Policy & Resources Committee | |

SUBSTANTIVE ITEMS

- | | | |
|-----------|---|-----------|
| 5 | Student Experience Update | D |
| | To <u>consider</u> an update from the Senior Vice-Principal and the Head of College of Medicine & Veterinary Medicine | |
| 6 | Widening Participation Strategy | E |
| | To <u>approve</u> a paper by the Deputy Secretary, Strategic Planning | |
| 7 | Outcome Agreement 2018/19 | F |
| | To <u>approve</u> a paper by the Deputy Secretary, Strategic Planning | |
| 8 | Finance Director's Report | G |
| | To <u>consider</u> a report from the Director of Finance | |
| 9 | City Deal Update | H |
| | To <u>consider</u> a paper from the Senior Vice-Principal | |
| 10 | EUSA & EUSU | |
| | To <u>approve</u> a paper by the Deputy Secretary, Strategic Planning: | |
| | • EUSA and EUSU Planning Round submission | I1 |
| | To <u>approve/note</u> the papers presented by the EUSA President: | |
| | • EUSA Budget 2018-19 | I2 |
| | • EUSA President's Report | I3 |
| 11 | Development & Alumni | |
| | To <u>approve</u> the papers by the Vice-Principal Philanthropy & Advancement: | |
| | • Development Trust Governance | J1 |
| | • Naming Policy | J2 |

ITEMS FOR NOTING OR FORMAL APPROVAL

- | | | |
|-----------|---|---|
| 12 | EDMARC Staff and Student Reports 2017
To <u>approve</u> | K |
| 13 | Committee Reports <ul style="list-style-type: none">• Exception Committee• Nominations Committee• Audit and Risk Committee• Knowledge Strategy Committee• Senate | L1
L2
L3
L4
L5 |
| 14 | Resolutions
To <u>approve</u> | M |
| 15 | Donations and Legacies
To <u>note</u> | N |
| 16 | Uses of the Seal
To <u>note</u> | |
| 17 | Any Other Business
To <u>consider</u> any other matters | |
| 18 | Date of Next Meeting
Monday, 18 June 2018 | |



UNIVERSITY COURT

5 February 2018

[DRAFT] Minute

Present: Mr Steve Morrison, Rector (in chair)
The Principal, Professor Peter Mathieson
Ms Anne Richards, Vice-Convener
Sheriff Principal Edward Bowen
The Rt Hon Frank Ross, Lord Provost of the City of Edinburgh
Dr Alan Brown
Ms Doreen Davidson
Mr Ritchie Walker
Professor Elizabeth Bomberg
Professor Alexander Tudhope
Ms Jo Craiglee
Dr Frank Armstrong
Mr David Bentley
Dr Robert Black
Ms Perdita Fraser
Mr Alan Johnston
Dame Susan Rice
Mr Patrick Kilduff, President, Students' Association
Ms Esther Dominy, Vice-President, Students' Association

In attendance: Mr Sandy Ross, Rector's Assessor
University Secretary, Ms Sarah Smith
Senior Vice-Principal Professor Charlie Jeffery
Vice-Principal Professor Dorothy Miell
Vice-Principal Professor Dave Robertson
Vice-Principal Professor Jonathan Seckl
Mr Gavin McLachlan, Chief Information Officer & Librarian to the University
Mr Hugh Edmiston, Director of Corporate Services
Mr Phil McNaull, Director of Finance
Ms Leigh Chalmers, Director of Legal Services
Mr Gary Jebb, Director of Estates
Ms Tracey Slaven, Deputy Secretary, Strategic Planning
Mr Gavin Douglas, Deputy Secretary, Student Experience
Ms Zoe Lewandowski, Director of Human Resources
Mr James Saville, Interim Director of Human Resources
Ms Fiona Boyd, Head of Stakeholder Relations
Ms Kirstie Graham, Deputy Head of Court Services
Dr Lewis Allan, Head of Court Services

Apologies: Professor Sarah Cooper
Dr Claire Phillips
Ms Alison Grant

1 Minute

Paper A

Court observed a minute's silence in memory of Lord Sutherland of Houndwood, Principal and Vice-Chancellor from 1994 to 2002, who died on 29 January 2018.

The Minute of the meeting held on 4 December 2017 was approved.

2 Matters Arising

Verbal

On behalf of Court, the Rector welcomed Professor Peter Mathieson to his first meeting. The Principal thanked Court and commented on the University's strong position and his interest in further improving the student and staff experience and enhancing widening participation. Further potential for internationalisation and the distinctiveness of the University in its ability to integrate world-leading research activities into distance learning and on-campus teaching was noted.

The University Secretary provided an update on planned sector-wide industrial action by the University & College Union (UCU) in response to proposed changes to the Universities Superannuation Scheme (USS). 14 days of strike action in February and March are scheduled with action short of a strike expected from 26 February to 19 June. A contingency planning group chaired by the University Secretary is meeting regularly, with an academic sub-group also in operation. The Convener of the Court USS Sub-Group noted that the Sub-Group consisting of lay members has been convened to provide impartial advice given potential conflicts of interest for senior management who are USS members.

Court agreed that the University should seek to minimise disruption to students and prioritise the student experience as strike action and action short of a strike take place.

3 Principal's Communications

Paper B

Court noted the report from Professor Sir Timothy O'Shea, including the report of the memorial service held for Assistant Principal Professor Jon Oberlander on 12 January and formally recorded its condolences to the family of Professor Oberlander, a greatly valued friend and colleague.

The Principal reported on: student application statistics for 2018-19 entry; the Scottish Government's announcement that the current tuition fee status of EU nationals will be extended to those starting undergraduate courses in 2019-20 for the duration of their course; and the Scottish Government's draft 2018-19 budget, which includes a proposed £11m increase in higher education funding. The Vice-Principal Planning, Resources & Research Policy reported on an encouraging increase in research awards, including a significant Health Data Research UK award and success in the EU Horizon 2020 COFUND application previously approved by Court.

4 Policy & Resources Committee Report **Paper C**

Key items considered by the Policy & Resources Committee were summarised, including an overview of current and proposed collaborations between the University and Chinese higher education institutions and commercial partners. It was noted that a future overview could be extended to other Asian countries and to Africa.

SUBSTANTIVE ITEMS

5 Student Experience Update **Paper D**

The Senior Vice-Principal introduced an update on the University's student experience enhancement activities. The introduction of mid-course feedback and improved institutional communications was welcomed, with the 2018 National Student Survey opening to final year undergraduates on 5 February.

The Head of College of Science & Engineering summarised a metrics-and-narrative based report focused on the College of Science & Engineering, including key student survey findings, Students' Association feedback and work underway in response.

The Students' Association Vice-President Education provided an overview of planned changes to the system of student class representatives to create a smaller cohort at degree-programme level with personalised training and support from the Students' Association.

Court welcomed the report and discussed improvements to non-academic facilities at King's Buildings, learning from successful examples before undertaking a programme of change, variance in Personal Tutor practices between Schools and the University's improving student/staff ratio.

6 Outcome Agreement 2018-19 **Paper E**

The broad approach and content for the draft single year Outcome Agreement 2018-19 was agreed, with authority delegated to the Deputy Secretary, Strategic Planning, to refine the detail of the document prior to the presentation of a final version at the 23 April Court meeting.

7 Finance Director's Report **Paper F**

The report, including the November (Period 4) Management Accounts, Quarter 1 Full Year Forecast and the latest iteration of the Ten Year Forecast, was noted. Capital prioritisation proposals were discussed, with the proposals to progress through the University Executive and relevant governance committees before presentation to Court.

8 City Deal Update **Paper G**

A summary update on progress towards a detailed City Deal agreement with the UK and Scottish Governments was received. It was noted that the Court City Deal Sub-Group had reviewed the financial modelling for

the University's data driven innovation programme and that the Exception Committee may be utilised should any decisions be required outside of the scheduled Court meeting cycle.

9 'Zero by 2040' Investments

Paper H

The Senior Vice-Principal presented a proposal to complete the transitioning of the University's investment portfolio out of investment in fossil fuel companies within the next three years, taking account of the institutional 'Zero by 2040' carbon neutral goal. The support of the Students' Association, Investment Committee and Policy & Resources Committee was noted and the intention to continue to engage with fossil fuel companies around climate change welcomed. It was noted that the University would continue to research, teach and work with fossil fuel companies in line with normal processes and the principle of academic freedom. Members discussed opportunities to invest in low carbon industries, stakeholder communications and plans to exit from affected investments – representing less than one percent of the University's investments – at an appropriate time.

The commitment to cease to invest in fossil fuel companies as soon as practicable in the next three years was approved.

10 Estates

• Strathclyde Rowing Centre and Boat Centre

Paper I1

Court approved entering into a 30 year ground lease with North Lanarkshire Council in order to build a new rowing centre and boat store at Strathclyde Country Park.

• Disability Access Improvements Programme

Paper I2

Court approved expenditure (over the five year period 2018-19 to 2022-23) from University Corporate Resources to implement the recommendations of the Disabled Go access audits of the University's core buildings and teaching spaces.

11 Development & Alumni

• Development & Alumni Office Annual Report 2016/17

Paper J1

The Annual Report was noted and the implementation of an alumni mentoring scheme following a successful trial welcomed.

• Governance of Alumni Clubs

Paper J2

Proposals for the official recognition of alumni clubs were approved as set out in the paper.

12 EUSA President's Report

Paper K

The Student President provided a report on recent EUSA activities.

ADDITIONAL ITEM

Rosalind Franklin Institute – Joint Venture

Paper O

A summary of the legal arrangements relating to the University's proposed involvement in the Rosalind Franklin Institute – a new national research centre at the interface between the physical, engineering and life sciences – to be established at Harwell, near Oxford, were reviewed. On the basis that the final legal agreements reflect the principles described in the paper, Court agreed to delegate authority to the Director of Corporate Services to conclude the legal agreements, with signing authority granted to the University Secretary.

ITEMS FOR NOTING OR FORMAL APPROVAL

13 Committee Reports

- **Exception Committee**

Paper L1

The following matters approved by the Exception Committee on behalf of Court were noted:

- High Performance Computer purchase – approved the purchase of the DiRAC 2.5x system to the value of £4.5 million inclusive of VAT, funded by a grant awarded by the Science & Technologies Facilities Council, and the delegation of signing authority to the Head of College of Science & Engineering.
- Stead's Place student accommodation – approved entering into a 20 year lease for the development comprising student accommodation and a hotel with a café subject to agreement of satisfactory Heads of Terms.
- Hua Xia Healthcare – approved the proposed arrangement for the establishment of the Joint Venture and delegation to the Director of Corporate Services, together with the University Secretary, the authority to conclude and execute the legal documentation in line with the principles outlined in the legal summary and the risk management strategy.

- **Court City Deal Sub-Group**

Paper L2

The report was noted.

- **Court USS Sub-Group**

Paper L3

The report was noted.

- **Nominations Committee**

Paper L4

The report was noted.

- **Knowledge Strategy Committee**

Paper L5

The report was noted.

- **Senate**

Paper L6

The report was noted.

14 Resolutions

Paper M

The following resolutions were approved:

Resolution No. 1/2018: Degree of Doctor of Veterinary Medicine
(DVetMed)

Resolution No. 2/2018: Alteration of the title of the Chair of Languages
and Classroom Education

Resolution No. 3/2018: Foundation of a Chair of Biochemical Engineering

15 Donations and Legacies

Paper N

Donations and legacies received by the Development Trust from 1
November 2017 to 19 January 2018 were noted.

16 Uses of the Seal

A record was made available of all the documents executed on behalf of
the Court since its last meeting and sealed with its common seal.

17 Any Other Business

There was no other business. On behalf of Court, the Student President
thanked the Rector for his service to Court and the wider University.

18 Date of Next Meeting

Monday, 23 April 2018



UNIVERSITY COURT

23 April 2018

Principal's Report

Description of paper

1. The paper provides a summary of the Principal's main activities since the last meeting of the University Court.

Action requested/Recommendation

2. Court is invited to note the information presented. No specific action is required of Court, although members' observations, or comment, on any of the items would be welcome.

Background and context

3. The report summarises key issues for the University and the Principal's engagement with regard to local, national, international and sector-wide developments and activity.

Discussion

4. The first weeks after my arrival at Edinburgh were dominated by four things:
 - i. consideration of the national pensions dispute and its many ramifications;
 - ii. meeting with as many students and staff as possible;
 - iii. one-to-one meetings with my direct reports; and,
 - iv. making initial contact with other key University partners, friends and influencers.
5. I sent an initial introductory email to all students and staff on my first day which confirmed how pleased I am to be in Edinburgh and that I am keen to talk to as many people as possible to learn about what is important to them.
6. Before I arrived we started to plan a **student** 'Town Hall' meeting, with our EUSA sabbatical officers leading on the event. It eventually took place on 28 March in the McEwan Hall. With an audience of just under 200 it was a lively debate with a wide range of questions following an interview style opening between myself, Patrick Kilduff and Bobi Archer. Questions raised included a number on the strikes and the question of fee refunds, but also terms and conditions of teaching Postgraduate students and early career staff, scholarships, aspects of my time at the University of Hong Kong, tuition fees, accommodation strategy and staff-student contact time.
7. I have regular meetings with the student sabbatical officers, and have taken part in a Vet School Student Council and a meeting of the School Representatives Forum.
8. I have had many one to one email exchanges with students who have contacted me with specific questions, most relating to the strike action, and met with a group of 4th year history students to hear about their experience of the University – all very interesting and illuminating.

9. With regard to **staff**, I had always intended to hold a series of open meetings with our students and staff: the pensions dispute accelerated the timetable for these staff sessions and they ran from the end of March into April.

10. Five staff sessions were arranged covering King's Buildings, Central area, Little France, Western General and Easter Bush. Altogether approximately 500 staff came to the sessions and again a wide range of issues were raised including the pensions issue, Brexit, "guaranteed hours" contracts, maternity arrangements and childcare, support for early career staff, recognition of majority teaching staff, stress amongst young academics, career development, philanthropic ambition, distance education and the relationship between teaching and research.

11. I have also addressed various groups of staff at their staff meetings including University Secretary's Group, Estates Staff and Information Services. In early April I met with Heads of School and discussed many of the emerging themes coming through from the staff and student sessions.

12. On the matter of introductory meetings with the wider body of University **stakeholders**, around 100 letters have been sent, with a broadly very positive reception. The notes below represent a snapshot of the resulting activity:

13. I have met with the First Minister, Nicola Sturgeon MSP; Deputy First Minister and Cabinet Secretary for Education and Skills, John Swinney MSP; Permanent Secretary, Leslie Evans; Minister for Further Education, Higher Education and Science, Shirley-Anne Somerville MSP (on three occasions); Cabinet Secretary Economy, Jobs and Fair Work, Keith Brown MSP; and constituency MPs Tommy Sheppard and Ian Murray. A date is also agreed with the Minister for UK Negotiations on Scotland's Place in Europe, Mike Russell MSP, and meetings are still to be finalised with others including the Secretary of State for Scotland, David Mundell MP.

14. I have also met with John Kemp, the Interim Chief Executive of the Scottish Funding Council and dates are being sought with the Chair, Mike Cantlay and also with the Chair and Interim CEO of Scottish Enterprise.

15. A timely joint meeting had been arranged by the University Secretary between the University senior team and the Scottish Government Executive team which provided an excellent opportunity to discuss joint working on delivering inclusive economic growth. The session also enabled me to meet, for a second time, with the Permanent Secretary, Leslie Evans.

16. Thinking more broadly than Public Affairs, I have made a number of good contacts across the **wider City** including with the CEO of Edinburgh Airport, Gordon Dewar, the Director of the National Galleries of Scotland, John Leighton and many of our Festivals partners. A Festivals Forum event also took place in mid-March providing the opportunity to meet key people across the cultural sector including Creative Scotland and the individual Festivals.

17. There has been good engagement with the City itself and I wish to thank the Lord Provost for his role in that and for hosting a welcome reception for Tina and me

in mid-March. The Chief Executive of the City of Edinburgh Council, Andrew Kerr has also been most accommodating: I have met with him twice, including a joint meeting with representatives of the two senior teams.

18. I am aware that the University Secretary has kept Court informed of the **University & College Union (UCU) strike action**, and forwarded to members copies of my various communications to staff and students on the matter. The 14 day strike period ended at the University on 20 March and during the action we concentrated upon mitigating the impact of the strike on our students as much as we were able. This included allowing for the managed progression and assessment of those students who have been prevented from completing a required exam or assessment. This should offer a significant safety net for the majority of our students.

19. After the first round of action had finished, we gathered data on the impact of the strike across the University in order to build an accurate picture of the disruption. This has been variable and pulling together accurate information is time consuming.

20. With regard to the dispute itself, at time of writing the results of the UCU ballot to members of whether to support the proposed expert panel have just been received with a turnout of 63.5% the results are: Yes to accept the Universities UK (UUK) offer 21,683 (64%) and No to reject the UUK offer 12,230 (36%). The UCU have confirmed that it will suspend its immediate industrial action plans.

21. I will repeat my offer to UUK that the University of Edinburgh is very willing to provide support for the expert panel.

22. The **Universities UK Members'** meeting took place in mid-February with a keynote address by Robin Walker MP, Under-secretary of State for the Department for Exiting the European Union.

23. I have also attended two **Russell Group** meetings: their Board Meeting in February with guest Sam Gyimah MP, Minister of State Universities and Science, and the residential meeting in March with guest speakers including Nicola Dandridge, Chief Executive of the Office for Students.

24. There have been a number of opportunities to engage with the sector body **Universities Scotland (US)** since my arrival at Edinburgh and I have taken part in: the Annual reception at Holyrood this year with a theme of Widening Participation on 6 February; 12 February joint dialogue with the Scottish Trades Union Congress (STUC) and NUS Scotland; and a session on 9 March with other Principals to consider the overall vision and mission of US. I have also put myself forward, and have just been confirmed, as the US representative on the Scottish Government Financial Sector Advisory Board (FiSAB). I am pleased that this nomination enables the University to have continuity of representation on this body.

25. My engagement with the Edinburgh Principals has also been positive and enhanced by attending their regular 'catch-up' at the end of March.

