



University Court  
Higgs Centre for Innovation, Royal Observatory  
Monday, 3 December 2018

**AGENDA**

- |          |   |               |
|----------|---|---------------|
| <b>1</b> | <b>Minute</b><br>To <u>approve</u> the minute of the meeting and the note of the seminar held on 1 October 2018 | <b>A1, A2</b> |
| <b>2</b> | <b>Matters Arising &amp; Review of Action Log</b><br>To <u>raise</u> any matters arising                        | <b>A3</b>     |
| <b>3</b> | <b>Principal's Communications</b><br>To <u>receive</u> an update from the Principal                             | <b>B</b>      |

**SUBSTANTIVE ITEMS**

- |           |  |           |
|-----------|--|-----------|
| <b>4</b>  | <b>Student and Staff Experience Action Plan</b><br>To <u>consider</u> a paper by the Senior Vice-Principal   | <b>C</b>  |
| <b>5</b>  | <b>EUSA President's Report</b><br>To <u>receive</u> an update from the EUSA President  | <b>D</b>  |
| <b>6</b>  | <b>Strategic Plan Performance Measurement Framework</b><br>To <u>approve</u> a paper by the Deputy Secretary Strategic Planning                              | <b>E</b>  |
| <b>7</b>  | <b>Audit &amp; Risk Committee Annual Report</b><br>To <u>consider</u> the annual assurance statement presented by the Convener of the Audit & Risk Committee | <b>F</b>  |
| <b>8</b>  | <b>Risk Management Post Year End Assurance Statement</b><br>To <u>consider</u> the assurance statement presented by the Director of Corporate Services       | <b>G</b>  |
| <b>9</b>  | <b>Finance</b><br>To <u>consider</u> the following papers by the Director of Finance:  |           |
|           | • <b>Finance Director's Report</b>   | <b>H1</b> |
|           | • <b>Annual Report and Accounts 2017/18</b>  | <b>H2</b> |
|           | • <b>Letter of Representation</b>  | <b>H3</b> |
|           | • <b>US GAAP Annual Report and Accounts 2017/18</b>  | <b>H4</b> |
|           | • <b>Medium Term Treasury Proposal</b>   | <b>H5</b> |
|           | • <b>Social Investments</b>  | <b>H6</b> |
| <b>10</b> | <b>Student Accommodation Residential Strategy</b><br>To <u>approve</u> a paper by the Director of Corporate Services   | <b>I</b>  |
| <b>11</b> | <b>Staff Survey</b><br>To <u>consider</u> a paper by the Director of Human Resources   | <b>J</b>  |

## ITEMS FOR NOTING OR FORMAL APPROVAL

- |           |   |   |
|-----------|---|---|
| <b>12</b> | <b>Draft Ordinance: Composition of Court</b><br>To <u>approve</u>   | <b>K</b>  |
| <b>13</b> | <b>Governance Code: Remuneration</b><br>To <u>approve</u>   | <b>L</b>  |
| <b>14</b> | <b>Development Trust</b><br>To <u>approve</u>   | <b>M</b>  |
| <b>15</b> | <b>Network Replacement Procurement Governance</b><br>To <u>approve</u>  | <b>N</b>  |
| <b>16</b> | <b>Committee Reports</b> <ul style="list-style-type: none"><li>• Court USS Sub-Group</li><li>• Policy &amp; Resources Committee</li><li>• Nominations Committee</li><li>• Remuneration Committee</li><li>• Audit and Risk Committee</li><li>• Knowledge Strategy Committee</li><li>• Senate</li></ul> | <b>O1</b><br><b>O2</b><br><b>O3</b><br><b>O4</b><br><b>O5</b><br><b>O6</b><br><b>O7</b> |
| <b>17</b> | <b>Resolutions</b><br>To <u>approve</u>   | <b>P</b>  |
| <b>18</b> | <b>Donations and Legacies</b><br>To <u>note</u>   | <b>Q</b>  |
| <b>19</b> | <b>Court Meeting Dates 2019/20</b><br>To <u>approve</u>   | <b>R</b>  |
| <b>20</b> | <b>Uses of the Seal</b><br>To <u>note</u>   |   |
| <b>21</b> | <b>Any Other Business</b><br>To <u>consider</u> any other matters   |   |
| <b>22</b> | <b>Date of Next Meeting</b><br>Monday, 18 February 2019 (seminar and meeting)   |   |



UNIVERSITY COURT

1 October 2018

[DRAFT] Minute

**Present:** Anne Richards, Vice-Convener (in chair)  
The Principal, Peter Mathieson  
Frank Ross, Lord Provost of the City of Edinburgh  
Alan Brown, General Council Assessor  
Doreen Davidson, General Council Assessor  
Ritchie Walker, General Council Assessor  
Sarah Cooper, Senate Assessor  
Claire Phillips, Senate Assessor  
Alexander Tudhope, Senate Assessor  
Jo Craiglee, Non-Teaching Staff Assessor  
Frank Armstrong, Co-opted Member  
David Bentley, Co-opted Member  
Perdita Fraser, Co-opted Member  
Alan Johnston, Co-opted Member  
Clare Reid, Co-opted Member  
Susan Rice, Co-opted Member  
Eleri Connick, President, Students' Association  
Kai O'Doherty, Vice-President, Students' Association