26. I had a very productive **Strategic Retreat** session with the senior team and the EUSA sabbaticals at the beginning of March to consider various aspects of University strategy. Five initial outcomes were agreed for further action:

- A University wide staff survey will be undertaken – lead, University Secretary
- Further modelling will be undertaken to help determine the strategy for the future size & shape of the University – lead, Vice-Principal Seckl
- An options paper will be developed to look in detail at our student accommodation offer and its integration with our transport strategy – lead, Director of Corporate Services
- Work will be undertaken to rationalise our curriculum offer and consider further, more radical curriculum reform – lead, Senior Vice-Principal Jeffery
- Global Academies will be formally reviewed – lead, Vice-Principal Smith

27. As supported by all involved, similar strategic sessions will form a regular part of our future approach.

28. For the third cycle running, the University has been awarded a **Queen's Anniversary Prize**, the latest being for our leadership role in women's health. It was an honour to accept this award from The Prince of Wales and Duchess of Cornwall and to attend the reception alongside Vice-Convenor Richards plus Vice-Principal Norman and others whose work was being recognised.

29. The Chancellor has been extremely generous with her time since I took up post. She was involved in the events with His Serene Highness The Prince Albert II of Monaco as part of the Monaco Blue Foundation Conference. The University receives funding from the Foundation for Geoscience projects. The following evening the Chancellor hosted an event at St James' Palace to look at how the University can further develop its work in Africa.

30. It was very good to meet members of the **General Council** at their half yearly meeting in February and I thank them for making me feel so welcome.

31. There has been significant senior post **recruitment activity** at the University since I joined and in these initial weeks I have chaired panels for the posts of: Vice-Principal and Head of College of Medicine and Veterinary Medicine – congratulations to Professor Moira Whyte, Director of Communications and Marketing, Heads of School of Engineering, of Physics and Astronomy and of Edinburgh College of Art. The process for the next Director of Human Resources is about to start.

32. Thinking **internationally** we have hosted a number of visitors including Presidents of Peking University, Macquarie University and Shanghai University of Finance and Economics. I have met with the Consul General of China on a couple of occasions and was pleased to Chair the Confucius Institute Advisory Board. The Senior Vice-Principal and Vice-Principal Robertson have recently been travelling in China as part of the First Minister's delegation.

33. Slightly closer to home I joined the Principal of the University of Glasgow, Professor Sir Anton Muscatelli, at a meeting in **Brussels** for the launch of the Scottish Government's position paper on the 9th Framework Programme for Research and Innovation. The paper was launched by Shirley-Anne Somerville,

Minister for Further Education, Higher Education and Science and gave Edinburgh and Glasgow an opportunity to enhance our position by working together on it with a united joint voice.

34. I was also very pleased to be invited to take part in the First Minister's Advisory Council on Women and Girls Circle Event on the 6 March 2018, and on the next day to introduce the Vice-Convener, Anne Richards, who gave an excellent lecture to mark International Women's Day.

Resource implications

35. There are no specific resource implications associated with the paper.

Risk Management

36. There are no specific risk implications associated with the paper although some reputational risk may be relevant to certain items.

Equality & Diversity

37. No specific Equality and Diversity issues are identified.

Next steps/implications

38. Any action required on the items noted will be taken forward by the appropriate member(s) of University staff.

Consultation

39. As the paper represents a summary of recent news no consultation has taken place.

Further information

40. The Principal will take questions on any item at Court or further information can be obtained from Fiona Boyd, Principal's Office.

41. Author and Presenter

Principal and Vice-Chancellor Professor Peter Mathieson
11 April 2018

Freedom of Information

42. Open Paper.



UNIVERSITY COURT

23 April 2018

Policy & Resources Committee Report

Committee Name

1. Policy & Resources Committee.

Date of Meeting

2. 6 April 2018.

Action Required

3. Court is invited to note the key items discussed at the meeting as detailed below.

Paragraphs 4 - 13 have been removed as exempt from release due to FOI.

Full minute

14. All papers considered at the meeting and in due course the Minute can be accessed on the wiki site at the following link:

<https://www.wiki.ed.ac.uk/display/UCC/Policy+and+Resources+Committee>

Equality & Diversity

15. Issues related to equality and diversity were considered within each paper as appropriate.

Further information

- | | |
|------------------------|--|
| 16. <u>Author</u> | <u>Presenter</u> |
| Dr Lewis Allan | Ms Anne Richards |
| Head of Court Services | Convener, Policy & Resources Committee |

Freedom of Information

17. Closed paper.



UNIVERSITY COURT

23 April 2018

Student Experience Update

Description of paper

1. The paper provides a metrics-and-narrative based report focused specifically on the College of Medicine and Veterinary Medicine along with the regular update on the University's student experience enhancement activities.

Action requested/Recommendation

2. Court is invited to note and discuss the content of this paper.

Background and context

Section A: Approach to Reporting on Student Experience

3. At this meeting of Court we have a metrics-and-narrative based report focused specifically on the College of Medicine and Veterinary Medicine (Section B).

4. We also have in section C a thematic update on Recognition and Incentives, following the thematic reporting schedule as below. The Heads of School of Education and Physics and Astronomy will in addition give a brief report on their approach on recognition and incentives which we hope will be useful to Court in understanding both the challenges and the work under way in different parts of the University.

Month	Thematic Area to Report On
February 2018	Partnership and Community <ul style="list-style-type: none"> To ensure students feel a strong sense of community linking them with academic and support staff
April 2018	Recognition and Incentives <ul style="list-style-type: none"> To ensure that our staffing processes recognise and incentive teaching sufficiently alongside other aspects of the academic role
June 2018	Innovation and Curriculum <ul style="list-style-type: none"> To ensure our curriculum at all levels is fit for purpose
October 2018	Review of National Student Survey 2018 results
December 2018	Resources and Investment <ul style="list-style-type: none"> To ensure sufficient resources are committed to enhancing student experience

Paragraphs 5 - 46 have been removed as exempt from release due to FOI.

Section C: Recognition and Incentives

47. As part of its commitment to enhancing the student experience, the University has introduced a range of measures to ensure that high quality teaching (as well as high quality research and other academic work) is encouraged, celebrated and rewarded; that staff have access to high quality professional development in teaching; that under-performance in teaching is more effectively managed; and that tutors and demonstrators, who play a key role in delivery and/or support of front line teaching,

are appropriately recruited, trained and rewarded. A number of these measures have been reported in update reports to Court. They are presented here in consolidated form to give a sense of the systematic approach the University is now taking in this area.

48. The implementation of these measures is in large part handled in our Schools. Two of our Heads of School, Professors Rowena Arshad (Moray House School of Education) and Arthur Trew (Physics and Astronomy) will give brief oral presentations on how their Schools approach recognition and incentives for teaching alongside other areas of academic activity.

Recruitment

49. The University has developed a principled framework (“toolkit”) and resources to support efficient, practical and measurable assessments of teaching ability and commitment for posts that include, or are likely to include, a significant element of teaching. We hope that distinct areas of the University will define and share new and adapted methods for assessing commitment and aptitude for teaching that are optimised and contextualised to the School’s needs. However, there is a strong expectation set by Central Management Group (August 2016):

- that such an exercise will be included.
- that its outcome will be part of the appointment panel’s discussions.
- that students will be involved in the exercise, but not the appointment panel.

50. The toolkit can be found at:

www.edweb.ed.ac.uk/human-resources/recruitment/recruiters-guide/shortlisting/selection-methods/academic-selection

Promotions

51. In September 2013 the University published a set of concrete and evidence based exemplars of excellence in student education. These exemplars are designed to provide guidance to colleagues applying for promotion on how they can evidence their individual achievements in teaching and learning. They are also intended to support those colleagues involved in evaluating promotions and reward cases in recognising employee contributions which are of direct and measurable benefit to student education. From academic year 2018-19 student experience metrics reported at University and College level will include a metric on the proportion of staff promoted on the basis of a significant teaching-related case for promotion.

52. A link to the exemplars can be found at

www.ed.ac.uk/files/atoms/files/exemplardocument_sejul15_0_0.pdf

Annual Review

53. Annual review is a good opportunity to discuss the possibilities for continuing professional development in relation to learning and teaching. There are several sources of evidence and indicators of achievement for the annual review process. For academic staff with teaching responsibilities, this could include:

- data from course enhancement questionnaires
- NSS scores
- peer observation feedback

- student attainment

54. Colleagues can work toward different levels of Fellowship of the Higher Education Academy, a nationally recognised award. Our Higher Education Academy accredited provision is led from the Institute for Academic Development.

55. Further information is noted at :

www.ed.ac.uk/human-resources/learning-development/annual-review/guidelines/academic-staff

Continuing Professional Development (CPD) in Teaching

56. Academic staff and other colleagues involved in teaching and supporting learning have access to a wide range of support for their continuing professional development. This includes workshops and other events in many Schools, alongside events and resources provided by groups like the Centre for Science Education, the Centre for Medical Education, Information Services and other central services. Formal or informal mentoring for staff new to teaching and the tailoring of teaching activities for staff as they build up their experience also play an important role. Alongside this, the Institute for Academic Development provides a large and growing range of formal and informal professional development opportunities designed to support staff throughout their career as University teachers.

University Continuing Professional Development Framework for Learning & Teaching¹

57. Launched in academic year 2014/15 and externally accredited by the Higher Education Academy, our Continuing Professional Development framework for learning and teaching provides relevant and flexible professional development pathways for all University staff involved in teaching or supporting learning at any point in their careers. Including clinical educators and to PhD tutors and demonstrators (e.g. Introduction to Academic Practice). There are three pathways, leading to the award of a postgraduate certificate, aimed at new and also existing lecturing staff.

58. The Edinburgh Teaching Award (EdTA) is a flexible pathway linked to all levels of Higher Education Academy Fellowship. It can be completed over six months to two years depending on participants' work patterns. A key feature of the EdTA is that it can be run in partnership with individual Schools as well as at a University level. The best established of these is in the School of Veterinary Medicine where 53% of academic teaching staff have voluntarily engaged the local EdTA. Growing the number and size of local EdTA programmes, alongside the central EdTA, is a key priority for the next 3 to 5 years.

59. Take up has grown significantly since academic year 2014/15.

¹ <https://www.ed.ac.uk/institute-academic-development/learning-teaching/cpd>

	AY14/15	AY15/16	AY16/17	AY17/18 ²
Introduction to Academic Practice – completed (joining)	42 (46)	73 (77)	44 (45)	28 (74)
Postgraduate Certificate in Academic Practice – graduated (matriculated)	27 (134)	34 (126)	25 (151)	37 (158)
Edinburgh Teaching Award – completed (on programme)	8 (91)	34 (218)	57 (277)	48 (298)

Funding, networks and practice sharing

60. At least as important as structured Continuing Professional Development, workshops and courses is support for staff to reflect on and enhance their teaching practice, and to share practice and perspectives with colleagues.

61. Funding to support learning and teaching enhancement projects is available from the Principal's Teaching Award Scheme (PTAS)³. The Institute for Academic Development Action Fund and Festival of Creative Learning provide funding to support academic networking and one-off events and activities⁴.

62. Support for staff networks and communities of practice, where colleagues can meet and work with others in similar roles and with similar interests, has grown in importance in recent years. This includes the Senior Tutor Network coordinated by Academic Services, the Experienced Teachers' network and ENGAGE network.

63. The importance of encouraging and increasing the discussion, promotion and celebration of teaching amongst staff was the motivation for setting up the Teaching Matters website and blog⁵. Written by staff and sometimes students from across the University, Teaching Matters blogs consider a wide range of topics important for teaching and learning in Edinburgh. The first University of Edinburgh Learning & Teaching Conference taking place in June 2018 will provide a further opportunity to bring together teachers from across the university to share practice.

Capability

64. The University has revised its Managing Capability Policy to ensure staff are supported to perform well. Managers had observed that the University's previous Capability Policy inhibited or slowed down effective performance management. The revised Managing Capability Policy, which has been written in a new, simplified policy style, is effective from 1 September 2017. The policy can be found at:

www.docs.csg.ed.ac.uk/HumanResources/Policies/Capability-Policy.pdf

Support for tutors and demonstrators

65. In summer 2017, the Senate Learning and Teaching Committee approved a new Policy for the recruitment, support and development of tutors and demonstrators. Tutors and demonstrators are integral members of their course teams, and the new

² Figures for AY17/18 are incomplete (to March/April only)

³ <https://www.ed.ac.uk/institute-academic-development/learning-teaching/funding/funding>

⁴ <https://www.ed.ac.uk/institute-academic-development/funding>

⁵ <http://www.teaching-matters-blog.ed.ac.uk/>

Policy is designed to ensure that tutors and demonstrators contributing to our on-campus and on-line courses receive appropriate support and guidance for the task and that they are well supported in providing excellent quality teaching. The Policy covers a range of aspects of recruitment, support and development of tutors and demonstrators, including arrangements for contracts and payment; roles and responsibilities; mandatory induction and training; non-mandatory training and development; and resolving problems.

66. The new Policy will assist the University to deliver greater consistency in arrangements for supporting and managing tutors and demonstrators. The new Policy has also made it more explicit that Schools must pay tutors and demonstrators for work that the School has specified are necessary, including contact time, mandatory induction and training, meetings with students, and preparation time. The Policy also clarifies the maximum number of hours that full-time postgraduate research students can be employed as tutors and demonstrators (no more than an average of 9 hours per week across the academic year).

67. The University launched the new Policy in September 2018, and has subsequently followed up with Schools on particular aspects of implementation, and has provided students with Frequently Asked Questions regarding the limit on hours that postgraduate research students can be employed.

68. The Senate Researcher Experience Committee will evaluate the implementation of the new Policy in Semester One of 2018-19.

Resource implications

69. There is no direct resource request in this paper but significant resource is allocated to improving the student experience.

Risk Management

70. Failure to provide a high quality student experience is classed as a red risk on the University risk register and is the most significant internal risk facing the University.

Equality & Diversity

71. Consideration of equality and diversity issues is important in ensuring that recognition and incentives are applied equitably. Equality and diversity issues have been considered in the development of the policies noted above.

Next steps/implications

72. The Student Experience report will be enhanced over time and will include College-specific reports and thematic reports.

Further information

73. Authors

Professor Charlie Jeffery,
Senior Vice-Principal

Professor Moira Whyte,
Head of College of Medicine
and Veterinary Medicine

Presenters

Professor Charlie Jeffery, Senior Vice-Principal

Professor Moira Whyte,
Head of College of Medicine and
Veterinary Medicine

Gavin Douglas,
Deputy Secretary, Student Experience

Professor Rowena Arshad
Head of the Moray House School of
Education

Professor Arthur Trew
Head of the School of Physics and
Astronomy

Freedom of Information

74. Open paper aside from Section B.



UNIVERSITY COURT

23 April 2018

Widening Participation Strategy

Description of paper

1. This paper introduces the second draft of the guiding principles for the University's Widening Participation strategy as presented at the University Executive on 12 February 2018 and Policy & Resources Committee on 6 April 2018. This second draft reflects discussion at Central Management Group (CMG) on 31 October 2017 and subsequent further consultation across the University. The draft document is appended to this paper.

Action requested/Recommendation

2. Court is invited to approve the guiding principles for the strategy and the approach to external communications. It is intended that the implementation and outline communications plan for the strategy will then progress to the University Executive on 14 May 2018 for approval, allowing maximum impact on the 2019-20 recruitment cycle.

Paragraphs 3 - 14 have been removed as exempt from release due to FOI.

Next steps/implications

15. Following review by Court, a final draft, implementation plan and outline communications plan will be submitted to the University Executive on 14 May 2018.

Consultation

16. The draft guiding principles for the Widening Participation strategy have been reviewed and approved by Tracey Slaven (Deputy Secretary, Strategic Planning) and Rebecca Gaukroger (Director of Student Recruitment & Admissions), and were presented at the University Executive in February 2018. The following committees have reviewed and provided feedback on earlier drafts of this strategy document:

- Central Management Group
- Policy & Resources Committee
- Widening Participation Strategy Group
- Student Recruitment Strategy Group
- Social Responsibility & Sustainability Committee
- Senate Learning & Teaching Committee
- College of Science & Engineering Professional Services Management Group
- College of Science & Engineering Learning & Teaching Committee
- College of Arts, Humanities & Social Sciences Recruitment and Admissions Committee
- College of Arts, Humanities & Social Sciences Undergraduate Learning and Teaching Committee

Further information

17. Authors

Katrina Castle and Laura Cattell

Presenter

Tracey Slaven

Head(s) of Widening Participation
Student Recruitment and Admissions
6 April 2018

Deputy Secretary, Strategic Planning

Freedom of Information

18. Closed paper - strategy development.



UNIVERSITY COURT

23 April 2018

Outcome Agreement 2018-19

Description of paper

1. The paper outlines the process undertaken and issues considered in the production of draft Outcome Agreement to be submitted to the Scottish Funding Council (SFC) in April 2018.
2. Court agreed the broad approach and content for a draft single year Outcome Agreement 2018-19 at its meeting on 5 February 2018. This paper provides the final iteration of the Outcome Agreement, along with detailed figures for SFC's national measure setting process. The Equality Impact Assessment for the Outcome Agreement is also included. In line with previous years and reflecting the single year financial settlement, we are offering a single year Outcome Agreement for 2018-19 only.

Action Requested/Recommendation

3. Court is invited to consider and approve the content of our single year Outcome Agreement for 2018-19 and to delegate authority to the Deputy Secretary, Strategic Planning to finalise and submit the Outcome Agreement to the Scottish Funding Council by 30 April 2018.
4. Final funding allocations are expected from SFC in April 2018, following the SFC Council meeting on 26 April 2018, but are not expected to include any material changes from the indicative figures received on 27 February 2018.

Paragraphs 5 - 14 have been removed as exempt from release due to FOI.

Equality & Diversity

15. Equality & diversity objectives are positively targeted during the Outcome Agreement process which includes the statutory requirement for a widening access agreement. Our Equality Impact Assessment is included in the Outcome Agreement package of information for SFC.

Next steps/implications

16. If Court is content with the content of the Outcome Agreement, we will submit this to SFC for publication on both the SFC and the University's websites.