**In attendance:** Angi Lamb, Rector's Assessor  
University Secretary, Sarah Smith  
Senior Vice-Principal Charlie Jeffery  
Vice-Principal Moira Whyte  
Vice-Principal David Robertson  
Gavin McLachlan, Chief Information Officer & Librarian to the University  
Phil McNaul, Director of Finance  
Leigh Chalmers, Director of Legal Services  
Tracey Slaven, Deputy Secretary, Strategic Planning  
Gavin Douglas, Deputy Secretary, Student Experience  
Theresa Merrick, Director of Communications and Marketing  
Lewis Allan, Head of Court Services

**Apologies:** Ann Henderson, Rector  
Edward Bowen, Chancellor's Assessor  
Elizabeth Bomberg, Senate Assessor  
Robert Black, Co-opted Member

**1 Minute**

**Paper A1  
Paper A2**

The Minute of the meeting and note of the seminar held on 18 June 2018 was approved.

On behalf of Court, the Vice-Convener welcomed new member Clare Reid to her first meeting.

## **2 Matters Arising**

**Verbal**

There were no matters arising and the action log was noted.

## **3 Principal's Communications**

**Paper B**

Court noted the contents of the Principal's Report and additional information on: the appointment of current Deputy Director of Finance Lee Hamill as Director of Finance with effect from 1 January 2019 was welcomed; current Director of Finance Phil McNaull was congratulated on the award of Finance Director of the Year at the 2018 British Accountancy Awards, with the Finance Directorate shortlisted in the Finance Team of the Year category; encouraging levels of high calibre applicants at recent senior academic appointment panels; progress over the summer period on external debt financing and the signing of the City Region Deal; a record year for research income in 2017-18, a further 6% increase on the previous year's best ever performance; the 2018 David Hume Lecture given by the Principal on 13 September; and, the Joint Expert Panel report on the Universities Superannuation Scheme.

Members discussed the Edinburgh Festival Fringe and managing impacts in the Central Area for staff and students; welcomed progress in recruiting students from widening participation backgrounds; and noted that, for the 2018/19 pay award, nationwide ballots for strike action or action short of a strike are ongoing.

## **SUBSTANTIVE ITEMS**

### **4 Student Experience – Approach and Action Plan**

**Paper C**

The Senior Vice-Principal presented a proposed change of approach to tackle deep-seated cultural challenges impacting on student experience and an accompanying outline draft Action Plan. The Principal commented on the importance of a strong University-wide approach on this issue.

The following points were raised in discussion:

- Support for the focus on deep-seated cultural change and for innovative approaches to achieve this;
- Students' Association views provided in an appendix to Paper D, including improving transport and accommodation and better linking of student academic societies with the academic disciplines in Schools;
- The respective roles of Court, Senate and the senior management team. Senate will consider the paper at its next meeting and the University Executive and the Principal's Direct Reports Group have shaped the outline Action Plan and will oversee its final development and subsequent delivery;
- National and international comparisons, with research intensive universities typically performing less well in student satisfaction surveys but successful examples exist and can be learned from;
- The action plan will be developed further, with milestones and target completion dates set;

- Teaching-related components are now required to feature in academic staff recruitment interviews and annual reviews;
- Merits of adopting and resourcing a change management programme approach;
- Interest in curriculum reform, acknowledging that this would be a long-term project and a significant commitment; and,
- The results of the first University all-staff survey and associated recommendations will be presented to Court.

## **5 EUSA President's Report**

**Paper D**

The Student President reported on recent developments, including: the #weareedinburgh campaign; workshops delivered by The Consent Collective; and, widening the activities and sports participation grant to include eligible international students. The commercial impact of expanded Edinburgh Festival Fringe activities in Bristo Square upon the Students' Association was discussed and will be considered prior to future negotiations.

## **6 Review of Undergraduate Scholarships and Bursaries**

**Paper E**

Findings from an evaluation of the University of Edinburgh Scholarship and the Scotland Scholarship schemes and supporting recommendations were reviewed. The following points were raised in discussion:

- Evidence from a sector-wide evaluation of bursaries in England;
- The high value placed on the awards by Edinburgh recipients;
- Support for improving information on the awards to prospective applicants and to new students eligible to receive the award, noting that this is expected to lead to an increase in expenditure given the uncapped number of awards;
- Increasing philanthropic giving for scholarships;
- Levels of support for those in the mid-range of the eligible household income level; and,
- A further widely scoped review of future scholarships will be undertaken, to encompass non-cash support and to take account of any changes resulting from the current review of student support in England.