Consultation

17. The Outcome Agreement has involved consultation with issue leads across the University, and EUSA and the recognised trade unions have been consulted. The Outcome Agreement has been developed by the Deputy Secretary, Strategic Planning and Jennifer McGregor, Senior Strategic Planner.

Further Information

18. Author Jennifer McGregor Presenter Tracey Slaven

Senior Strategic Planner
1 April 2018

Deputy Secretary, Strategic Planning

Freedom of Information

19. Closed until publication of the Outcome Agreement by the Scottish Funding Council.



UNIVERSITY COURT

23 April 2018

Finance Director's Report

Description of paper

1. The paper reports the Period 7, February, University (excluding subsidiaries) Management Accounts and the Quarter 2 University Full Year Forecast for the year. It also provides an update on other current Finance issues.

Action requested/Recommendation

2. Court is invited to review the Quarter 2 Full Year Forecast for 2017/18 and Ten Year Forecast reported to Estates Committee.

Background and context

3. The paper provides an update on finance related issues for Court.

Paragraphs 4 - 22 have been removed as exempt from release due to FOI.

Resource implications

23. There are no specific requests for resource in the paper.

Risk Management

24. The University continues to proactively manage its financial risk by not breaching the following minimum criterion - unrestricted surplus of 2% of gross income. The 2016/17 Financial Reports and the Quarter One Full Year Forecast demonstrates we do not expect this indicator to be breached. The continuing health and sustainability of the University depends upon strong direction supported by robust forecasting and we will continue to refine and challenge the assumptions underpinning the Ten Year Forecast.

Equality & Diversity

25. Specific issues of equality and diversity are not relevant to this paper as the content focusses primarily on financial strategy and/or financial project considerations.

Next steps/implications

26. We would welcome feedback as outlined in the discussion above.

Consultation

27. The paper has been reviewed by Phil McNaul, Director of Finance.

Further information

28. Author

Lee Hamill, Deputy Director of Finance

Lorna McLoughlin

Head of Financial Information, Reporting
& Strategy Team

Presenter

Phil McNaul

Director of Finance

Stuart Graham
Management Accountant
12 April 2018

Freedom of Information

29. Closed paper – commercial confidentiality.



UNIVERSITY COURT

23 April 2018

City Deal Update

Description of paper

1. This paper provides an update on the:
 - i. current state of negotiations on the City Deal;
 - ii. current timescales being worked to by the University's City Deal Programme Management Office (PMO);
 - iii. status of the Green Book business cases being submitted; and,
 - iv. expected funding profile being used to model the financial impact of the City Deal.

Action requested/Recommendation

2. Court is invited to note and discuss the contents of this paper. Court is also invited to note that the City Deal Sub-Group will be utilised to review detailed proposals as they come forward with the expectation that Exception Committee will be asked to approve acceptance of the final City Deal award if, as expected, negotiations conclude between Court meetings.

Paragraphs 4 - 15 have been removed as exempt from release due to FOI.

Risk Management

16. A detailed risk register is available upon request.

Equality & Diversity

17. There are significant equality and diversity opportunities associated with the DDI programmes and these are explored under the work being undertaken separately in the University's PMO on Inclusive Growth.

Next steps/implications

18. Finance will continue to develop the model to reflect up-to-date intelligence as received from UK Government.

Consultation

19. Consultation has taken place with College Finance and management teams, Governance and Strategic Planning and the Financial Information and Reporting Strategy Team. An earlier version of the financial model was shared with College Registrars and Heads of Finance on 10 December 2017 and subsequent refinements have been agreed with Colleges.

Further information

20. Authors
Andy McKenzie, Finance Business Partner
John Scott, City Deal Programme Manager
- Presenters
Phil McNaull, Director of Finance
Charlie Jeffery, Senior Vice-Principal

Freedom of information

21. Closed paper – commercially confidential.



UNIVERSITY COURT

23 April 2018

Business Planning Round – EUSA and EUSU approvals

Description of paper

1. This paper outlines current progress through the business planning cycle and provides detail on the business plans submitted by Edinburgh University Students' Association (EUSA) and Edinburgh University Sports Union (EUSU) for approval.

Action requested/Recommendation

2. Court is invited to approve the proposed budget allocations for EUSA and EUSU, outlined in paragraphs 10 and 13. Court is also invited to note current progress through the planning round.

Paragraphs 4 - 14 have been removed as exempt from release due to FOI.

Risk Management

15. The budget proposals for EUSA and EUSU take into account the University's risk appetite and, in the case of EUSA, are specifically intended to support continued improvement in financial health of the organisation.

Equality & Diversity

16. Equality and diversity objectives are specifically prioritised within the business plans from both EUSA and EUSU.

Next steps/implications

17. Subject to Court approval, the EUSA and EUSU resource allocations will be formally offered to the student bodies in the form of an award letter.

Consultation

18. The proposals for the EUSA and EUSU budget proposals follow discussion and challenge through the EUSA forum as well as the business planning triumvirate meetings.

Further Information

19. Authors

Jonathan Seckl, Vice-Principal Planning, Resources and Research Policy
Tracey Slaven, Deputy Secretary, Strategic Planning
Phil McNaull, Director of Finance
11 April 2018

Freedom of Information

20. This paper should be closed until completion of the business planning cycle.



UNIVERSITY COURT

23 April 2018

Edinburgh University Students' Association Budget 2018/19

Description of paper

1. The paper is a narrative summary of the budget for financial year 2018/19 for Edinburgh University Students' Association (EUSA). Please note that the Association's financial year runs from 1 April 2018 to 31 March 2019.

Action requested/Recommendation

2. Court is invited to approve the 2018/19 EUSA budget in Appendix 1. This is required under Section 22 of the Education Act 1994 ('appropriate arrangements should exist for the approval of the [student] union's budget, and the monitoring of its expenditure, by the [University's] governing body'). This authority was delegated by Court to Policy & Resources Committee in June 2015. However, for timing reasons, the budget is presented directly to Court this year.

Background, context and discussion

3. The budget presented is for an overall surplus of £89,000 in the year to 31 March 2019. This reflects an increase from the 2017/18 break-even budget.

4. The Students' Association is likely to make a deficit of approximately £100,000 in the year ended 31 March 2018. This is a setback from the progress made in recent years towards achieving a target £1m reserves and is the first deficit made since 2012/13.

5. A surplus in 2018/19 is therefore essential to reverse this and return the Association to its trajectory towards the target reserves position.

Resource implications

6. As set out in the budget.

Risk Management

7. As set out in the 'Risks & Options' section of the budget paper. In addition, the Association's Finance Director meets monthly with two senior University staff (the Director of Strategic Finance Change Management and the University Secretary's Group Business Manager) to discuss the financial position and challenges.

Equality & Diversity

8. Not applicable.

Next steps/implications

9. The EUSA President will continue to provide a regular update to Court on the Association's financial performance via the EUSA President's Report.

Consultation

10. The budget was approved by the Board of Trustees of the Students' Association on 26 March 2018.

Further Information11. Author

Euan MacLean
EUSA Finance Director
4 April 2018

Presenter

Patrick Kilduff
EUSA President

Freedom of Information

12. The paper is open.



Budget 2018/19

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SUMMARY OF KEY POINTS

This paper proposes a budget for the Association's 2018/19 financial year giving a surplus of approximately £90,000. The budget was approved by the Association's Trustee Board on 26 March 2018. The budget is now being submitted for approval by University Court.

There are several key assumptions included within the budget (pages 4-7).

The budget includes a requested increase to the block grant (page 6). As the grant has not yet been finalised, the actual grant may differ from the figures represented here. In that context expenditure may also therefore be different.

It is likely that restructuring of some areas and reductions in staffing will be necessary within the year in order to achieve the target (page 7).

The budget proposes increasing the differential away from the National Minimum Wage as part of the Association's Real Living Wage strategy (pages 5 & 11). This was agreed by the Trustee Board on 26 March.

INTRODUCTION

The following pages cover the proposed budget for Edinburgh University Students' Association for its financial year 2018/19 (April 2018 to March 2019).

The budget reflects a surplus of approximately £90,000 in the year. This includes several key assumptions which are explored in more detail below. A surplus budget is required to continue the Association's financial recovery after a likely deficit being made in 2017/18.

However there is risk in some of the assumptions made, in particular relating to the level of commercial net income generated and the grant provided by the University. These are highlighted in pages 11-13.

While it is not possible at this stage to say which of the potential risks will materialise, there are various options available to reduce the impact of the risks and therefore adhere to the budgeted surplus.

Analysis is given on the Association's capital plan and on the projected cash position.

SUMMARY OF LIKELY 2017/18 CLOSING POSITION

The budget for 2017/18 was breakeven. In practice the year has had its challenges, and an underlying (prior to year end adjustments) full year deficit of around £100,000 is forecast. Within this there are some areas of the business performing on or better than budget, countering worse performance in others.

For instance, Festival and Honours have performed strongly and are finishing ahead of budget. Whilst our commercial activity is trading above last year's figures, the contribution is lower than budgeted. Underspends have been reported in most central costs, and student support projects are broadly on, or slightly ahead of, budget.

Staff costs have increased significantly over the past few years. Between 2015/16 and 2017/18 total annual staff costs have increased by 17% (£900k). Over the same two years, total commercial sales increased by only 7.5% (almost all of the increase being in 2017/18) and total organisational income similar at 7.4%.

We are budgeting further staff cost increases of 4% (£250k) in 2018/19. The greatest share of the staff cost increases is the rapid increases in minimum wage legislation coupled with the organisation's desire to move towards being a Real Living Wage employer. On top of that has been changes to pension and National Insurance legislation, and new charges such as the Apprenticeship Levy.

The full year deficit in 2017/18 is the first one made since 2012/13 and is clearly a setback in the financial recovery of the Students' Association. This proposed budget is aimed at recovering that lost ground and continuing the financial strengthening of the Association.

Over the next pages we will look at the key assumptions behind the proposed budget.

HEADLINE ASSUMPTIONS

The headline assumptions behind the 2017/18 budget are as follows:

Assumption	Detail
University block grant	We have asked the University for a increase in the block grant from August 2018, and have factored this in to the draft budget. A separate breakdown of this is shown on page 6.
Salaried staff – cost of living	We have assumed that we will offer our salaried staff a general uplift of 1.5% from October 2018.
Hourly staff	Statutory wage rates will increase further on 1 April 2018 and these are factored in – see Real Living Wage (below) and detailed table on page 5.
Real Living Wage	We have continued the progress already made towards becoming a Real Living Wage employer, and have increased our base payment differential to 10 pence per hour over the National Minimum Wage, up from a 5 pence per hour differential in 2017/18.
Utilities	We have assumed utility charges of £380k, £90k higher than last year's budget (£150k greater than 2017/18 actual charges) owing to notice being given of significant increases in utility costs being applied by the University.*
General inflation	We have factored in general price increases of around 3% to input costs compared to 2017/18.

* Please note that in subsequent discussions we have been advised that these costs will not be applied. While too late to amend the budget, it is expected that neither the cost nor the grant income to cover it, will be received in practice. However both cost and income are included in the budget.

CHANGES TO WAGES AND SALARIES

Proposed Hourly pay rates 2018/19

Grade	Role	2017/18 applied	2018/19 statutory	2018/19 proposed	Increase from last year	Differential from Real Living Wage (£8.75)
Level 1a	Team member	£7.10	£7.38 (NMW)	£7.48	+ 5.4%	- 14.5%
Level 1b	Team member > 25	£7.50	£7.83 (NLW)	£7.83	+ 4.4%	- 10.5%
Level 2	Team leader	£7.75	n/a	£8.13	+ 4.9%	- 7.1%
Level 3	Senior Team Leader	£8.05	n/a	£8.48	+ 5.3%	- 3.1%
Level 4	Security staff	£8.48	n/a	£8.91	+ 5.1%	+ 1.8%

NMW – National Minimum Wage NLW – National Living Wage

A 5% increase on 2017/18 hourly pay alone is equivalent to additional annual expenditure of approximately £110,000. This excludes pensions, NI costs and salaries linked to these grades.

USS pension employer contribution rates are unchanged from the current 18%, however NEST employer contributions (for eligible hourly-paid staff enrolled in the pension scheme) will increase from 1% to 2% in line with statutory requirements. This reflects a relatively modest cost increase of approximately £4k.

Cost impact

A breakdown of the impact in this budget year of these statutory and other changes to wage rates and salaries is shown in the table below. This includes salaried staff linked to base hourly rates, and associated increases to pension and national insurance.

	£000
Cost impact of statutory increase to minimum wage legislation	115
NEST pension scheme employer contribution increase 2% to 4%	4
Total wage increase resulting from statutory changes	119
Cost impact of 10p per hour differential over NMW	27
Salaried cost of living – 1.5% applied in October	21
Total wage & salary increases as a result of voluntary changes	48
Total increase in wages & salaries as a result of rate changes	167

CHANGES TO THE UNIVERSITY GRANT

In our letter from the University confirming the 2017/18 block grant, we were advised that the 2018/19 grant would reflect a slight decrease of £20,450 (0.7%) owing to one specific funding stream being time-limited.

In the initial Planning Round submission for 2018/19 we have however requested an increase in the block grant of £407k. Because of the difference in financial year between the University and Students' Association, this equates to an increase in budgeted income in 2018/19 of £271k.

Subsequent revisions to the Planning Round submission reduced the requested increase. The key elements within the original request, which are in the budgeted income and expenditure, are as follows:

Request	Full year £000	2018/19 £000
Investment in student advice – development & additional staff member	55	36
Digital engagement strategy – 2 x staff roles + IT platform	123	82
Student Centre development – consultancy	40	27
Inflation offset	86	57
Offset to increased University charges	148	99
Less return on capital investment	(45)	(30.0)
Total incremental request	407	271

Further analysis of this request to the University, including risk analysis, is given later in this document.

OTHER CHANGES

Other significant changes from last year's budget are shown in the table below.

Change	Detail	Favourable impact	Adverse impact
New roles created	We have created new roles which tie in with the block grant request and all apply from August 2018. These are shown in more detail on page 7.		£77k
Student Centre costs	The development work connected with the extensive Teviot redevelopment is taking a significant amount of planning time, and we have included direct additional costs for consultancy and design costs in connection with this.		£40k
Depreciation	As will be seen (see section on Capital, page 10) depreciation is forecast to be approximately £40k higher in 2018/19 than in the year before. While this is a non-cash accounting treatment, it has a direct impact on expenditure in the years it falls.		£40k

Change	Detail	Favourable impact	Adverse impact
Staff costs – specific remediation	We have again included a ‘remediation pot’ to allow specific mid-year adjustments to salaried staff deemed to be paid significantly lower than their responsibilities & performance merit. Note – this would have a full year recurring cost of double this value.		£20k
Staffing vacancies	We have assumed that 2% of salaried staff costs will be saved over the year as a result of natural vacancies arising and not being filled immediately. This is a prudent estimate which is less than the actual saving in the past two years.	£88k	
Restructure	We have assumed that we will have to make structural changes to the organisation during the year ahead. We have set an initial target of saving £120k annualised staff costs, to apply from the half year point.	£60k	
Financial systems	The two-year financial systems implementation project has finished, and therefore the temporary role of Financial Systems & Reporting Manager has ended.	£45k	
Completion of building works	We have factored in full year benefits from the completion of building works at Kings Buildings House and the Pleasance, and the completion of Bristo Square.	£25k bottom line	
Pricing changes	We have assumed that price reviews will take place during the year across all commercial activities, and where necessary we will adjust pricing in line with market conditions and input costs.	£ n/a	£ n/a

New roles

As noted above, some new roles have been proposed in this budget, all designed to have a positive impact on students. We have assumed that each of these is recruited from 1 August. Funding for each of these roles is included in our Planning Round submission to the University.

Role	FTE	Annual cost*	Role summary
Student Advisor	1.0	£35k	Additional Advice Place Advisor to handle increasing demand.
Digital Communications Manager	1.0	£45k	Systems & data management role to manage the digital engagement & communications strategy. Three-year role.
Head of Engagement Communications	1.0	£36k	Content / user interface role. Three-year role.

* This is the annual salary including pension and NI. The cost in 2018/19 will be lower as we have assumed that the roles will commence in August 2017.

COMMERCIAL PERFORMANCE

We have set challenging targets for our commercial managers in the budget. These have factored in the wage changes and anticipated input cost rises.

We believe that, while challenging, these can be achieved despite the cost pressures faced. This is in great part because the main areas of building disruption, which have affected several operations for the past two years, are now almost all complete.

The obvious example is Bristo Square, whose reopening in July 2017 allowed our Honours business to regain sales it had lost during the construction works – not just at graduation but from Christmas catering and external functions such as weddings and conferences. Similarly, our bars, catering and retail outlets around Bristo Square have gradually seen a return to higher sales figures.

At King's Buildings House, the refurbishment work was completed in May/June 2017. This has enabled services to be gradually rebuilt or to find their feet over the subsequent six months and so have been operating effectively only in the most recent months. In the new budget we will have a full year of this level of operation (and hopefully better). A similar pattern is visible at the Pleasance where the café opened to students only in September and is steadily gaining traction.

We do anticipate benefits from the closer stock and cost management afforded by the new procurement system, particularly in catering operations.

Festival results may look conservative (at bottom line level) however this is now picking up additional costs which have previously been held centrally – for instance credit card transaction charges.

We have recently invested in our busiest outlet, the Library Bar and in the Sports Bar in Teviot, and have factored a return on this investment into the bar sales in the budget. Further investments in commercial outlets are planned in the year ahead, which are outlined later.

COST SAVINGS APPLIED ELSEWHERE

There has been a general tightening of belts to improve the organisation's bottom line. Some of the specific cost savings assumed in the budget are shown below.

Plant maintenance – we will reduce the number of plants in our buildings which are managed and maintained by an external company. This has saved £10k per annum.

Pleasance reception – we are planning to end the provision of a specific member of staff to sit at the reception desk in Pleasance. Saving £7k per annum.

Business support – we have not replaced a member of staff who left the Business Support team earlier this year, saving £15k per annum.

IT hardware – following recent investment in preparation for the rollout of Windows 10, we have significantly reduced the budget for IT hardware – saving £20k 2018/19.