The continuation of the undergraduate widening participation scholarship programmes and the recommendations were approved as set out in the paper.

## **7 Finance Director's Report**

**Paper F**

The draft University Group 2017/18 financial results were reviewed, with discussion of: depreciation in relation to estates capital expenditure; pension provisions and forward projections; expenditure growth in relation to income; and, measurement against Key Performance Indicators.

Next steps for the debt restructuring exercise were considered. Court approved the repayment of debt and consequent loan breakage expense as detailed in the paper and the delegation of signing authority for the

loan breakage agreements to the Director of Finance, in consultation with the Director of Legal Services.

**8 Annual Court Effectiveness Review** **Paper G**

The internal review of Court's effectiveness for 2017/18 was presented. It was noted that the externally facilitated effectiveness review approved at the June 2018 meeting will begin shortly with the Convener of Audit & Risk Committee acting as the lead Court member and Nominations Committee acting as the working group with oversight of the review. Court's strategic role, links between Court and Senate and the respective Court and Senate externally facilitated effectiveness reviews were discussed, with the two external facilitators to meet. The volume and presentation of Court papers was discussed, with improvements noted and further progress desired. The annual effectiveness review was approved.

**ITEMS FOR NOTING OR FORMAL APPROVAL**

**9 Draft Ordinance: Composition of Court** **Paper H**

A draft Ordinance to effect changes to the composition of Court as agreed at the September 2017 meeting was noted and its transmission for statutory consultation approved.

**10 City Region Deal Update** **Paper I**

Highlights from the current status of Data-Driven Innovation programme activities within the City Region Deal were reviewed. Progress since the formal signing on 7 August and strong interest from potential industry partners was welcomed. Developing linked widening participation activities was discussed, with a data education pilot project in secondary schools underway. Policy & Resources Committee will be kept informed of capital drawdown arrangements.

**11 Bayes Centre – Robotics Living Labs** **Paper J**

The underwriting of capital expenditure towards the purchase of robotics equipment for living laboratories in the Bayes Centre was approved on the understanding that ~72% will be notionally allocated from the City Deal to part-fund the equipment. The expected payback period was discussed, noting the wider value of the equipment in attracting additional academic activity and funding, including PhD studentships.

**12 DiRAC High Performance Computer System Upgrade** **Paper K**

The extension of the DiRAC High Performance Computer system conditional on a grant award from the UK Science & Technology Facilities Council, was approved, with signing authority delegated to the Head of College of Science & Engineering.

- 13 College of Science & Engineering: Reorganisation of Endowments** **Paper L**
- Court approved the exercise of its power under Ordinance 209 to adopt the reforms detailed in the paper with regard to the application of endowment funds which have been held in excess of 25 years within the College of Science & Engineering.
- 14 Development & Alumni**
- **Hong Kong Alumni Club** **Paper M1**
- The formal recognition of the University of Edinburgh Alumni Association of Hong Kong was approved.
- **Cross & Salmon Trust** **Paper M2**
- The reappointments of Michael Cross, Janet Salmon and Gerald Philip McNaul as Trustees were approved and the resignation of Gerald Philip McNaul and appointment of Lee Hamill as a Trustee with effect from 1 January 2019 (or such time as Lee Hamill takes office as the University's Director of Finance) was approved.
- 15 Annual Scottish Funding Council Quality Assurance Report** **Paper N**
- The report was approved and the Vice-Convenor authorised to sign the accompanying statement.
- 16 Committee Reports**
- **Exception Committee** **Paper O1**
- The report was noted.
- **Policy & Resources Committee** **Paper O2**
- The report was noted.
- **Audit and Risk Committee** **Paper O3**
- The Convenor of Audit & Risk provided an update on the Committee's recent work, noting that Court member David Bentley will join the Committee to provide cover on a temporary basis. Noting that the newly appointed Risk Manager had reviewed current documentation and proposed enhancements, Court approved updated versions of the:
- Risk Management Policy and Risk Appetite Statement;
  - Risk Management Guidance Manual; and,
  - Risk Register Template.
- **Senate** **Paper O4**
- The report was noted.

**17 Donations and Legacies**

**Paper P**

Donations and legacies received by the Development Trust from 1 June to 31 August 2018 were noted.

**18 Uses of the Seal**

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

**19 Any Other Business**

The Chief Information Office briefed Court on recent malicious attempts to disable aspects of the University's digital networks and the protective measures in place.

**20 Date of Next Meeting**

Monday, 3 December 2018





UNIVERSITY COURT

3 December 2018

**Principal's Report to Court**

**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 critical themes of the University's strategic priorities, our future size and shape and the refresh of our strategic plan were the focus of an away day in early November for senior staff and our Students' Association sabbatical officers. The session, which also included time for the Senior Leadership Team to focus on their ways of working, was productive and informative. The outcomes from these discussions are nearing a final position that I hope to present to Court at their February meeting. Our student President also gave a show stopping performance on the theme of community building which led to positive discussion and confirmation that much of what was discussed is as relevant to staff as it is to students.

5. Reflecting back on the intervening period since my last report to Court, I am pleased to say that there has been a lot of 'people focussed' activity. We now have the results from the University's first ever staff survey. Some 6,600 people responded which gives us much material to gain insight into what people feel is working well at the University and those areas that they think could be improved. This is critical knowledge to help us all to act to change things for the better. Of course, the survey results also raise many questions for us and we have started to explore some of this with colleagues across the University. Our Leaders Forum, a group of around 100 of the University's Leaders, held its second meeting in November where the focus of discussion was engagement of both students and staff.

6. I have also launched a suggestions website for students and staff to post good examples of experiences they have had as well as areas that could be improved. The suggestions are anonymous and have already started coming in, the student site is initially generating more suggestions than the staff one with key areas being general wellbeing and academic matters.

7. The news, received in mid-October, that we have successfully retained our Institutional Silver Athena SWAN status is very welcome and a positive reflection on the University's commitment, policies and the hard work of the people responsible for leading the bid including Vice-Principal Jane Norman and Director of Human Resources James Saville.

8. At the invitation of our Student President, I held a 'Question Time' event in McEwan Hall speaking to a student audience and taking their queries on any subject. I see this type of dialogue as fundamental to understanding more about what our students feel about their University. On the night this ranged from class sizes; fee concerns from our international students; the University's place in, and contribution to, the City; working conditions; and how Edinburgh can be a more inclusive University. The subject of how we can support our student population in matters relating to their overall well-being was also raised a number of times.

9. Related to this last point Court may be aware of recent newspaper reports relating to a sexual assault case involving University students. Sexual violence on campus is something that we take very seriously and is an area where we have collaborated with the Students' Association and the Sports Union on the "No Excuse" campaign. This challenges sexual harassment and assault on campus making our zero tolerance approach clear. It also encourages students to come forward and our victim support approach has been made more explicit, visible and accessible. We have also encouraged innovative approaches such as inviting the Consent Collective (a report of which was recently covered in *The Guardian*), to campus to talk about consent issues, and partnering with other institutions including the NHS and Napier University on the Fearless Edinburgh campaign. We are very clearly signed up to the approach advocated in the 2016, Universities UK (UUK) *Changing The Culture* report into violence against women, harassment and hate crime affecting University students.

10. A final point on student matters is to confirm that the recruitment for our new Vice-Principal Students post is underway. The job will be advertised in the next few days with a post-Christmas deadline.

11. Brexit continues to occupy our thoughts, and I attended the recent Brexit summit where rather frustratingly there was much talk of wishing Brexit wouldn't happen and not enough on how we mitigate the situation. The resulting joint statement on Brexit priorities involving the Scottish Government, Universities Scotland, Colleges Scotland, NUS Scotland, EIS, UCU and the Royal Society of Edinburgh presses for the UK government to reintroduce a Post Study Work Visa in Scotland, to continue research collaboration and to safeguard education relationships with Europe. At the event, I asked the Scottish Government to provide further information about their post-Brexit plans including the increasingly urgent issue of the future disposition of the funding that currently underpins access to higher education in Scotland for EU students.

12. UUK have formally written to Bill Galvin, Group Chief Executive of USS, to confirm that employers support the recommendations of the Joint Expert Panel (JEP), subject to acceptance from the USS Trustee and The Pensions Regulator, and the need for further information for employers on risk and its implications. The

letter also confirmed UUK's support for the Trustee's suggested approach of commencing a new 2018 valuation, to allow for the most recent data and for any developments on risk as envisaged by the JEP report to be addressed.