CAPITAL PLAN & DEPRECIATION

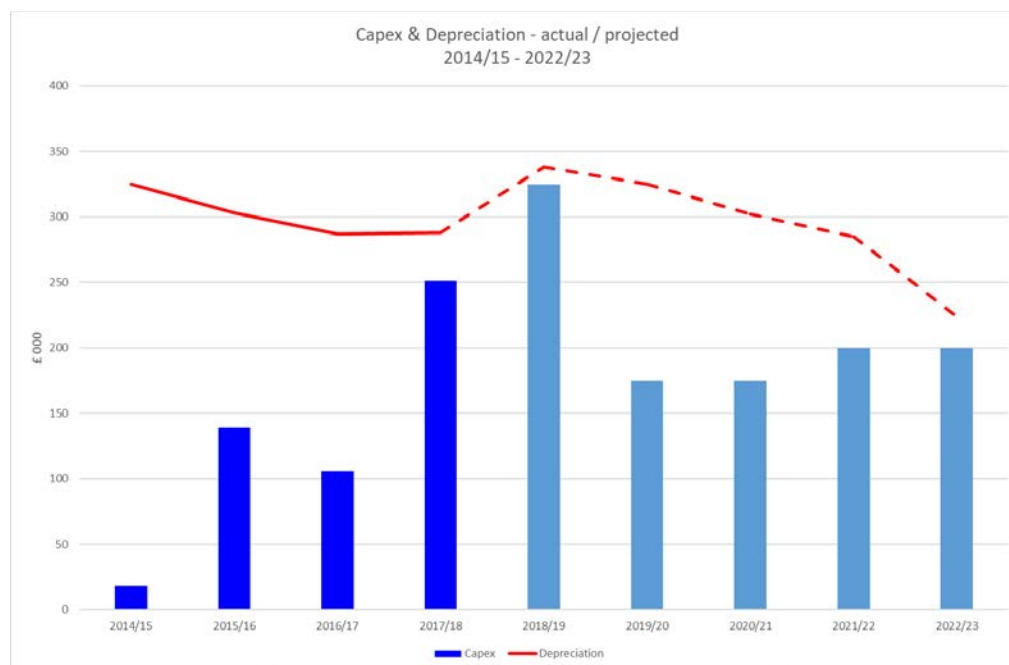
The agreed capital plan for 2017/18 covered up to £325k to be invested on top of the £100k awarded by the University.

At the end of February 2018, £250k had been spent or approved for spending, leaving £75k and the £100k capital grant unspent. It is proposed that this £175k is rolled forward into 2018/19 and a further £150k is allocated to capital expenditure in the year, giving a total available of £325k.

An outline of where this will be spent is as follows:

Area	Item	approx. cost	Month
Estates	Potterrow office refurb	£30k	April
Catering	Baristo refit	£20k	May
Festival	Replacement bar/catering units	£25k	May
Estates	Potterrow Dome refit	£100k	June
Retail	Pollock shop refrigerator	£28k	July
Catering	Magnet Café (KB Campus) refit	£50k	August
Other	Replacement equipment as required	£72k	April 2018-March 2019

As can be seen, almost all of this is student-facing or for commercial return. Beyond 2018/19, a target annual capital investment value of £175-200k is low for an organisation of the Association's nature and size (representing less than 2% of income) however we are still in a position where we must balance expenditure against building resilient cash balances.



The chart demonstrates the recent increases in capital expenditure from the very low point in 2014/15 (and indeed the two years earlier). Depreciation increases rapidly with the 2017-19 higher expenditure. This effect is particularly noticeable partly because much of the expenditure is in buildings or areas which have a limited lifetime and we are writing the investment off over a relatively short period. Depreciation falls markedly over the subsequent years as the very high expenditure of the few years prior to 2012 becomes fully depreciated.

RISK AND OPTIONS

There is significant challenge within this budget, including the risk of poorer commercial performance than budgeted, funding from the University falling short of expectations, and cost saving measures not being as great as anticipated.

In this section we will look first at each of the main risks then start to map out alternative courses of action.

Area	Risk description	Risk score	Quantification
Commercial surplus	The targets we have set our commercial areas are high – higher than the 2017/18 budget and actual results. There are factors which mean that this can be done, but the higher the target the greater chance of falling short.	Medium-High	Up to £200k
Festival	Within the commercial results, the surplus from the Festival is a specific risk owing to its high share of the overall commercial results. Factors such as weather play a part (partially mitigated by our range of indoor and covered outlets) and customer flow determined by other venues.	Medium	Up to £100k
University grant	We have assumed an increase in the block grant from the University of over £400k per annum. We know that this goes against the trend and therefore there is a fairly high chance that we will not receive the full request. Some costs are included in the budget against the grant request, and can be removed if the increase is not granted. See breakdown below.	High	Up to £170k (see next section for breakdown)
Restructure costs	While we have assumed savings of £60k in 2018/19 as a result of a restructuring, actual savings in year 1 may be lower if there were one-off costs associated with the restructuring.	High	Up to £120k

There are a variety of actions that can be implemented to counter the risks to the budgeted outturn.

Immediate phase – changes which can be made immediately

1. Match expenditure to grant

The grant request and associated expenditure included in the budget are shown in the table below. As can be seen, even by not undertaking the associated activity (where relevant) there remains an overall net cost, quite apart from the wider impact of not achieving the planned objective. Two of the funding requests have no controllable expenditure offset and therefore the reduced income converts to bottom line at 100%.

Request	2018/19 request* £000	Expenditure saving possible** £000	Net loss of income £000
Investment in student advice	37	23	14
Digital engagement strategy	82	79	3
Student Centre development – consultancy	27	30	0
Inflation offset	57	0	57
Offset to increased University charges	99	0	99
Total		132	173

* as reflected in the Association's 2018/19 budget i.e. August 2018-March 2019

** direct costs which we would omit by not undertaking the activity, including salaries, on-costs, non-staff costs

In practice, there are things that we would want to do even if they were not specifically funded by the University. This includes the student centre development consultancy (which we have been undertaking since August 2017 in any case) and possibly the digital engagement strategy. In this case further savings in other areas would need to be found.

2. Review the approach towards paying the Real Living Wage

Instead of paying a differential of 10p per hour over the NMW, which progresses the strategic goal of ultimately paying the Real Living Wage, we could drop back to the 2017/18 differential (5p per hour) or to the base minimum wage. Cost savings from these options compared to the budgeted position in 2018/19 would be:

	Pay 5p differential	Pay NMW
2018/19 saving:	£13.5k	£27.0k

Note: the Trustee Board agreed the 10p per hour differential over the NMW for 2018/19 at its meeting on 26 March 2018.

Secondary phase – changes which could be implemented in 3-6 months

Area	Option	2018/19 saving	Annualised saving
Cost of Living	Do not implementing a cost of living increase of 1.5%	£21k	£42k
Discretionary salary pot	Reduce or remove the discretionary salary remediation pot. Almost all of these changes are planned for at least 3 months in to 2018/19.	Up to £20k	£20k+
Recruitment freeze	Critically review all naturally-occurring vacancies and do not automatically replace staff. This is likely to form part of any restructuring activity.	Not known	Not known
Accelerate restructuring	We have assumed £120k annualised staff cost savings in the budget, and assumed that these would apply in the second half of the year. Were we to accelerate this by 3 months, further savings of £30k in 2018/19 would be possible.	Up to £30k	unchanged
Taxis home	Reduce the use of taxis home for late-working bar and house staff	Up to £30k	Up to £30k

Tertiary phase – changes which can be made any time but which have a direct impact on the services offered

- Close loss-making commercial outlets
- Reduce student-facing services eg buildings closure outside daytime, support services reduced hours

Each of these would be considered on its merits, costs and potential savings.

Examples of how these risks and actions could develop are shown below. Of course, many different scenarios exist and many permutations of actions may be taken.

The budget is risky because of the assumptions of higher grant income and a 4% total increase in commercial contribution from the 2017/18 budget. The management team will closely monitor the commercial results as well as the grant situation, and will work with Trustees to identify areas to grow income or to take costs out of the organisation. As identified above, there are some things which are relatively quick and easy to do, and other structural changes which will need to be planned and implemented carefully.

BALANCE SHEET AND CASH

A balance sheet, showing actual or projected positions over three years, is shown. The budget as presented is cash-generative, even when factoring in the relatively high capital expenditure proposed.

The Association has a target of increasing net assets excluding the pension liability to £1m, and to gain a positive net current assets position. Based on the projected figures, the 2017/18 financial performance has had an adverse impact on each of these measures. The proposed budget recovers this and recommences the journey to financial recovery.

Latest cash projections indicate that the Association will have cash headroom of £450-500k in June/July 2018, meaning that we will be able to operate without an overdraft facility in place.

Year end actual / projected balance sheet

	31/03/2017	31/03/2018	31/03/2019
	£000	£000	£000
Fixed assets	822	801	788
Current assets:			
stock	182	213	217
debtors	239	283	314
cash	1,491	1,206	1,317
	1,912	1,702	1,847
Current liabilities	(2,063)	(1,932)	(1,971)
Net current assets	(151)	(231)	(124)
Pension provision	(440)	(415)	(390)
Net assets	231	155	274
Net assets excl. provision	671	570	664

RECOMMENDATION & NEXT STEPS

This budget has been prepared with the best information available at the time, however as has already been identified, there are large and significant assumptions within it.

The management team believes that the assumptions are reasonable in the circumstances and that there are sufficient courses of action open to them when and if assumptions change.

The Board of Trustees approved the budget on 26 March 2018 on the basis of the position outlined.

The University Court is invited to approve the budget on similar grounds.

APPENDIX – SUMMARY BUDGET

EDINBURGH UNIVERSITY STUDENTS ASSOCIATION BUDGET 2018-19

CONSOLIDATED BUDGET

	CORE COMMERCIAL		OTHER COMMERCIAL		STUDENT SUPPORT		CENTRAL ADMINISTRATION		CENTRAL O/HEADS		TOTAL	
	2018/19 BUDGET	2017/18 BUDGET	2018/19 BUDGET	2017/18 BUDGET	2018/19 BUDGET	2017/18 BUDGET	2018/19 BUDGET	2017/18 BUDGET	2018/19 BUDGET	2017/18 BUDGET	2018/19 BUDGET	2017/18 BUDGET
SALES	9,350,645	8,763,762	184,000	195,320	54,000	57,300	11,516	14,300	0	0	9,600,161	9,030,682
COST OF SALES	(3,746,612)	(3,520,790)	0	(500)	(26,201)	(23,150)	0	0	0	0	(3,772,813)	(3,544,440)
GROSS PROFIT	5,604,033	5,242,972	184,000	194,820	27,799	34,150	11,516	14,300	0	0	5,827,348	5,486,242
OVERRIDERS / RETROS	33,000	15,883	0	0	0	0	0	0	0	0	33,000	15,883
NON-TRADING INCOME	263,056	321,029	461,638	417,946	391,500	406,400	8,301	9,600	2,914,671	2,659,284	4,039,166	3,814,259
TOTAL INCOME	9,646,700	9,100,674	645,638	613,266	445,500	463,700	19,817	23,900	2,914,671	2,659,284	13,672,327	12,860,824
TOTAL INCOME LESS COST OF SALES	5,900,089	5,579,884	645,638	612,766	419,299	440,550	19,817	23,900	2,914,671	2,659,284	9,899,514	9,316,384
STAFF COSTS	(3,139,122)	(2,915,352)	(443,013)	(458,274)	(904,404)	(839,961)	(1,623,413)	(1,475,723)	(308,890)	(419,020)	(6,418,841)	(6,108,330)
OVERHEADS	(1,019,387)	(1,006,389)	(494,075)	(473,918)	(211,055)	(242,294)	(1,203,428)	(1,128,026)	(238,214)	(156,694)	(3,166,160)	(3,007,321)
PROFIT SHARE	(225,000)	(200,000)	0	0	0	0	0	0	0	0	(225,000)	(200,000)
NET SURPLUS / (DEFICIT) AFTER PROFIT SHARE	1,516,580	1,458,143	(291,450)	(319,426)	(696,161)	(641,705)	(2,807,024)	(2,579,849)	2,367,567	2,083,570	89,512	733



UNIVERSITY COURT

23 April 2018

EUSA President's Report

Description of paper

1. This paper is to note developments at Edinburgh University Students' Association (EUSA) since the last Court meeting, and to provide an update on current work and initiatives.

Action requested/Recommendation

2. Court is invited to note the report. It is recommended that this information be considered to support other initiatives and projects designed to improve student satisfaction and enhance the student experience.

Background and context

3. EUSA provides regular reports to Court on projects, campaigns and developments of the organisation as a whole.

Discussion

Finance update

4. A summary of the Students' Association financial position at the end of February (Period 11) is as follows:

**Net Income / Expenditure (£000)
February (Period 11)
2017/18**

	Year to Date			
	Actual	Budget	Variance	Last Year
	£000	£000	£000	£000
Trading	852	1,087	(235)	771
Block Grant	2,284	2,282	1	2,276
Total net income	3,135	3,369	(234)	3,047
Student Support Activities	(531)	(569)	38	(480)
Central costs	(2,680)	(2,785)	105	(2,505)
Total expenditure	(3,211)	(3,354)	143	(2,985)
Surplus / (deficit)	(76)	15	(91)	62

Numbers shown in red & brackets denote a net expense or an adverse variance

5. The Association's trading activities have generated a surplus of £852k which is positive but overall is 22% behind budget, this is partly to do with many outlets still being affected (or closed) as a result of overrunning estates work in the early part of our financial year (April 2017-June 2017). The Pleasance, King's Building House were both closed when budgeted to be open, and Teviot Row House had works

immediately outside leading to the front entrance being unavailable. Subsequently sales in the core operations of bars, catering and retail are each up on last year, but haven't recovered as fast as we anticipated. The full year fixed costs mean net profit is down in both catering and retail, though £50k improved in bars. However, all three operational areas are behind budget at a net profit level.

6. Student Support activities are running slightly favourable to budget overall. Within this, there are several areas with small underspends and only one with a slight (£5k) overspend. This area is mainly driven by staff costs, mostly salaried, and therefore is more easily financially controlled than the trading areas.

7. Central costs are £105k (4%) under budget. There is a mix of underspends within this, with several areas operating an average of £20k under budget. The core Estates team is overspent on staff costs (a budgeting error) and also on some overheads, mainly a result of agreed smaller refurbishment projects.

8. A full year deficit of around £120k is likely. Disruption to trading at the start of period 12 contributed to this, as has some project spend in the final few weeks of the year. Year end adjustments will reduce the formally reported deficit position.

9. For a while it looked as if an overdraft facility would be required in summer 2018. The cash position has subsequently improved, and further work has been undertaken on forecasting cash over the coming 12 months. While our bank has indicated that there will be no issue if a facility does need to be put in place, it is anticipated that even at the late July low point, cash balances will remain comfortably positive.

2018-19 Budgeting and Planning Round

10. Our Trustee Board has now signed off our 2018-19 budget, which aims to achieve a surplus of c£80k through a combination of close financial control, including some substantial efficiency savings, and some service developments designed to achieve financial growth. Commitments to work towards narrowing the gap with the Real Living Wage are being maintained.

11. Our planning round bid has also been a key area of focus over the last few months. We have made substantial improvement to the organisation both financially and in terms of engagement over the lifespan of our current strategic plan. However, substantial challenges remain, and we have identified that some areas now require step change in order to achieve the desired impact. This includes our member communications and engagement – which require dedicated digital solutions, as many other unions have realised and invested in. In addition, significant additional estates costs are hindering our ability to achieve reserves to support our own investment/development aspirations. We have a desire to invest and develop, as well as achieve efficiency and maximise impact and income generation. A further bid case highlights the changing level and type of demand on our advice service which requires an urgent and immediate shift in our staffing model, primarily to address the growth in volume of sexual assault and harassment cases resulting in lengthy ongoing casework using University procedures. Over time the number of these cases (which require multiple interactions over lengthy periods) has grown from less than 10 per year, to just under 30 cases annually in the 2016-17 academic year, and now to 30 cases in semester 1 alone in 2017-18.

Commercial update

12. Since the departure of the previous Commercial Services Director, the role has been vacant for seven months with much of the portfolio being overseen by the Chief Executive. However, the newly appointed Director has been in post since 15 January and after a month of organisational induction, Michelle Berry, who brings over 15 years commercial experience from Northumbria University, is now taking over the management of services and Heads of Departments and beginning to manage some key projects and developments. There has been a refocus across the team looking at planning, business development, sales and growth opportunities, whilst minimising costs and generating efficiency savings.

13. There have been some recent key trading challenges. These include the recent bad weather, lack of public transport and the closure of the University, all of which impacted upon our ability to deliver services and generate income. Whilst the University and much of the city shut down the Association managed to maintain levels of service within retail, catering and bars, and supporting a number of student society events and activities to go ahead. We generated £75k sales albeit £57k down on forecasted revenue within that trading week which has negatively affected the overall sales for the month. In addition, the industrial action has also been impacting upon sales trends in some areas.

14. Collectively, in Period 11 commercial services generated £531k with a surplus of £34k. Year to date commercial turnover is £7.969m with a year-to-date surplus of £852k, up from last year by +£81k.

Estates update

15. There has been substantial work in developing detailed requirements for the Central Area Development, and understanding how our current operations can be accommodated and developed within the new footprint. We have been pleased to work with the hospitality consultants who have been engaged to bring their specific expertise to the project which is key for our provision, to ensure the spaces earmarked for these services can be used to best effect and are feasible in practice – both for member experience and to ensure the financial sustainability and commercial viability of the organisation when we are operating in the new space.

16. Discussions regarding King's Building House provision are progressing, with plans for the King's Buildings Nucleus sounding firmer although a clear timeline is not yet in place from our perspective. Other than a possible sports offer at King's Buildings House, we have yet to have any formal discussions with the University on impact or opportunity of the nucleus project for the Students' Association. The Association hosted a staff and student consultation event for Estates colleagues in King's Buildings House to gather initial feedback and provide an opportunity for students and staff to see the vision for the project. The initial plans for phasing of that work has some very significant implications for our current operations (and therefore our ability to maintain both the high levels of satisfaction we enjoy there and also for income generation) in various King's Buildings sites, and we have raised this with corporate services colleagues. The development also brings potential opportunity for both ourselves and Accommodation, Catering and Events – we are keen to ensure possibilities for the Association to be part of that offer continue to be on the table,

recognising the popularity and success of some of our King's Buildings outlets currently.