### **Selected meetings and events during October – November**

#### **13. *University***

- Continuing visits to Schools and Departments: Moray House School of Education; School of Divinity; School of Chemistry; Business School; and the team in the City Region Deal offices at Dalhousie Land.
- The Installation of Ann Henderson as Rector of the University of Edinburgh
- Welcomed the Chancellor on a visit to the School of Scottish Studies to meet students and staff and to look at their archives.
- Question Time with students in McEwan Hall.
- Spoke to attendees of our autumn Undergraduate Open Day in a 'Meet the Principal' slot in the programme.
- Welcomed graduands, guests and honorary graduates to our ten winter graduations ceremonies.
- Welcomed the 16 incoming Commonwealth Scholars to the University.
- Welcomed students, staff and friends to the switch on of the Christmas Tree lights in Old College.
- Participated in an Alumni Central workshop held at the Pleasance.
- Hosted the Gordon Aikman Memorial Lecture to mark the renaming of the George Square Lecture Theatre to the Gordon Aikman Lecture Theatre. Gordon Brown was guest of honour and spoke about Social Justice and the Future of Scotland, Britain and Europe.
- University Secretary Sarah Smith, the Director of HR James Saville, and I met with our local Unions to discuss both local and national issues such as anti-casualisation claims, work allocation models, general partnership working, pay and pensions.
- Chaired Professor Simon Kelley's inaugural lecture on "Timing is Everything - Rates and timescales of Geological Processes".
- Hosted the Carlyle Circle at Regent Terrace.
- With the University Secretary, Senior Vice-Principal and Vice-Principal Planning Resources and Research Policy we had productive discussions with our counterparts at the University of Glasgow to further our programme of collaboration.
- A similar event took place with Newcastle University, with a more commercial slant involving myself, the Senior Vice-Principal and Director of Corporate Services.
- Hosted John Mattick, Chief Executive of Genomics England, at an evening meeting organised by the Centre for Genomic & Experimental Medicine.
- Hosted Baroness Mary Watkins of Tavistock, Visiting Professor King's College London, and Lord Nigel Crisp, co-chair of the All-Party Parliamentary Group on Global Health, as part of their visit to Nursing Studies.
- Welcomed attendees of the inaugural talk of Spaces for Voices, by the Edinburgh Foundation for Women in Law lecture given by Patricia Russo, Executive Director of the Women's Campaign School at Yale University on the topic "WCSYale: Leading the Way for Increasing the Political Pipeline for Women in the US and the World". Hosted by the Edinburgh Law School. Tina

and I hosted a dinner at Regent Terrace that evening for the speaker and several guests.

#### 14. *Scotland*

- Meeting with Professor Petra Wend, Principal of Queen Margaret University and tour of their campus.
- Introductory meeting with Liz Cameron OBE, Chief Executive and Director of Scottish Chambers of Commerce.
- Introductory meeting with Jackie Killeen, Director Scotland, British Council to find out more about their work in Scotland.
- Evening meeting with the Principals of the Edinburgh universities.
- Visit to the Cyrenians Social Bite Village at Granton with Euan Aitken, the CEO.
- Attended the St Andrew's Day Concert, St Cecilia's Hall.

#### 15. *Sector*

- Participated in a Universities Scotland evening meeting hosted by Morton Fraser's Chief Executive Chris Harte.
- Universities Scotland Main Committee and joint meeting with Scottish Funding Council. Followed by Universities Scotland's Reception at the Scottish Parliament, hosted by Jenny Gilruth MSP, SNP member for Mid Fife and Glenrothes called AYE, ROBOT: Giving graduates the power to pivot in the age of automation.
- In my new capacity as Universities Lead Member for Health, I attended the Council of Deans of Health dinner and met with the Heads of the three Dental Schools.
- Participated in the Strategic Futures Group, with lead Scottish Government and Scottish Funding Council officials.

#### 16. *Public Affairs*

- Hosted a very interesting lecture by the First Minister for Scotland the Rt. Hon. Nicola Sturgeon on Scotland's Future in Europe, marking the 50th anniversary of the Europa Institute.
- Welcomed the aforementioned First Minister for Scotland to officially launch the Roslin Innovation Centre, meeting tenants of the Centre and pupils from Musselburgh Grammar School. I then had the opportunity to welcome her full Cabinet, who held their cabinet meeting at Roslin after the launch.
- Spoke to delegates at the Climate Launchpad Grand Final, held in McEwan Hall. The Climate Launchpad is about identifying, supporting and accelerating green ideas towards business growth and was also addressed by the First Minister.
- Introductory meeting with the new Minister for Further Education, Higher Education and Science, Richard Lochhead MSP.
- Introductory meeting with Ruth Davidson MSP, Leader the Scottish Conservative Party.
- Welcomed Michael Russell MSP Cabinet Secretary for Government Business and Constitutional Relations, who gave a speech on Scotland and Brexit: The way ahead at the invitation of The Edinburgh University European Union Society.

- Participated in the Clinical Academics in Training Dinner at the Royal College of Physicians, which included a brief pre-meeting with the Cabinet Secretary for Health and Sport, Jeane Freeman MSP.

#### 17. *International*

- Met with Jari Niemela, Rector of the University of Helsinki and Professor Luc Sels, Rector of KU Leuven. Both to explore areas for collaboration.
- Met with Sir Malcolm Rifkind prior to the Asia Scotland Institute Lecture and dinner. Sir Malcolm's lecture was on China: The New Superpower? Hosted a dinner for Sir Malcolm and guests in Old College thereafter.
- Welcomed delegates to this year's Confucius Institute Belt and Road Conference, held at ECCI.
- Welcomed delegates of the Yun Posun Conference, held in the Playfair Library, and Tina and I were delighted to host a dinner at Regent Terrace for key contributors.