General Data Protection Regulation (GDPR) Preparations

17. The Association is currently preparing for the implementation of the GDPR. Whilst we are smaller in scale than the University, the complexity and variety of our operations also means we have needed to undertake substantial work to review our operations and identify priorities to address in terms of working towards compliance. We have engaged advisers from external audit firm French Duncan to undertake a thorough review of our activities with our staff, and we have also been running staff training sessions to ensure we are all up to speed with the requirements of the legislation.

Annual elections

18. Elections has been a key area of focus from January until now, with voting taking place from 5 – 8 March and results announced on 9 March. We achieved our highest voter turnout for 6 years. It is worth noting that the election campaigning period coincided with industrial action, and significant adverse weather at the start of the campaigning period (noting full closure of the University) which had some impact on campaigning. However, despite this, there are some positive developments in terms of engagement with the elections process:

- **Participation through standing for election increased: 146** candidates running for 49 positions (compared to 107 last year), with **29 students running for a sabbatical position**, compared to 23 last year, and beating our target of at least 25.
- School Rep positions are increasingly popular with 82 students submitting nominations for 21 positions, compared to 50 last year.
- **Participation through voting increased:** Voter numbers did not reach our target of 7,500 but did reach **the highest number for 6 years – at 6080** – a 7% increase on last year's 5693.
- This represents a percentage turnout of **15.3%** (compared to 15.6%). 16 out of 21 Schools had average or higher than average turnout – up from 13 schools last year. Turnout by School ranged from **5.5 % to 29%**
- **c200** candidates and supporters attended our biggest results night ever which this year moved to Potterrow venue.
- Our Representation and Leadership Hub in Potterrow provided much welcomed drop-in space, support (and tea!) for candidates throughout the election period.
- Our Election Roadshows ensured we were able to promote the elections across all sites, and provided another point of contact for us with candidates.
- Our new online 'recommend a friend' facility generated emails to 21 potential candidates – 3 of those people did run, and 1 was elected.

19. The full results are available here:

<https://www.eusa.ed.ac.uk/representation/elections/2018/election/results/>

20. Our new sabbatical officers for 2018-19 are:

President Eleri Connick
VP Activities and Services Shenan Davis-Williams

VP Community
VP Education
VP Welfare

Georgie Harris
Diva Mukherji
Kai O'Doherty: noting Kai is the first officer to run for a second term of office following our democracy review and changes.

21. They will join the Association for handover from Monday, 28 May, officially taking office from Monday, 11 June.

NUS Scotland Annual Awards

22. The Association was delighted to be named (twice) in this year's NUS Scotland annual awards. Our Societies Co-ordinator Dan Doyle was named Student Union Staff Member of the Year. Based in our Activities Team, Dan has done substantial work to increase and improve our engagement with societies and to strengthen the support we offer. In addition we have developed specific training for society leaders this year to promote inclusivity, in line with the ethos of our anti-sexual harassment No-One Asks for It campaign.

23. We were also selected to receive a special Outstanding Achievement award, to recognise the long term work the Association has led to promote ethical and environmental investment, resulting in the University announcing full divestment from fossil fuels last month. This represents almost a decade of lobbying and representation work as well as working with student interest groups to achieve a landmark outcome.

Student Celebration Season

24. All 3 events provide an opportunity to showcase our members' achievements and the impact of Association support. We look forward to welcoming students and invited university/Court members at our events over the next month.

25. The **Activities Awards** took place on 26 March – we were thrilled to receive almost 900 nominations for individuals and groups doing great things in the context of societies, volunteering and student fundraising – double last year. Around 450 students and invited guests (including Court members) enjoyed our glamorous Awards evening at the Assembly Rooms at the end of March. Find out more about our winners here: <https://www.eusa.ed.ac.uk/activities/activitiesawards/>

26. Our **Impact Awards** recognise student achievement in terms of our global community, student representation and peer support work – over 300 students/groups have been nominated and stand-up comedian/motivational speaker/trainer Susan Morrison, is hosting our ceremony on 5 April. You can find out more about these awards, and see the shortlist here: https://www.eusa.ed.ac.uk/representation/impact_awards/

27. Finally our **Teaching Awards** have received over 1,600 nominations, with the winners being announced at a ceremony on 26 April. These awards provide a great opportunity for students to highlight great practice in teaching and support, and university staff consistently tell us how touched they are to have been nominated. Find out more here: <https://www.eusa.ed.ac.uk/representation/campaigns/teachingawards/>

Association Annual Survey outcomes

28. Our survey ran in November with just under 2,000 respondents. Having run the survey in its current form from the start of our Strategic Plan in 2015/16, at year 3 we are now demonstrating some success in relation to our Strategic Plan goals.

Agreement statement about the Association:	15/16	17/18	3yr improvement
A positive desire to help our members	71%	76%	+5%
Represents me	42%	50%	+8%
Contributes positively to my experience at university	65%	67%	+2%
Creates a sense of belonging for our members	45%	55%	+10%
Represents the needs of the student body	54%	61%	+7%
Promotes Inclusivity	63%	70%	+7%
Contributes to my development	45%	50%	+5%

29. In addition, there are some key support and representation areas with high and improving levels of satisfaction

Advice Place	87%	Peer learning and support (PALS)	96%
Societies	93%	Liberation representation	87%
Campaigning and activism	83%		

30. In addition, awareness and perceptions of impact for our local academic representation at School level is increasing, which is pleasing given the specific investment in School engagement work over the last 3 years – and the very high levels of interest in our School rep positions in the elections is another indicator of this. However, **awareness** of some key activities is in decline, which is a concern – notably the Advice Place, and our Sabbatical officers and their impact and class reps and their impact. Our Communications Strategy will address these if we can progress it at the desired rate with the right level of resource. In the case of class reps we have undertaken a specific project to transform course/programme level representation which has been agreed by Learning and Teaching Committee and which we have engaged with all Schools on over the last semester.

Advice Place development

31. The service is currently undergoing some development – we have reconfigured the office space in Potterrow, following the appointment of a new reception/administrator post, which is having positive impact on how students access the service and are triaged. In addition, funding secured from the Donald Pollock Trust has also enabled substantial refurbishment of the office at King’s Buildings House, which was previously not as welcoming as we would have liked.

32. Court members may be interested to note the current work to redevelop the service offer in line with the acute change in demand for the service, primarily reflecting the growth in complex casework related to cases of sexual harassment and assault, and mental health crisis response. This development is partly dependant on a successful planning round bid but would for example include an additional adviser. In addition, work is ongoing with the Vice-President Welfare in terms of influencing policy and practice in the University in relation to the handling of cases of sexual

harassment and assault, drawing on the substantial experience of our advisers in terms of identification of good and bad practice. Finally we have been involved in developing plans for a new anti-sexual harassment campaign with the University, with a focus on survivor support – the Vice-President Welfare has led work to ensure that this campaign will be shaped by students.

33. Sabbatical Team updates:

General Update

- **Principal's Town Hall** – We were extremely pleased to host the Principal for an interesting evening 'In Conversation with' myself and the Vice-President Education followed by an hour of questions from the floor. It was a great evening and we hope to continue to do such events with Peter.
- **Estates Projects** – Continued involvement in the Student Centre project and growing involvement in the King's Buildings Nucleus project including a fantastically well attended student-facing consultation at King's Buildings House. We are now sitting on the Edinburgh Futures Institute project board and continue to feed into the Old Kirk Postgraduate Centre Development.
- **Elections** - Spent time out doing election outreach to get out the vote (when the snow wasn't getting in the way) and hosted an extremely successful results night in the Potterow Dome. We achieved the highest turnout in six years as well as Kai O'Doherty, our current Vice-President Activities & Services, being re-elected to serve a second term as the Vice-President Welfare.
- **Special Circumstances** – Most officers have been feeding into Service Excellence Programme due to it being so close to every students' heart and a golden thread issue many students face at University. We hope the project will improve the process for students in order to provide more consistency and fairer outcomes for those applying.
- **National Union of Students (NUS)** – Attended NUS Scotland Conference where motions to support greater support for student nurses and to tackle the power of private halls were passed by the Vice-President Education and Vice-President Community respectively.

Bobi Archer – Vice-President Education

- **Joint-Honours Support** – Working with Sabine Rolle (CAHSS Dean of Undergraduate Study) on a paper to develop more support for such students; alongside this the University has begun to review the support in this area.
- **Strike Mitigation & Engagement** – Helping ensure that impact of industrial action on students is mitigated but also making sure the voice of support by students for the action is conveyed.

Ollie Glick – Vice-President Community

- **Shrub Premises** – Working with Shrub and the University Estates department to secure renewed premises for the Swap and Re-Use hub.
- **Sustainability** – Having secured an investment in a Food Waste Intern from the Social Responsibility & Sustainability Department starting to collate information and data on both University and Students' Association. We have just secured a food sharing agreement with a homelessness charity in Edinburgh to ensure none of our food from certain outlets is wasted. We hope this will help us draw efficiencies as well as more sustainable practices.

Esther Dominy – Vice-President Welfare

- **Parents, Carers and Mature Students** – Sitting on the panel convening the Thematic Review of support for mature students and student parents and carers alongside our representatives for these three groups.
- **Sexual violence and harassment** – Working towards improvements to University reporting and support mechanisms ahead of the creation of a group to take this work forward; starting work to develop a successor to the 'No One Asks For It' campaign; feeding into plans to provide bystander training to 600 student leaders this September.

Patrick Kilduff – President

- **Residential Strategy** – Entering the final stages of drafting the long-term University Residential Strategy. We have been feeding into this since very early in the year lobbying for greater affordability, a mix of beds in each development and more credence to alternative forms of living such as co-ops.
- **International Events** – Working with the Vice-Principal International and the Director of Edinburgh Global to design a calendar of events to celebrate the international communities we have at the University.

Kai O'Doherty – Vice-President Activities & Services

- **Society Constitution Developments** – A series of challenges to the society constitution template has been a considerable feature of recent weeks with developing conversations regarding the appropriate level of external, non-student involvement in Students' Association societies.
- **Plastic & Coffee Cup Waste Reduction** – Working to find more sustainable ways of dealing with single-use plastics as well as tackling coffee cup waste reduction and exploring a variety of options in order to tackle this issue.

Resource implications

34. There are no resource implications for this report because this report is retrospectively outlining existing projects.

Risk Management

35. Not applicable.

Equality & Diversity

36. Equality and Diversity considerations are implicitly included in this paper. EUSA represents the interests of a diversity of student groups and exists to maintain the equal representation of students and student groups.

Next steps/implications

37. There are no next steps to be taken as a result of this paper.

Consultation

38. All relevant EUSA Sabbatical Officers, staff members, student staff and members of our organisation. Any items relating to partnerships with other organisations or branches of the University include information provided by all participating stakeholders.

Further information

39. Author

Patrick Kilduff
Edinburgh University Students'
Association President
April 2018

Presenter

Patrick Kilduff

Freedom of Information

40. This paper is open.



UNIVERSITY COURT

23 April 2018

Development Trust Governance

Description of paper

1. Court approved in June 2017 the recommendations of a review of the University of Edinburgh Development Trust: that, from a future date (to be agreed), new philanthropic donations will be made directly to the University; that the Development Trust is retained, primarily to receive legacy pledges, and is streamlined; and that Court accepts an oversight function in relation to the University's philanthropic and alumni relations activity. This paper takes forward the proposals to enable the Development Trust to be streamlined.

Action requested/Recommendation

2. Court is invited to approve an amendment to the Trust Deed to support a streamlined Development Trust.

Background and context

3. In June 2017, Court considered the recommendations of a review commissioned by the Trustees of the University of Edinburgh Development Trust ('the Trust'), of the University's approach to the governance of its philanthropic operations. The review group conducted research with donors, looked at models elsewhere in the UK and internationally (noting Edinburgh is currently an outlier in the use of a separate charitable vehicle for administering donations), and consulted with senior stakeholders in relevant positions across campus.

4. The review concluded that future philanthropic donations should be made direct to the University. This will remove a layer of governance and simplify administration while providing a clearer communication message to donors (donors consulted during the review reported that they placed little importance on the Trust, their main interest being in supporting the University). It will also reinforce the idea that philanthropy is an integral part of the University's operations.

5. The Development Trust would be retained primarily to receive existing legacy pledges made out to the Trust (there are approximately 1,300 of these known to exist), as these are best left untouched and, following legal advice, it cannot be assumed that if the Development Trust no longer existed the funds would automatically come to the University. The Development Trust would be streamlined in order to reduce the administrative overheads in running it and would be gradually wound down over time. Streamlining will initially involve reducing the number of trustees, with trustees to be appointed mainly from among existing University office bearers. The Trust Deed would be revised accordingly and the Office of the Scottish Charity Regulator (OSCR) notified of the proposed changes.

Discussion

Legal Matters

6. External legal advice has clarified that no formal changes are required to the Trust (or indeed the University) to pave the way for, or as a result of, the proposed shift of

responsibility from the Development Trust to the University. Both bodies will continue furthering their existing objects although activities in furtherance of those objects may be modified. The existing Trustee arrangement outlined in the Trust Deed is, however, too prescriptive and therefore overly complicated for a trust with the reduced activity that is envisaged. Advice has further clarified that the best way forward is to limit changes to the Trust Deed to those that are essential to achieve the outcome of the review: these are the provisions that relate to trusteeship (namely the identity and number of the Trustees). As no changes are required to the objectives of the Trust, this limited change requires notification to OSCR only, rather than OSCR approval.

7. Rather than specify the roles of the individuals who will act as Trustees in the new model, more generic wording will be adopted to give flexibility to alter the make-up of the Trustees from time to time. There is no such provision at present, specific individuals are named resulting in limited flexibility.

Trustees

8. It is proposed that the ex officio Trustees be the Principal (currently a Trustee), the Senior Vice-Principal (currently an attendee at Development Trust meetings), the Vice-Principal Planning, Resources and Research Policy (currently a Trustee) and the University Secretary (currently an attendee). It is also proposed to have a fifth trustee from among the lay members of Court. The current Trustees support the proposed changes.

Documentation for approval

9. The Trust Deed specifies that that any amendment shall be “*by Resolution of the Court of The University of Edinburgh with the consent of the Trustees*”. For clarity, this is not a formal resolution of Court under the 1966 Act. Rather, in the context of the Trust Deed, “Resolution” means a formal record of a decision that has consequences and that is made in the exercise of powers given in the Trust Deed. A document (being the “Resolution” / formal record of the decision) has been drafted by the University’s external legal advisers Shepherd+ Wedderburn to enable the changes to the trusteeship is included and is included in Appendix 1. Shepherd+ Wedderburn drafted the original Trust Deed back in 1990. Court is now asked to approve the necessary document in Appendix 1. This document will in due course also be approved formally by the Trustees of the Trust Deed.

Resource implications

10. There are no significant resource implications associated with the paper.

Risk Management

11. There are no significant risk implications arising from this paper.

Equality & Diversity

12. No specific Equality and Diversity issues are identified.

Next steps/implications

13. Assuming Court approves the proposals, the appropriate steps will be taken to effect the change in Trustees, dialogue with OSCR will be concluded, and revised financial procedures will be made ready. The other recommendations of the review

group (that new philanthropic donations will be made directly to the University and Court's increased oversight of philanthropy and alumni relations activity) will be addressed in a paper to be submitted to the next Court meeting. Once approval has been given, the switch to enable new donations to be made directly to the University will be made at an appropriate point in future, once it has been confirmed that all changes in financial and reporting procedures have been safely made.

Consultation

14. The paper has been reviewed by the President and Treasurer of the Development Trust, and by the Deputy Secretary, Strategic Planning. Prior to this, the proposals were discussed and agreed at a formal meeting of the Trustees of the Development Trust in December 2017.

Further information

15. Author

Grant Spence
Director of Alumni Relations
6 April 2018

Presenter

Chris Cox
Vice-Principal Philanthropy and Advancement

Freedom of Information

16. This is an open paper.



SHEPHERD+ WEDDERBURN

RESOLUTION

by

University Court of the University of Edinburgh

2018

RESOLUTION

by

UNIVERSITY COURT OF THE UNIVERSITY OF EDINBURGH, incorporated under the Universities (Scotland) Acts and being a charitable body registered in Scotland (Registered Charity Number SC005336) and having its administrative offices at Old College, South Bridge, Edinburgh
("the Trustee")

The Trustee in exercise of the powers conferred on it by the Declaration of Trust by it dated Twelfth July Nineteen hundred and ninety irrevocably resolves as follows:

Clause (TWO) of said Declaration of Trust is amended as follows:-

The Trustees acting under said Declaration of Trust at any time shall have the following powers which may be exercised from time to time and are in addition to their existing powers:

- power to appoint Trustees including Trustees *ex officio*;
- power exercisable by Minute to remove a condition of any trusteeship that it shall be held by the holder of a particular office in which case the then holder of the office concerned shall continue to be a Trustee but shall not be an *ex officio* Trustee and future holders of the office concerned shall not become Trustees on holding office;
- power exercisable by Minute to make a Trustee who holds office for a set period a trustee indefinitely
- power exercisable by Minute to change the existing provisions and make such replacement provisions as the Trustees think fit as to how many and which Trustees shall constitute a quorum of any meeting of the Trustees and who should chair any meeting of the Trustees and to vary such provisions;

The Trustee records that this Resolution is without prejudice to its ability to make further amendments to said Declaration of Trust (as amended by this Resolution), and the Trustee also confirms that this Resolution in no way affects the trusteeship as currently constituted.

And we, Professor Peter Mathieson, the Principal of the University of Edinburgh, Sheriff Principal Edward Bowen, the Chancellor's Assessor, Professor Stuart Macpherson, Convenor of the Business Committee of the General Council of the University of Edinburgh, Professor Jonathan Seckl, Vice Principal Planning, Resources and Research Policy - which office was formerly called Vice Principal Planning and Development - the Trustees *ex officio* acting under the said Declaration of Trust along with Steve Thomson, Mike Millar, Malcolm Thoms and Julia Collins, the nominated Trustees acting under the said Declaration of Trust hereby consent to the foregoing Resolution and amendment by the Trustee: IN WITNESS WHEREOF



UNIVERSITY COURT

23 April 2018

**Naming Policy: Recognising Philanthropic Contributions
and Individuals of Distinction**

Description of paper

1. This paper details the proposed changes to the University's "Policy for Naming of Buildings, Rooms and other Facilities". The proposed name of the new policy is Naming Policy: Recognising Philanthropic Contributions and Individuals of Distinction.

Action requested/Recommendation

2. Court is invited to approve the draft Policy in Appendix 1.

Background and context

3. The current Policy for Naming of Buildings, Rooms and other Facilities was approved by Court on 9 February 2015.

4. Estates Committee endorsed a revised draft Policy in December 2017, subject to an amendment to include student representation in any consultation on potential namings. This is included in the updated draft in Appendix 1. The draft Policy was then reviewed by the new Principal before submission to Policy & Resources Committee in April 2018. Policy & Resources Committee endorsed the draft Policy in April 2018, subject to the inclusion of a reference to the consideration of diversity in namings. This is included in the updated draft in Appendix 1.

Discussion

5. The new Policy includes an expansion and strengthening of the existing 2015 Naming Policy. The key changes are:

- the Policy now covers all areas of activity, including academic posts, scholarships and other areas, alongside capital opportunities;
- expansion to include processes relating to namings in relation to individuals of distinction who may or may not have made large philanthropic gifts;
- confirmation that namings may be offered for *existing* activities and buildings as well as new projects;
- guidelines on gift levels for endowed academic positions and activities, with encouragement for long-term endowed giving;
- greater clarity and detail relating to the duration of namings.

Resource implications

6. There are no immediate resource implications.

Risk Management

7. A risk assessment has not been produced for the Policy.

Equality & Diversity

8. The draft Policy states that, while each case will be treated on its merits in line with the Policy, the University will strive wherever possible to ensure that namings across its campuses reflect the diverse nature and backgrounds of those individuals with whom it enjoys a close current, or historical association.

Next steps/implications

9. If approved, the draft Policy will implemented with immediate effect.

Consultation

10. The draft Policy has been reviewed and endorsed by Estates Committee, the Principal and Policy & Resources Committee.

Further information

11. Authors

Chris Cox, Vice-Principal Philanthropy and Advancement

Eleana Kazakeou, Projects and Policy

Officer, Development & Alumni

9 April 2018

Presenter

Chris Cox, Vice-Principal Philanthropy and Advancement

Freedom of Information

12. This paper is open.



THE UNIVERSITY
of EDINBURGH

Naming Policy

**Recognising Philanthropic Contributions
and Individuals of Distinction**

Part One: Context & Purpose

The University of Edinburgh has built strong bonds with philanthropists over the centuries who are committed to enhancing our work, seeing the University continue to flourish, deepening the impact and accelerating the public good that flows from our work.

As philanthropy plays an increasing role in realising the University's ambitions, we have a strong interest in seeking to recognise donor generosity through the naming of academic posts, scholarships, buildings, facilities, and other areas of activity. This allows us to demonstrate the pride we feel in our close associations with those who choose to prioritise us among their philanthropic giving. This in turn accelerates the development of a culture for philanthropy across campus and helps inspire others to give.

Similarly, by deciding, on restricted special occasions, to name a facility after an individual of high distinction with close associations to this University for reasons beyond philanthropy, we are able to promote and honour our connections with those individuals.

While each case will be treated on its merits in line with the detail of this policy, the University will strive wherever possible to ensure that namings across its campuses reflect the diverse nature and backgrounds of those individuals with whom it enjoys a close current, or historical association.

Purpose of the policy

This policy:

- 1.1. Ensures that naming recognition decisions are made in a coherent and consistent way in accordance with the University's objectives.
- 1.2. Ensures compliance with wider University regulations and procedures, including the work of the Ethical Fundraising Advisory Group and existing Senate/Court regulations relating to changes to nomenclature for Professorial Chairs.
- 1.3. Establishes the processes and criteria for
 - 1.3.1. decision-making for approval of naming recognition;
 - 1.3.2. duration of naming recognition;
 - 1.3.3. potential revocation of naming recognition.
- 1.4. Ensures that the rationale for naming recognition decisions can be clearly articulated.

Application

This policy will apply where:

- 1.5. The University has received a high level philanthropic gift under the criteria set out in Part Three (below), and wishes to recognise the donor's generosity;
- 1.6. The University wishes to name a significant element of the University Estate, as defined in 2.2. after an individual of distinction, where there is no connection to philanthropy.

Updates to this Policy

- 1.7. Future updates and changes to this policy will be approved by the following committees: Estates Committee, Policy & Resources Committee, and Court.

Overview of Remainder of the Policy

- 1.8. There are three additional parts to this Policy: **Part Two** sets out an over-arching process, with associated definitions, for naming of significant elements of the University Estate.

Part Three details the process and criteria for the management of naming recognition connected to philanthropy across all aspects of the University's activities will be managed. **Part Four** details the process and criteria for the management of naming recognition in honour of individuals of distinction, connected to significant elements of the Estate and the naming of Chairs.

Part Two: Process for naming of any significant part of the University Estate

- 2.1. Any potential naming of any significant part of the Estate (as defined in 2.2.), whether in recognition of philanthropy or to honour individuals of distinction, will be considered by the Estates Committee following consultation with the Convener of the Estates Committee, the University Secretary, the Vice Principal (Philanthropy and Advancement), the Director of Estates, the Director of Communications and Marketing and a nominated EUSA representative. In cases relating to specific Colleges, the relevant College Registrar must also be consulted.
- 2.2. For the purposes of this policy, the definition of a 'significant' part of the Estate includes buildings, wings of buildings, and significant high-profile spaces within buildings (such as floors, major lecture theatres and laboratories), and substantial external public realm spaces (Quads, squares, courtyards, etc.). In cases where there is any doubt as to whether part of the Estate is considered 'significant' for the purposes of this Policy, the Vice-Principal (Philanthropy & Advancement) should be consulted, who will seek confirmation from those listed under 2.1 as necessary.
- 2.3. In the case of naming of buildings, the Principal will be consulted before any case is considered by Estates Committee. As and when Estates Committee makes a recommendation for the naming of a Building, the Principal will take that recommendation to Policy and Resources Committee for approval. In the case of high profile buildings, as determined by the Principal in consultation with the Policy and Resources Committee, approval will subsequently be sought from Court.
- 2.4. Processes for naming recognition for elements of the Estate not considered significant (as defined under 2.2) are covered in Part 3 (where relating to philanthropy) and Part 4 (relating to individuals of distinction).

Wider considerations for all Estates-related gift recognition

- 2.5. Any naming recognition on the physical campus must comply with any **legal agreements** entered into by the University, such as wider funding agreements or limitations imposed by the planning authorities.
- 2.6. Any resulting naming recognition **signage** for capital projects will be in line with the University's corporate identity, and corporate or organisational logos will only be included when not to the detriment of the University's brand.

Part Three: Naming Recognition relating to Philanthropy

Application

This part of the policy will be relevant when:

- 3.1. The University wishes to acknowledge a benefactor who provides high-level funding towards the cost of construction or refurbishment of a building or part of that building, or provides high level support for research programmes, academic posts, scholarships, lecture series, or other areas.

Process for Identifying Naming Opportunities

- 3.2. The Development & Alumni Office, working closely with academic and professional support colleagues, will be responsible for identifying and confirming the circumstances where the University may wish to recognise the generosity of donors via an appropriate naming. The Vice Principal, Philanthropy & Advancement, has responsibility for ensuring all naming opportunities relating to philanthropy conform to this Policy and are approved according to the processes outlined below, before they are discussed with prospective donors.
- 3.3. Where naming opportunities can be identified at the outset of a project (e.g. for specific capital programmes) these will form part of the fundraising strategy for that project.
- 3.4. Naming opportunities will also be encouraged and considered for existing buildings, academic positions and other activities, as set out in the remainder of this Section.

Criteria for Naming recognition connected to philanthropy

- 3.5. In determining the appropriateness of considering naming recognition in a particular circumstance, the following factors will be considered:
 - 3.5.1. Whether the gift level committed for the specific priority in question meets the gift level guidelines within this Policy, as summarised under 3.6.
 - 3.5.2. The appropriateness of associating the donor's name, or the preferred name suggested by the donor, with the University. Gift discussions reaching this stage of development will already have been considered by the Ethical Fundraising Advisory Group (EFAG) in terms of the acceptability of the source of funding, and any reputational risk identified by that group which may be relevant to a naming opportunity will be borne in mind.

Gift Level Guidelines

- 3.6. The recommendations below suggest an appropriate range of donation levels where the University may wish to recognise the generosity of a donor.
 - 3.6.1. For **capital gifts** for new buildings and equipment, the value of the donation should normally meet a minimum of 50% of the estimated cost of the building/facility. However, an amount ranging from 35% to 70% may be considered appropriate depending on circumstances. A more flexible approach may be appropriate for naming of existing buildings and facilities, but the estimated current value of that building will provide an appropriate starting point for the above percentage guidelines.
 - 3.6.2. Naming proposed for **ornamental features** such as fountains, landscaping, or benches whether new or existing, will normally require the gift to cover the full cost of the feature and a maintenance fund at a level agreed with Estates.
 - 3.6.3. For **all** academic posts the University's preference is for these positions to be funded on a long term basis via endowment (see 3.7). In some limited circumstances funding for a minimum period of at least five years may be appropriate.
 - 3.6.4. For **new academic posts**, which are not already built into the University's financial plans, the donation level should normally meet the full salary and directly associated costs, based on current endowment return estimates or multi-year projections for non-endowed gifts.
 - 3.6.5. For **existing academic posts**, where the costs are already included on the University's core baseline, or are built into its confirmed future investment plans, the donation level should normally meet at least 50% of the salary and associated costs, based on current endowment return estimates or multi-year projections for non-endowed gifts.

- 3.6.6. For **Post-doctoral posts/Fellowships**, the same guidelines apply as for other academic posts above. In circumstances where an endowed gift is not possible, the donation should normally fund the position for a minimum period of three years to create a naming opportunity for that period.
- 3.6.7. For **student scholarships** (whether undergraduate or postgraduate), the University will not normally consider naming recognition for specific student scholarships for donor commitments below £10,000 each year (this amount to be reviewed periodically), alongside a commitment from the donor to fund the agreed scholarship programme for the full duration of the undergraduate or postgraduate course in question.

Endowed Gifts

- 3.7. Where naming recognition is considered in relation to endowed gifts for activity, the estimated annual income from the capital sum donated should broadly meet the annual levels indicated in 3.5.3 to 3.5.7 above.

Naming Recognition for wider philanthropic contributions across campus

- 3.8. It may occasionally be appropriate to name a facet of the University in recognition of extraordinary contributions made by long-standing benefactors to the University, where no gift has been made towards the cost of the specific project in question. In these cases the net present value of any previous gifts to the University from the donor may be considered. Such cases should follow the consultation process outlined in 2.1 before seeking approval from Estates Committee.

Duration of Naming recognition relating to Philanthropy

- 3.9. Consideration will always be given to the term for which naming of any facility or activity should be conferred, following the guidelines below:

For naming of significant parts of the **Estate** (as defined under 2.2)

- 3.9.1. For new buildings and facilities or parts thereof, it will be customary to specify a period of time for which naming is conferred of no more than 50 years, and typically in a range between 25 and 50 years. If appropriate and possible, after that period has expired the donor will be given the opportunity to renew their gift for the prolongation of the naming for another agreed period. Equally, the University may consider that the strength of brand and reputational benefit of the existing naming justifies a continuation of the naming with no further gift support.
- 3.9.2. Where a facility has been refurbished, it may be appropriate to name the facility for a shorter period than 25 years (it being likely further refurbishment will be required over that period).
- 3.9.3. For naming recognition relating to **academic posts, scholarships and other activities**, naming recognition will normally be agreed to cover only the period of time over which philanthropic income meets the guideline contribution levels as set out under 3.5. This also applies for endowed gifts, where a minimum of 50 years for permanent endowments is appropriate, and a shorter period for expendable endowments, depending on the detail of gift agreements. In all cases (whether endowed or recurrently funded) an indication of the likely duration of naming recognition should be included in gift agreements.

Revoking of naming recognition

- 3.10. Both the donor and the University may reserve the right to revoke a particular naming, particularly in the unlikely development of a reputational risk to continued mutual affiliation, but in these highly unlikely circumstances the University has no financial

obligation to return any received contributions to the donor. Where the University wishes to consider revocation of an existing naming recognition, this will be considered initially by the Ethical Fundraising Advisory Group and subsequently, at the discretion of the Principal, University Court.

- 3.11. If the donor is unable to fulfil agreed gift instalments on a multi-year pledge upon which the naming was bestowed, the University reserves the right to withdraw the specific agreed naming, while seeking to negotiate an alternative and appropriate recognition opportunity with the donor.

Changed campus circumstances/priorities relating to an existing named activity/facility.

- 3.12. In circumstances where the purpose of the building, facility, academic post, scholarship programme or other activity in question change considerably during the agreed period of naming recognition (through the need for redevelopment, or the planned withdrawal from a research/teaching area, for example), reasonable effort will be made to notify the donor or their representatives, and to discuss whether there might be any impact on the intended use of their gift. Every effort will be made to honour the intention of the original gift and to identify alternative appropriate naming recognition opportunities, to address the circumstances in mutually-agreeable ways.

Process of Approval of Naming recognition relating to Philanthropy

- 3.13. Schools and other units across the University are expected to contact the Development & Alumni Office about potential naming recognition before discussing them with prospective donors, in order to ensure that all naming recognitions adhere to this policy.

Approval for Capital Projects

- 3.14. For potential naming recognition relating to significant elements of the University's Estate (as defined under 2.2), the Development & Alumni Office will liaise with academic units, confirming that the criteria within this Policy have been met (or highlighting any exceptions), before consulting as per 2.1 above. The proposal may then be recommended for formal approval by Estates Committee.
- 3.15. For other naming opportunities relating to less significant elements of the Estate (as defined under 2.2 above), where the above criteria for naming recognition have been fully met, The VP for Philanthropy and Advancement may approve specific naming opportunities, in consultation with the relevant Head of School/project sponsor and the Director of Estates, and will confirm the detail of written agreements with donors. Confirmed naming recognitions at this level will be reported to Estates Committee for information.

Posts / Scholarships / Academic Positions and Programmes

- 3.16. For non-Professorial academic posts where all of the above criteria for naming are met, the naming will be considered and confirmed by the relevant Head of School, Head of College and the Vice-Principal for Philanthropy and Advancement.
- 3.17. For Professorial posts, the naming and its duration will, in addition to those highlighted under 3.15, also be considered by the Principal. As for all such positions, the creating or naming of a professorial chair requires a Court Resolution, which includes formal consultation with Senate and the General Council..
- 3.18. High level gift agreements relating to, for example, research or teaching Centres, Doctoral Colleges, etc. will often include a combination of staff, student, research and potentially capital/equipment support, over varying periods. In these circumstances flexibility is needed in terms of appropriate naming recognition; the Development & Alumni Office will draw on the above gift level guidelines and other relevant aspects of this Policy in making

a recommendation for approval by the relevant Heads of School and College, and the Principal, who will decide whether any further approval is required.

Confirming the offer of naming recognition with donors

- 3.19. Once internal approval has been fully confirmed in line with this Policy, subsequent contact with donors to offer naming recognition may be made by either the academic unit or the Development & Alumni Office, or a Senior Officer of the University, following consultation with the Development & Alumni Office.
- 3.20. The Development & Alumni Office is responsible for facilitating and managing the written agreements for naming recognition, which will incorporate the relevant aspects of this Policy.

Part Four: Naming in relation to Individuals of Distinction

Application

- 4.1. This part of the policy is concerned with the naming of significant elements of the University Estate (as defined under 2.2 above) or University Chairs after individuals of distinction, where there is no link to philanthropy.
- 4.2. For namings relating to elements of the Estate not considered significant (as defined under 2.2 above) spaces may be named to honour individuals of distinction without the formal consultation outlined in 2.1 above, provided that the proposal meets with the approval of the relevant Head of Academic Unit and the relevant senior manager in the Estates Department. In these circumstances, the full range of other options for honouring significant achievements and distinctions should always be fully considered.

Criteria for Naming elements of the Estate after individuals of distinction

- 4.3. Naming of significant elements of the Estate (as defined under 2.2 above) will be reserved for those who have had a transformational impact on the University or the wider world. The University has many other ways of recognising outstanding contributions through its programme of Awards and Honours. Exceptional circumstances where naming of a significant element of the campus estate might be considered would normally combine:
 - 4.3.1. A wish to honour Individuals with extremely close associations to the University who have made outstanding and sustained contributions to Scottish, European, or wider international societies and/or global higher education and research, and at the very highest levels. (Such individuals would not normally be a current student or member of staff at the University), *and*
 - 4.3.2. Circumstances where the naming of a part of the Estate would be especially relevant, when compared with the University's many other forms of top-level recognition.
- 4.4. Consideration will also be given to any opportunity cost which may be relevant, should the same element of the Estate have strong potential for attracting high level philanthropic support.

Criteria for Naming of Chairs after individuals of distinction

- 4.5. The individual should be of such eminence in the relevant academic discipline that their name will be readily recognised by those now working in it.
- 4.6. It should not be expected that all, or indeed perhaps the majority, of chairs will be named. There needs to be good reason to do so, beyond the wish of any particular incumbent.
- 4.7. A proposal to name a chair should normally come forward at the time it is being created or, if an existing chair, filled. A very strong case would be required should chairs be named during the incumbency of an individual.