#### 18. Three major international visits:

The first to Hong Kong and Mainland China covering the following:

- Separate meetings with: Board of Directors, University of Edinburgh's Hong Kong Foundation; Mr Nick Yang, Secretary for Innovation and Technology of the Government of the Hong Kong Special Administrative Region; Professor Tan Tieniu of the Beijing Government's Hong Kong Liaison Office.
- Various discussions with key alumni contacts.
- Met Dr. Shelley Zhou, Chief Executive of the Hong Kong Centre for Carbon Innovation.
- Met Daniel Yu, Maxwell Electronics, a philanthropic donor to education.
- Gave a talk to members of the Asia America MultiTechnology Association where I spoke about the Edinburgh City Region Deal.
- Met Christopher Cheng, Chairman of Wing Tai Properties.
- Participated in a Universitas 21 Symposium at the University of Hong Kong on undergraduate curricula in research-intensive universities.
- Hosted a Hong Kong Alumni reception.
- Toured the facilities at Haining of the Zhejiang University (ZJU) - University of Edinburgh Institute and met various key members of the academic and administrative staff including: Prof. Lianzhen He, Vice President ZJU, Vice Dean International campus KC Ting (International) and Vice Dean International Campus (Research) Hongwei Ouyang, the Mayor of Haining Municipal Government, Cao Guolaing, Wang Fang Director of Juanhu Lake International Science Park;
- At Zhejiang University, met with President Wu Zhaowei and his team.
- Evening reception for alumni, Zhejiang students and staff.
- Evening meeting to discuss International Campus Research Development and Haining City/business park engagement with colleagues from the University of Illinois at Urbana-Champaign. Attendees: Professor Andreas Cangellaris, Provost, University of Illinois at Urbana-Champaign; Mike Shipston, Dean of Biomedical Sciences, Edinburgh; Philip Krein, Dean University of Illinois Urbana-Champaign institute; and Nick Mackie, General Manager Greater China, Edinburgh International Investments.

- Met with the Provost of the University of Hong Kong, Professor Paul Tam and the Dean of Engineering, Professor Christopher Chau.
- Attended the annual meeting of the Hong Kong College of Physicians (of which I am an honorary member).
- Participated in the Hong Kong University Museum Society 30th Anniversary Gala dinner.

19. Then two trips to the USA, first to the west coast and later to the east coast:

- Attended the annual conference of the American Society of Nephrology
- Met with alumni and donors in Silicon Valley
- Attended the Development Trust Board meeting and met with key US based supporters.
- Met Prof. Katherine Fleming, Provost of New York University; Dr Vartan Gregorian, Carnegie Corporation; Jim and Marilyn Simons, Simons Foundation; Dr Anthony Knerr, Managing Director, AKA Strategy.
- Hosted Alumni Reception in New York but unfortunately not as planned in Boston as travel was disrupted by snow!
- In New York I participated in the Global Change Forum: What is the Future of the University? Teaching, learning and research in a time of crisis.
- Hosted a Fintech Dinner with Edinburgh Innovations.
- Participated in the Council for Advancement and Support of Education Board of Trustees meetings.

#### **Resource implications**

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

#### **Risk Management**

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

#### **Equality & Diversity**

22. No specific equality and diversity issues are identified.

#### **Next steps/implications**

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

#### **Consultation**

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

#### **Further information**

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

#### 26. Author and Presenter

Professor Peter Mathieson  
Principal and Vice-Chancellor  
26 November 2018

## **Freedom of Information**

27. Open Paper.



UNIVERSITY COURT

3 December 2018

**Student and Staff Experience Action Plan**

**Description of paper**

1. This paper sets out emerging proposals for an ambitious, multi-year programme of work to address concerns about the student and staff experience.

**Action requested/Recommendation**

2. Court is asked to support the scale of ambition and direction of travel. A further, more detailed and costed version of this plan will be brought to Court in early 2019.

**Background and context**

3. There are continued and long-standing concerns about student satisfaction levels at the University, particularly evidenced through the National Student Survey (NSS). In addition the University has recently received the results of its first ever all-staff survey.

4. Recognising that student and staff experience are inextricably linked, this paper sets out emerging proposals for an ambitious programme of work on student *and* staff experience.

5. This programme has been developed in consultation with the Principal's direct reports; with a wider group of senior managers and the Students' Association Sabbatical Officers at a strategic away day earlier in November; and in discussion with the University Executive at its November meeting.

6. The proposed programme can now rightly be considered a significant, multi-year programme of work with a number of sub-projects within it, and both the programme planning and the costing of this work will take further work before it is ready to be signed off.

**Discussion**

*Outcomes*

4. The programme is focussed on two main outcomes, both derived from the Principal's draft of UoE values namely:
- Outcome 1 ("Happy Students"): Our students feel cherished
  - Outcome 2 ("Happy Staff"): Our staff want to come to work and are energised by the contributions that they can make.

*Themes*

5. The programme sets out 4 main areas of work:
- Actions to enhance the student experience;
  - Actions to enhance the staff experience;
  - An underpinning strand of communications that support culture change;
  - An underpinning strand that strengthens leadership capacity to deliver culture change.



### *The Student Experience Themes*

6. We propose that if our students are consistently:

- Getting excellent, engaged *teaching*
  - Following a *curriculum* that is inspiring, challenging and inspirational
  - Receiving high quality and timely *support*
  - Experiencing high standards of *customer service* from each area of the UoE they come into contact with (physical and digital)
  - Being taught, studying and engaging in excellent *facilities*, with good quality transport links between sites
  - Able to express their views, and know that *their views are heard and taken seriously*
  - Experiencing a strong *sense of belonging* to their School / their programme / to the wider University
  - Finding that *things run smoothly* (timetables work, changes are communicated in good time and so on)
- then we can be confident that they are enjoying a high quality student experience.

### *The Student Experience Actions*

8. Within each of the 8 themes we have then identified a range of actions that may need to be taken in order to shift practice and enhance student experience in that area.

#### *Excellent teaching*

9. The intended outcome is that our students are consistently taught by expert, engaged teachers. Work planned / underway here will consider issues such as capacity to support academic staff in formal and informal training and development activities in support of their teaching; ensuring that academic staff have space within their workload to engage with these activities; and continued work on processes for the recognition, reward and support for teaching in the academic career path.

#### *Inspiring, challenging and inspirational curriculum*

10. We should have a curriculum that is inspiring, challenging and inspirational, and will equip students with the knowledge, skills and experiences to flourish and continue to learn in a complex world and become successful graduates who contribute to society. Work planned / underway here includes:

- the appointment of a new Vice-Principal Students to scope out what an institutional curriculum review project will involve;
- a review of the University's suite of joint programmes;
- responding to the core aims and actions identified through the Near Future Teaching Project (digital education);
- further steps to enhance the development of employability skills through the curriculum; and,
- an evaluation of the impact of using postgraduate tutors / academic staff / senior staff to deliver teaching.

### *Excellent Support*

11. Our students should have consistent access to high quality support with academic, personal / pastoral, professional and career issues.

12. A full review of the Personal Tutor system with no options “off the table” will be led by the Senior Vice-Principal starting in January 2019 with a view to implementation of any changes by September 2020. This will run in parallel with the review of professional services student support roles to be carried out as part of the Service Excellence Programme that is already under way.

### *Excellent Service*

13. Our students should receive welcoming and friendly student facing services from the first point of contact with University. This work is expected to be taken forward within the Service Excellence Programme. Key themes will be to set and agree standards, train staff, and report consistently on performance in this area across the many different areas of the University.

### *Excellent facilities and transport*

14. Our students should be taught in high quality, fit for purpose learning spaces and have equitable access to high quality learning resources and other facilities that support their learning and development. Students should also have access to timely, sustainable transport options when they need to move between campuses. This strand will encompass:

- Development and delivery of a learning and teaching spaces strategy;
- Work to publicise the real-time availability of study spaces and enhance the quality of study spaces (physical environment, facilities, catering etc);
- Actions that enable the use of information technology to enhance learning and teaching and directly improve student experience, student success and academic experience; and
- A review of inter-site transport options and development of a sustainable transport strategy.

### *Strong student voice*

15. Students should have regular opportunities to provide feedback on their experiences; it should be clear that their views are taken seriously and they should get feedback on how the University is responding to their views.

16. The plan sets out how we will strengthen the use of existing feedback mechanisms, including more consistent approaches to closing the feedback loop, (e.g. “you said we listened” etc); supporting work to bolster the student representative system led by the Students’ Association; and continuing to develop the University’s relationship with the Students Association and the Sports Union.

### *Strong sense of belonging and community*

17. Our students should feel part of a strong academic community of staff and students within their discipline / department / School / the wider University and the city of Edinburgh. This is a broad area for development that encompasses:

- the role of estates developments in contributing to “place making” / “sense of community”;
- curricular developments especially around joint programmes;

- structural issues such as the role and responsibilities of Programme Directors; and Year co-ordinators in fostering community among cohorts;
- induction arrangements; and
- a stronger role for alumni to engage with current students for example through the Platform 1 system.

18. A strong programme of work has also been proposed by Students' Association President Eleri Connick to "Show we care" and "Show we are proud" including

- ways of celebrating student achievements;
- making more University spaces available free of charge to student groups at certain / agreed times;
- support for participation in large-scale University events that promote cohesion and community; and
- delivering on our commitment to teaching-free Wednesday afternoons by 2020/21 so that all students can participate in sport and other extra-curricular activities scheduled for this time.