Process of Approval of Naming and Duration for individuals of distinction

- 4.8. It is essential that no contact is made with any individuals of distinction (or their family, representatives or descendants) who might be the focus of such a naming of part of the Estate, or of a Chair, before the proposal has been considered and approved fully in line with 4.9 and 4.11 below.
- 4.9. Requests for consideration of specific cases relating to the Estate must include consultation, as outlined in 2.1 to assess the strength of the case against the above criteria (4.3 and 4.4) prior to recommendation to Estates Committee. For cases relating to significant parts of the Estate (as defined under 2.2. above) the Principal will be consulted, before it is considered by Estates Committee, which can make decisions for everything up to, but not including, the naming of a building. As for cases relating to philanthropy for the naming of a building, the Principal will take such recommendations relating to individuals of distinction to Policy and Resources Committee for approval. In the case of high profile buildings, as determined by the Principal in consultation with the Policy and Resources Committee, approval will subsequently be sought from Court.
- 4.10. Naming recognition connected to significant elements of the Estate to honour individuals of distinction, where approved, will usually be confirmed for a period of between 25 and 50 years of duration.
- 4.11. A decision to name a Chair requires a Court Resolution, which would be put to the University Executive in draft for comment. The covering paper should include a brief explanation of the reason for naming the chair and for the chosen designation.
- 4.12. Once named, the expectation would be that the designation of the Chair would endure indefinitely and not be subject to change merely on the wish of any present or future incumbent.

Confirming the offer of naming recognition for individuals of distinction

- 4.13. Once internal approval has been fully confirmed in line with this Policy, subsequent contact with individuals or their family, representatives or descendants, may be made by either the academic unit or the Development & Alumni Office, or a Senior Officer of the University.
- 4.14. Where appropriate, the Development & Alumni Office will be responsible for facilitating and managing written agreements for naming of significant elements of the Estate after individuals of distinction, in line with the wider terms of this Policy.

Authors:

Chris Cox, Vice-Principal Philanthropy and Advancement

Eleana Kazakeou, Projects and Policy Officer, Development & Alumni



UNIVERSITY COURT

23 April 2018

EDMARC Staff and Student Reports 2017

Description of paper

1. The paper presents the ninth Equality, Diversity Monitoring and Research Committee (EDMARC) reports on staff and student data for the University of Edinburgh.

Action requested/Recommendation

2. Court is invited to approve the paper.

Background and context

3. This report focusses on staff and student data for 2016/17 and looks at the demographics by protected equality characteristics for undergraduate, taught postgraduate and research postgraduate students and for academic and professional services staff.

Discussion

4. The Executive Summary identifies the main points from the staff and student reports. The full reports are available as background documents on the wiki site: <https://www.wiki.ed.ac.uk/display/UCC/University+Court>

5. All data from both the student and staff report will be made available to Heads of School and Support Groups.

6. Heads of School and Support Groups will be invited to respond to the Vice-Principal People & Culture identifying the equality and diversity priorities for their area, key actions they will take, and what support they require at College or University-level to assist in addressing their priorities. The reviews will aim for completion by the end of June 2018 and any actions identified will be monitored by EDMARC and the University Executive as appropriate.

7. Last year's reviews identified a need for College-level support for equality data analysis and interpretation. The University's new Athena SWAN action plan contains an action for Heads of College to review professional resource for Athena SWAN and related equality initiatives.

Resource implications

8. None.

Risk Management

9. None.

Equality & Diversity

10. Publication of our annual equality data for staff and students meets our obligations under equality legislation.

Next steps/implications

11. Following approval, the information contained in the reports will inform the Advancing Gender Equality Steering Group and equality initiatives across the University.

Consultation

12. The attached report has been reviewed by the EDMARC Committee and Policy & Resources Committee.

Further information

13. Authors

Professor Jane Norman, Chair of EDMARC
Vice-Principal People & Culture

Peter Phillips, Deputy Director of Planning,
Governance and Strategic Planning

Presenter

James Saville,
Interim Director of Human
Resources

Freedom of Information

14. This paper is open.



THE UNIVERSITY *of* EDINBURGH

EQUALITY AND DIVERSITY MONITORING AND RESEARCH COMMITTEE (EDMARC)

2017 NINTH REPORT EXECUTIVE SUMMARY

1. Introduction

The ninth EDMARC report provides analyses of student and staff data by the protected equality characteristics. The report supports the monitoring of equality and diversity and informs action planning.

The University successfully achieved an institutional Athena SWAN Silver Award in 2015, an award held by only ten other HE institutions and two research institutes. The University also is a member of Equality Challenge Unit (ECU) Race Equality Charter; Stonewall; and Business Disability Forum. Information on related activities and action plans is available on the Equality and Diversity website.

2. Students

2.1 Gender

Intakes of female students remain consistent across the most recent five year period for all levels of study. While overall 63.8% of undergraduate (UG) entrants were female in 2016/17 there remains gender differences between Colleges (linked to subject differences), with both the College of Arts, Humanities and Social Sciences (CAHSS) and the College of Medicine and Veterinary Medicine (CMVM) consistently having between 64% and 72% proportion of female UG entrants and the College of Science and Engineering (CSE) having between 39% and 46% female entrants. The overall proportion of female postgraduate taught (PGT) entrants in 2016/17 was 63.4%. Subject differences remain at postgraduate taught level, with the College of Humanities and Social Science attracting the highest proportion of female entrants. For Postgraduate Research (PGR) entrants the proportion of female entrants in 2016/17 is 48.3% although there remain subject gender differences between the colleges with CAHSS and CMVM having a majority intake of female students. The proportion of female entrants for first degree, postgraduate taught and postgraduate research are all above the Russell Group average.

For the analysis of undergraduate outcomes, we use the proportion of entrants who exit with an award as the measure. Overall, and consistently over the last ten years females are more likely to exit with a qualification and to achieve a first class or upper second class degree than males. This pattern is not seen in all schools, with some showing a broadly even level of attainment between genders and in some schools in some years this is reversed, with males doing better than females.

Outcomes of PGT entrants show that female students are slightly more likely to have a successful outcome from their programme of study than male students. There is no consistent difference between the successful outcomes of women and men on Postgraduate Research programmes.

2.2 Disability

The proportion of UG students with a registered disability continues to rise and is 11.2% in 2016/17. Since 2006/07 the proportion of PGT entrants with a declared disability has increased from a low of 4.3% in 2007/08 to 6.7% in 2015/16. The proportion of PGR entrants declaring a disability is the same as last year at 6.3%. The University of Edinburgh has one of the highest proportion of students declaring a disability in the Russell Group at UG level, but at PGR level it is one of the lowest.

For the current year the outcomes of entrants who register a disability the proportion that achieved a 1st or 2.1 honours degree was lower (4.6%-points) than the group with no declared disability. Students with no declared disability at PGT level are slightly more likely to have a successful outcome from their programme of study than students declaring a disability. For PGR students, there is more variability in outcomes for students with a declared disability which is partly influenced by the low numbers compared to students with no declared disability.

2.3 Ethnicity

At 10.0%, the overall proportion of UK-domiciled black and ethnic minority (BME) UG entrants is the highest level recorded by EDMARC. The most recent five years has seen a step increase in the proportion of BME entrants (range 7.9% - 10.0%) compared to the five years previously (range of 5.8% - 6.3%). Over the last ten years there has been a year-on-year increase in the overall proportion of non-UK BME UG entrants (apart from 2010/11) rising from 21.3% to 48.3% in 2016/17. The proportion of UK-domiciled PGT entrants from an ethnic minority background has increased from 9.6% in 2007/08 to 11.6% in 2016/17 and the proportion of non-UK PGT BME entrants has increased from 48.1% to 60.4% over the same period. The proportion of UK-domiciled BME entrants is much higher in CMVM than the other two Colleges, whereas all three Colleges have a similar proportion of non UK-domiciled entrants. The proportion of PGR entrants from an ethnic minority background is 11.2% for UK entrants and 44.9% for non-UK entrants, and the 10 year trend for both groups shows little increase over the period. Analysis of ethnicity data from peer groups shows that the University of Edinburgh has a slightly higher proportion of BME entrants at all levels of study in comparison to other institutions in Scotland although is some way off the proportion of BME entrants to Russell Group institutions.

There is a slight divergence of achievement for UK-domiciled BME students where the proportion of students achieving a 1st or 2.1 honours degree has been lower than white students for the last six years (range 3.0%-points to 8.4%-points). For non-UK BME students the diversion of achievement is more pronounced, with the proportion achieving a 1st or 2.1 honours degree being lower than white students in every one of the last ten years (range 6.8%-points to 17.7%-points). The difference in proportions of white and BME students attainment in achieving a 1st or 2.1 Honours degree is reported across the sector (Russell Group difference in range 10%-points to 14%-points over the last five years, sector wide a

15%-points overall difference after modelling other factors, and seen by a variable degree across all entry qualifications from between 5%-points and 18%-points and in each country in the UK). EDMARC will publish a more detailed report on the UG BME journey from application to outcome in the summer of 2018.

Over the five year period for PGT a higher proportion of white UK-domiciled entrants exit with a qualification than do BME entrants (range 2.1%-points to 9.8%-points difference) whereas for non UK-domiciled entrants the proportion of BME students exiting with a qualification was similar to that of white students (range 2.1%-points to -0.6%-point).

In every year over the five year period UK-domiciled PGR BME students were less likely to successfully complete their programme than white students (range 2.1%-points to 7.30%-points) whereas there is little difference in completion rates between non-UK domiciled BME and white students. EDMARC will monitor this going forward.

2.4 Age

The large majority (77%) of our UG entrants continue to be 21 or under on entry, with the relative decrease seen from a peak of 89% in 2008/09 maintained in 2016/17. As reflected in the sector as a whole, students aged 21 or under are more likely to achieve a 1st class or 2.1 Honours degree than other age groups.

2.5 Comparison data

Peer group comparison with Russell Group and institutions in Scotland is provided for the dimensions of gender, disability and ethnicity.

3. Staff

3.1 Gender

Staff data is a snapshot of the staff database, as at 31 July 2017. For 2016/17, 43.3% of academic staff and 60.4% of professional services staff are women. There remains an under-representation of women in senior posts. For academic staff women make up 35% of staff at grade UE09 and 24% of staff at UE10 and for professional services staff women make up 53% (>2% since 2015-16) of grade UE09 staff and 37% (>2% from 2015-16) of UE10 staff. Women are more likely to be employed on a fixed-term contract (more pronounced for academic staff than professional services staff) and this pattern has not changed significantly over the last six years.

3.2 Disability

Staff declaring a disability are presented at an aggregated University level as the figures are too small to be split by staff type and college and support group. The overall headcount of staff declaring a disability has risen from 202 (1.9%) in 2010/11 to 486 (3.5%) in 2016/17. The proportion of staff disclosing a disability is slightly higher than the benchmarking data for higher education in Scotland (3.3%, ECU statistical report 2016).

3.3 Ethnicity

The proportion of UK-nationality academic BME staff is 6.6% and for those staff from outside the UK it is 28.8%, both of which show a general upward trend since 2011/12. The proportion

of non-UK nationality BME professional support staff is 6.0% and for UK nationality staff is 24.8% with the trend showing no appreciable increase for the last few years for either category of staff. The University of Edinburgh has a higher proportion of both UK-nationality BME academic staff and BME professional services staff than the average for other institutions in Scotland but a lower proportion than that for Russell Group institutions.

There is a tendency for UK staff overall to be on higher grades than non-UK staff, and that within each of the non-UK and UK nationality groups, there tends to be a greater proportion of white ethnicity staff than BME staff on higher grades for both academic and professional services staff.

Both UK-nationality and non-UK nationality BME academic staff are more likely to be employed on a fixed-term contract than a white academic member of staff, a pattern has not changed significantly over the last six years. UK and non-UK BME professional services staff are each more likely to be on a fixed term contract than their white counterparts over the last six years, except for non UK-nationality staff in 2016/17 when the gap has been closed.

3.4 Age

Since the removal of the default retirement age the proportion of all staff age 66 & over has increased slightly year-on-year but there remains a consistent spread of staff across all age groups.

3.5 Other Protected Characteristics

In 2016/17 the number of staff declaring their religion or belief was 6,338 and 7,652 were unknown. 58% of those declared were of no religion. The number of staff declaring their sexual orientation was 6,329 and 7,661 were unknown. Of those that declared, 85.9% were heterosexual.

4. EDMARC actions

This EDMARC report will be published on the Equality and Diversity website. Staff and student data will be made available to all Colleges, Schools and Support Groups within the University and to inform action planning.

*Professor Jane Norman, Chair of EDMARC and Vice Principal People & Culture
29 March 2018*



UNIVERSITY COURT

23 April 2018

Exception Committee Report

Committee Name

1. Exception Committee.

Date of Meeting

2. The Committee considered business via electronic communications concluded on 7 March 2018 and 21 March 2018.

Action Required

3. To note the matters approved on behalf of Court by Exception Committee.

Key points

4. The following requests for approval were granted:

Student Accommodation: Pentland House

5. The Committee:

- noted the opportunity of the refurbishment of an existing office block to form a student accommodation property, Pentland House, and progress in discussions with the developer;
- granted approval for the University to enter into a 20 year lease for the property subject to agreement of satisfactory Heads of Terms; and,
- noted that the Agreement to Lease documentation will be prepared in line with the Heads of Terms.

Vice-Principal and Head of College of Medicine and Veterinary Medicine

6. The Committee:

- noted that, following an open recruitment exercise, the selection panel intended to appoint Professor Moira Whyte, Head of the Edinburgh Medical School, as Vice-Principal and Head of College of Medicine and Veterinary Medicine; and,
- endorsed the appointment of Professor Moira Whyte for a five year term of office with effect from 1 April 2018.

Full Minute

7. The papers considered are available at:

<https://www.wiki.ed.ac.uk/display/UCC/Exception+Committee>

Equality & Diversity

8. There are no specific equality and diversity issues associated with this report.

Further information

9. *Author*

Dr Lewis Allan
Head of Court Services

Presenter

Ms Anne Richards
Convener of Exception Committee

Freedom of Information

10. Open paper.



UNIVERSITY COURT

23 April 2018

Nominations Committee Report

Committee Name

1. Nominations Committee.

Date of Meeting

2. The Committee considered business via electronic communications concluded on 2 March 2018.

Action Required

3. Court is invited to note the appointment of Richard Terry as an external member of Estates Committee for period of 12 months in the first instance.

Key points

Estates Committee: Appointment of External Member

4. The intention to add external senior professional expertise to Estates Committee was noted and the appointment of Richard Terry approved for a period of 12 months in the first instance.

Richard Terry – summary biography

- Structural engineer, retired former Director of Arup, multinational engineering and professional services firm, most recently Principal of Arup in Canada
- Experience of public and private sector building projects including university, healthcare, laboratory and cultural building projects
- Roles outside Arup have included: board member of Camden Town Business Improvement District; board member of Unicorn Children's Centre during a period when it procured and delivered a purpose-built theatre in central London; board member of British Council for Offices, responsible for a major revision to the industry standard guide for the design of new office buildings.

Full Minute:

5. The paper considered is available at:

<https://www.wiki.ed.ac.uk/display/UCC/Nominations+Committee>

Equality & Diversity

6. Equality and diversity in all protected characteristics is considered when recommending candidates for appointment to University committees.

Further information

7. Author

Dr Lewis Allan
Head of Court Services

Presenter

Ms Anne Richards
Convener of Nominations Committee

Freedom of Information

8. Open paper.



UNIVERSITY COURT

23 April 2018

Audit & Risk Committee Report

Committee Name

1. Audit & Risk Committee.

Date of Meeting

2. 7-15 March 2018

Action Required

3. Court is invited to note the key points from the meeting conducted by email circulation due to adverse weather and to approve the appointment of the External Auditor.

Paragraphs 4 - 7 have been removed as exempt from release due to FOI.

Full minute:

8. All the papers considered at the meeting and in due course the Minute can be accessed on the Court wiki at the following link:

<https://www.wiki.ed.ac.uk/display/UCC/Audit+and+Risk+Committee>

Equality & Diversity

9. There are no specific equality and diversity issues associated with this report.

Further information

10. Author

Ms Kirstie Graham
Deputy Head of Court Services
April 2018

Presenter

Mr Alan Johnston
Convener, Audit & Risk Committee

Freedom of Information

11. This paper is closed.



UNIVERSITY COURT

23 April 2018

Knowledge Strategy Committee Report

Committee Name

1. Knowledge Strategy Committee.

Date of Meeting

2. 23 March 2018.

Action Required

3. Court is invited to note the key points discussed at the meeting.

Key points

City Deal Overview

4. The Assistant Principal Industry Engagement briefed the Committee on the University's participation in the Edinburgh and South-East Scotland City Region Deal and its key role in the ambition to become the Data Capital of Europe. The following points were raised in discussion:

- 300 possible projects in collaboration with public, private and third sector partners have been identified, these should be prioritised and a suitable governance framework established;
- Importance of engagement with secondary schools on data education – a pilot programme with Midlothian Schools will be launched;
- Incorporating the City Deal into 'normal' University activity over time and considering possible links with the City Deal for all new projects reviewed by the Committee; and,
- Ensuring existing data privacy and safeguarding policies are suitable and can be scaled appropriately for City Deal activity – collaborative work with the Scottish Government on data safe havens is underway.

Draft Information Services Group Plan 2018-21

5. The Chief Information Officer summarised the draft Information Services Group plan and investment recommendations for the period 2018-21, noting that this will continue the 10 year strategic programmes set out in 2016 and 2017. The following comments were made in discussion:

- The importance of seeking feedback from Heads of Colleges and Schools on the plans;
- The network replacement programme is a high priority;
- Improvements to the student experience that would benefit existing students should be prioritised;
- Important to engage academic staff if the 'every academic a digital educator' aspiration is to be achieved;
- 24/7 opening of the Library has been very successful and the Library is heavily used – further improvements to enhance the number of study spaces are planned and would be welcomed.

General Data Protection Regulation Update

6. The Data Protection Officer provided an overview of the new General Data Protection Regulation (GDPR), its likely implications for the University and work underway to ensure compliance. Members discussed: circulating the online data protection module to the Committee when completed; identifying GDPR local champions across the University – with those appointed typically already involved in data protection work in their area; producing frequently asked questions, case studies and other materials for University staff; and collaboration with the Data Stewards. The Committee welcomed progress to date and requested that an update be submitted to a future meeting.

Paragraphs 7 - 8 have been removed as exempt from release due to FOI.

Full minute

9. The full minute and papers considered are available at the following link:
<https://www.wiki.ed.ac.uk/display/UCC/Knowledge+Strategy+Committee>

Equality & Diversity

10. There are no equality and diversity issues associated with this report.

Further information

11. Author

Dr Lewis Allan
Head of Court Services

Presenter

Ms Doreen Davidson
Convener, Knowledge Strategy Committee

Freedom of Information

12. Closed paper.



UNIVERSITY COURT

23 April 2018

Senatus Academicus Report

Committee Name

1. Senatus Academicus.

Date of Meeting

2. Full meeting of Senate on 8 February 2018.

Action Required

3. To note the key points from the Senate meeting.

Key Points

4. Principal Professor Peter Mathieson presided over Senate for the first time. In his introductory remarks, the Principal briefly introduced himself, talked about his first impressions of the University and his immediate priorities for the first months of his tenure.

Presentation and Discussion: The University and its City: Partnering to Support Inclusion

5. The focus of the presentation and discussion session was on different models of community engagement and how they intersect with core University business (research; learning and teaching; and knowledge exchange, public engagement and outreach).

Introduction: What 'Contributing Locally' means for the University and its Communities

Professor Lesley McAra (Assistant Principal, Community Relations)

6. Professor McAra noted that the Strategic Plan highlighted the University's role in contributing locally, with strategic imperatives as follows:

- Delivering impact for society
- Contributing locally
- Putting research and teaching in the service of the local community
- Building and strengthening relationships with the City region and its communities

7. 'Contributing locally' has benefits for the community in that the University co-produces research and services to solve real-life problems, and communities can access information about services provided (in-reach). For the University, 'contributing locally' has benefits for the student experience, research, learning and teaching, and alumni relations.

8. In the City of Edinburgh, there are particularly challenges associated with the spatial distribution of social disadvantage and inequalities which are concentrated in certain areas. The University's research, staff and students can support the knowledge base, critical thinking and multidisciplinary outlook to transform this

situation. A key challenge for the University is to ensure that inclusive growth can benefit the city as a whole.

9. Professor McAra noted that University infrastructure developments, projects and events would contribute solutions to these issues, including the following:

- New 'Local' component of University website (launched Sept 2017)
- Mapping extant relationships and outreach activity and social impact survey (on-going)
- Community of practice (experiential learning) (launching Feb 2018)
- Co-curricular pathways linked to social responsibility and sustainability (soft launch Sept 2017)
- First set of Social Impact Pledges delivered (Oct 2017)
- Community events on critical issues
- The University's flagship projects (e.g. its contribution to the City Deal), which will have a transformative impact on the community and student experience.

Homeless Health and Inclusion Centre

Dr Fiona Cuthill (School of Health in Social Science)

10. Dr Cuthill provided an overview of the University's work with the Homeless Health and Inclusion Centre. The Centre was set up in response to the removal from its premises of the Edinburgh Access GP Practice for the homeless. The University worked with the local authority, NHS and third sector in Edinburgh, as well as those who have experienced homelessness themselves, to create the Homeless Health and Inclusion Centre which is now based at the new Edinburgh Access Practice.

11. The Centre, as well as being a focal point for the GP Practice, is being developed as a hub for teaching and learning for students from a variety of disciplines, from which research will also be developed, allowing students to become involved in social action.

12. The School of Health in Social Science is also involved in developing international collaborations in Canada and Singapore with those who work in similar situations to bring University expertise to those who are homeless.

The Edinburgh Gateway Project

Professor Remo Pedreschi (Edinburgh College of Art)

13. Professor Pedreschi provided an overview of the Edinburgh Gateway Project, which has its origin in initiatives by ECA students to develop new ways of producing concrete, and these innovations have led to community engagement. The School has engaged in a number of projects prior to the Edinburgh Gateway Project, including working with Castleview Primary School, Whitburn Housing, the Chelsea Flower Show and Dorrator Bridge Falkirk.

14. The aim of the Edinburgh Gateway Project, the largest project to date, was to inaugurate a new transport hub constructed by Network Rail with Balfour Beatty. The brief involved ECA students working with two local schools and, through a series of workshops, designing a series of panels and a concrete tree for the hub.

The Mastercard Foundation Scholars Programme

Johanna Holtan (Programme Manager) and Porai Gwendere (Student Representative)

15. Johanna Holtan introduced the Programme, from which the University has received funds to offer 200 scholarships over seven years to African students with academic and leadership potential, but few educational opportunities, and to operate a Transformative Leadership Programme.

16. The Programme allows students to identify their values, take part in classes around leadership, and take advantage of experiential learning opportunities. Undergraduate scholars then take part in the Edinburgh summer school after their first year. The summer school involves community partners based in Gorgie, Broomhouse, Leith and Portobello, which pitch the challenges that their communities face, to which the scholars are invited to find solutions. Porai Gwendere described his valuable experiences on the summer school and highlighted the importance of empowering students through engagement with their communities.

The Hunter Square Project

Vivian Ho, Emma Martin, Lara Pedreschi (Student Representatives)

17. Vivian Ho, Emma Martin and Lara Pedreschi described their involvement in the Hunter's Square Project. The project comprised a three-day workshop aimed at tackling antisocial behaviour and transforming Hunter's Square for residents and tourists through innovative ideas.

18. Briefs were provided by the local stakeholders - Police Scotland, Edinburgh Heritage, local business owners and residents - and a multidisciplinary approach was applied to find solutions to the issues they raised, with one team's work being chosen to represent the Square. The Project allowed a diversity of students to share and develop ideas to benefit Hunter Square, and this project will be extended to other parts of Edinburgh.

Building Local Innovation Hubs, Ecosystems and Platforms

19. Professor Andy Kerr (Edinburgh Centre for Carbon Innovation)

Professor Kerr reflected on the experience of setting up Innovation Hubs in Edinburgh. These hubs focus on residents' ambitions for the city of Edinburgh in 2050, and give them agency to deliver them. The City Deal is the economic development strand of this initiative.

20. One challenge for the city as a whole is to provide affordable homes to residents without adding to the city's congestion and also, for the Council, maintaining these homes and delivering social care costs. The University has engaged groups across the University to address these issues, including the Department for Social Responsibility and Sustainability and the Edinburgh Living Lab.

21. The innovation hubs, ecosystems and platforms are valuable in securing future research funds and providing opportunities for students to solve problems, while large funds for innovation ecosystems provide major opportunities to have a positive impact on locality and on students and staff. The organisation and running of the hubs are significantly different from models which exist in academia, however, which can be challenging.

Discussion

22. In discussion, the following points and questions were raised:

- In order to ensure that community engagement efforts across the University are not duplicated and the correct balance of activity is achieved, a current priority is to map activity across the University, to record impact and to make strategic decisions about where to employ resources.
- In response to a query as to whether the University were sufficiently well placed to identify and understand social issues in the wider community, it was noted that the University staff and students comprised a diverse group which had made efforts to engage with and understand the community around it.
- The University has a responsibility to adopt models of learning which are appropriate for students at all stages in life. The University's lifelong learning provision could be particularly valuable for members of the community wanting to adapt to different roles throughout their careers.
- Work by academics in delivering outreach to communities is not always sufficiently recognised and rewarded, other than through prizes, , meaning that there is currently insufficient incentive for the academic staff to become involved. Work in community engagement should therefore be embedded into academic workload.
- Innovation is vital as part of the University's relational engagement with the city; the University should see its role in the community as one of co-production, in that it will work to find solutions on behalf of those in the city whose responsibility it is to put them into place.

23. Professor McAra thanked the presenters and attendees for their contributions.

President's Communications

24. The Principal raised the proposed industrial action by the University and College Union (UCU) on pensions, recognising and understanding the strength of feeling on the issues, and respecting the statutory right of UCU members to take industrial action. The Principal noted that the University had a moral obligation to minimise the disruption to its students and that the impact of the planned action would vary from one part of the University to the other. The root cause of the industrial action concerned a sector-wide pension scheme, and negotiations were taking place at UK level between Universities UK and UCU. The University would continue to keep close to these negotiations in the hope that they would provide a way of settling the dispute.

Formal Business

Higher Education Governance (Scotland) Act 2016: Outcome of Senate Consultation and Next Steps

25. The University Secretary presented the outcome and results of the University-wide consultation on the recommended model for Senate to comply with the Higher Education Governance (Scotland) Act 2016. The consultation took place in Semester 1 2017/18 and the vast majority of respondents supported the recommended model of a Senate of circa 300 members.

26. Senate endorsed the recommended model without modification, and agreed an Ordinance should be drafted to be submitted to Court and Senate. It was noted that this Ordinance would contain the same high level of detail set out in the wording of

the Act, and that the Senate Task Group on the Higher Education Governance (Scotland) Act would prepare specific proposals for the practical implementation of the model, for future agreement by Senate.

27. Senate noted that, under the Scottish Code of Good Higher Education Governance, periodic internal and external reviews of Senate would be conducted, which would enable the operation of the new model to be reviewed.

Higher Education Governance (Scotland) Act 2016: Composition of Court

28. Senate noted the proposed changes to the composition of Court to comply with the Higher Education Governance (Scotland) Act 2016, including to the Senate Assessors on Court.

Laigh Year Regulations: terms of office for student sabbatical officers

29. Senate approved the proposed amendment to the Laigh Year Regulations to allow student sabbatical officers to serve for a second one-year term of office, if re-elected by the student body.

Investment in Student Facing Buildings and Facilities

30. The Deputy Secretary, Student Experience updated Senate on a major programme of investment agreed for student-facing buildings and facilities over the medium term. These included expanded and improved teaching and study spaces, a new Student Centre, a Health & Wellbeing Centre and enhanced sports facilities.

31. In discussion, the following points were noted:

- Students should be involved at the early development of plans for student-facing buildings by being represented on project boards.
- While an extensive long-term plan of building work was ongoing, in the shorter-term the University had a group exploring options for enhancing teaching space in order to protect the student experience in the short-term term.
- The Space Strategy Group is carrying out an ongoing programme of work to understand the implications of the building developments for staff and to raise any issues. Further comments from staff were welcomed by email to Professor Cunningham-Burley who convened the Group.

Resolutions

32. Court presented to Senate draft Resolutions in accordance with procedures for the creation of new chairs, renaming of existing chairs, and the process for personal chairs. Senate, having considered the draft Resolutions below, offered no observations.

Draft Resolution No. 4/2018: Foundation of a Chair of Brain Inflammation and Repair

Draft Resolution No. 5/2018: Foundation of a Chair of Translational Molecular Medicine

Draft Resolution No. 6/2018: Foundation of a Chair of Immunology and Infectious Diseases

Draft Resolution No. 7/2018: Foundation of a Chair of Forest Ecology

Draft Resolution No. 8/2018: Foundation of a Chair of Antimicrobial Resistance

Draft Resolution No. 9/2018: Foundation of a Chair of Immunology

Further information

33. Author

Theresa Sheppard
Academic Services

Presenter

Principal and Vice Chancellor
Professor Peter Mathieson

Freedom of Information

34. Open Paper.



UNIVERSITY COURT

23 April 2018

Resolutions

Description of paper

1. This paper invites Court to consider draft Resolutions and to refer them to the General Council, Senate and any other interested party for observations and to approve Resolutions to establish Chairs in accordance with the agreed arrangements and the requirements set out in the Universities (Scotland) Act 1966.

Action requested/Recommendation

2. Court is invited to refer the following draft Resolutions to the General Council and to Senate for observations:

Draft Resolution No. 10/2018: Undergraduate Degree Programme Regulations

Draft Resolution No. 11/2018: Postgraduate Degree Programme Regulations

Draft Resolution No. 12/2018: Higher Degree Programme Regulations

3. With no observations having been received from Senate, the General Council or any other body or person having an interest, Court is invited to approve the following Resolutions presented in final format:

Resolution No. 4/2018: Foundation of a Chair of Brain Inflammation and Repair

Resolution No. 5/2018: Foundation of a Chair of Translational Molecular Medicine

Resolution No. 6/2018: Foundation of a Chair of Immunology and Infectious Diseases

Resolution No. 7/2018: Foundation of a Chair of Forest Ecology

Resolution No. 8/2018: Foundation of a Chair of Antimicrobial Resistance

Resolution No. 9/2018: Foundation of a Chair of Immunology

Background and context

4. In accordance with the Universities (Scotland) Act 1966, Court has powers exercisable by Resolution in respect of a number of matters. The Act stipulates that Senate, the General Council and any other body or person having an interest require to be consulted on draft Resolutions throughout the period of a month with the months of August and September not taken into account when calculating the consultation period.

5. The Curriculum and Student Progression Committee (CSPC) is responsible for the academic regulatory framework. It has undertaken its annual review of the undergraduate, postgraduate and higher degree regulations and recommended changes. Draft Resolutions have been formulated to deal with the recommended changes and attached to these Resolutions are a list of degrees to which these regulations apply.

6. The University also has approval arrangements for the creation of established or personal Chairs which involves the University Executive and Central Academic Promotion Committee.

Discussion

7. The key changes to the Undergraduate Degree Programme Regulations 2018/19 are as follows:

Regulation	What has changed
49 Conflicting Studies	This regulation has been brought further into line with the equivalent postgraduate degree regulation, so that students registered on a programme of study at this University may not undertake any other concurrent credit bearing studies in this (or any other) institution unless the College has granted permission. Any concurrent study must not restrict a student's ability to complete their existing programme of study.
31-34 Optional Study Abroad	Content added to reflect the anticipated establishment in early 2019 of a Work and Study Away Service. This Service will assume many of the responsibilities currently held by School Exchange Co-ordinators. Senate Curriculum and Student Progression Committee will confirm the date that the Service formally assumes these responsibilities.
60 Use of General or Ordinary Degree to apply for Honours admission	<p>Clarification that candidates who already hold a General or Ordinary degree may be permitted by the Head of College to apply for Honours if not more than three years has elapsed between their first graduation and acceptance as an Honours candidate. This regulation previously referred to a period of five years between graduation and acceptance for Honours, but has been updated to be in line with admissions requirements for recent study.</p> <p>www.ed.ac.uk/studying/undergraduate/entry-requirements/our-requirements.</p> <p>Clarification that candidates who have exited the University with a General or Ordinary degree due to failure to meet relevant requirements for an Honours degree are not eligible to apply for readmission on this basis.</p>

8. The key changes to the Postgraduate Degree Programme Regulations 2018/19 are as follows:

Regulation	What has changed
Updated 12 Conflicting Studies	Clarification that College may grant permission for students to take concurrent, credit-bearing studies, but any concurrent study must not restrict the student's ability to complete their existing programme of study.
Updated 16 & 18 Recognition of Prior Learning (RPL)	Clarified to separate points on recognition of previously-gained credit at admission and consideration of prior learning at admission, and that College must be satisfied prior learning provides adequate current basis for the programme of study.

Updated 19 Permissible Credit Loads	Clarification that, where students are permitted to take additional credit beyond that required by their Degree Programme Table, this is not considered when determining progression or award status.
Updated 34 Extensions of Study	Clarification that students may request an extension of study of up to 12 months at any one time, and are permitted no more than 24 months of extensions in total.
Updated 36 Supervision	Clarification that supervision continues until the final version of the thesis is submitted (i.e. following any required corrections).
Updated 37 Changes to supervision	Colleges will ensure students are provided with alternative supervision if their supervisor is absent for more than six consecutive weeks.
Updated 46 PhD by Research Publications	Clarification that applicants holding a doctoral degree are not eligible to apply for a PhD by Research Publications and update for consistent terminology (PhD thesis).
Updated 82 Master of Clinical Dentistry	Clarification provided by College of Medicine and Veterinary Medicine regarding non-standard programme requirements.

9. The Higher Degree Regulations have been amended to note that the College is responsible for oversight of the admissions process.

10. The full text of the Resolutions is available on the Court wiki site:
<https://www.wiki.ed.ac.uk/display/UCC/University+Court>

Resource implications

11. Part of the approval process for new Chairs involved confirmation of the funding in place to support the post.

Risk Management

12. There are reputational considerations, which are considered as part of the University's approval processes.

Equality & Diversity

13. There are no specific equality and diversity issues associated with this paper. However equality and diversity best practice and agreed procedures are adopted in appointing individuals to Chairs.

Next steps/implications

14. Senate and the General Council will be invited to comment on the draft Resolutions and notice will be displayed on the Old College notice board and published on the web. Final Resolutions will be referred to Court on 18 June 2018 for consideration and approval. Senate and the General Council will be informed of the approval of the final Resolutions. The list of approved Resolutions is annually reviewed and published on the University's website.

Consultation

15. Senate and the General Council are asked for observations on Resolutions and a notice displayed on the Old College notice board and published online to enable observation from

any other body or person having an interest to express observations. Academic Services have consulted widely on the revisions to the degree regulations.

Further information

16. Authors

Ms Ailsa Taylor, Mrs Susan Hunter, Ms Theresa Sheppard and
Dr Adam Bunni, Academic Services
Ms Kirstie Graham, Court Services
April 2018

Freedom of Information

17. Open paper.



UNIVERSITY COURT

23 April 2018

Donations and Legacies to be notified

Description of paper

1. A report on legacies and donations received by the University of Edinburgh Development Trust from 20 January 2018 to 31 March 2018.

Action requested/Recommendation

2. Court is invited to note the legacies and donations received.

Background and context

3. This report sets out the legacies and donations received by the Development Trust from 20 January 2018 to 31 March 2018.

Paragraphs 4 - 5 have been removed as exempt from release due to FOI.

Resource implications

6. There are no specific resource implications associated with this paper. The funds received will be appropriately managed in line with the donors' wishes.

Risk Management

7. There are policies and procedures in place to mitigate risks associated with funding activities including the procedure for the ethical screening of donations.

Equality & Diversity

8. There are no specific equality and diversity issues associated with the paper. Cognisance is however taken of the wishes of donors' to ensure these reflect the University's approach to equality and diversity and that these comply with legal requirements.

Next steps/implications

9. The University is grateful for the support provided to enable it to continue to provide high quality learning and research.

Consultation

10. This paper has been reviewed and approved by: Chris Cox, Vice-Principal Philanthropy & Advancement and Executive Director of Development and Alumni.

Further information

11. Author

Gregor Hall, Finance Manager, Development & Alumni

Freedom of Information

12. Closed paper.