*"Things generally run smoothly"*

19. The Service Excellence Programme already has an ambitious programme of work to improve all aspects of student administration and support from recruitment and enrolment through to graduation. The Student Administration and Support sub-programme seeks to deliver better services to students; to reduce administrative burden for academic staff; to improve work and careers for professional services staff in this area; and to deliver over £1.6 million recurrent annual savings in this area.

#### The Staff Experience Actions

20. Analysis of the recently released staff survey results will be critical in identifying the outcomes and actions required under staff experience and this work will be included in the next version of this plan to be reported to Court later in 2019.

21. Improving staff experience is an important outcome in its own right. There is also a clear correlation between happy staff and happy students with ORC International identifying a 5% higher student satisfaction in the upper quartile of engaged academics across all universities surveyed.

22. In the meantime it should be noted that a number of the actions identified under student experience (above) also relate directly to staff experience:

- Approaches to career progression for teaching-focussed staff
- Workload allocation issues
- Job issues including challenges with the current Personal Tutor system; volume of administrative workload for academic staff; career development opportunities for professional services staff
- Support for leaders / development opportunities and programmes

23. In addition initial analysis of the staff survey results shows that students and staff have common concerns in a number of areas such as:

- The quality of the working (or learning) environment
- How well the timetable works for them
- University digital systems

- Support with mental health and wellbeing

### The Communications and Engagement Actions

- Communications and Engagement with staff and students on the subject of student experience, with broader issues of culture change at its heart, is being addressed by a group led by Communications and Marketing, and comprises representatives from the Colleges and Professional Services.
- While the work of the group will contribute to the broader action plan on student experience and culture change, the first priority will be on communications with students across a range of channels. The approach will focus on the importance of our students, and will convey sentiments of students being ‘cherished’, as well as the communications themselves demonstrating transparency and honesty. Communications will be built around: recognising; celebrating and supporting.

### The Leadership Actions

24. There needs to be strong and visible collective responsibility from University leaders to support and enable the culture change. There will be a strengthened focus on:

- Accountability through the line management structures of the University for the quality of student and staff experience;
- To support this, consistent data on the quality of student and staff experience will be made easily available to all line managers and widely shared, covering both teaching quality and student service quality;
- A review of the role of Head of School as key change leaders will be carried out covering responsibilities; line management structures competences; support needs; development needs; approaches to identification and recruitment; reward;
- Reviews of other core leadership roles with student experience responsibilities, including Director of Learning & Teaching and Programme Directors, in order to ensure greater consistency and focus on student experience outcomes;
- Senior leadership. With a new role, Vice-Principal Students, to be created, reporting directly to the Principal.

### **Resource implications**

25. As noted earlier, this plan is not yet complete and has not yet been costed in most areas. While some of the work in the plan is already funded because it is part of existing projects (such as the Service Excellence work, or delivery of the Learning and Teaching Strategy) – or is work that can be relatively easily carried out without additional resource - there are also some possible changes that, if recommended, would be very expensive to fund, such as a change to workload allocation models or strengthening frontline student support structures (etc). Preliminary estimates suggest a multi-million pound programme. The working assumption is that costs will be covered from within existing resources, and will require clear decisions on prioritisation (“stopping doing other things”). The next iteration of this plan will have costings and timelines attached.

### **Risk Management**

26. Failure to continue enhancing the student experience and meet student expectations for both learning/teaching and other elements of student life may lead to reputational damage and affect the University's ability to attract the brightest and best students in the future.

### **Equality & Diversity**

27. There may be equality and diversity implications to be considered for new or revised policies or practices required by the action plan.

### **Next steps/implications**

#### *Governance and oversight*

28. This work will require a professional programme management structure in order to ensure that work is delivered on time and that risks and issues are managed and escalated as necessary. It will also require programme governance and oversight. A standing Committee of University Executive will be established to oversee the delivery of this change programme, to be chaired by the Senior Vice-Principal.

#### *Next steps*

29. A small team led by the Senior VP will:

- Meet to develop a logic model for change and test the draft actions above against the logic model. This may lead to further additions to the plan as well as some areas being removed;
- Consult with staff and students on the proposed logic model and planned actions;
- Turn the planned actions into a formal, costed project plan with deliverables and a programme schedule.

30. Following further discussion at University Executive in early 2019, the updated plan will be brought to Court.

### **Consultation**

31. Principal's Direct Reports, University Executive, University Leadership Forum, Heads of School, Students' Association Sabbatical Team.

### **Further information**

#### 32. Author

Gavin Douglas  
Deputy Secretary, Student Experience

#### Presenter

Senior Vice-Principal Charlie Jeffery

James Saville  
Director of HR  
26 November 2018

### **Freedom of Information**

33. Open paper.

## Appendix 1

The Information Services Learning Teaching and Student Experience Strategic Plan will enable the use of information technology to enhance learning and teaching and directly improve student experience, student success and academic experience. The detailed actions that are in the plan are:

- Create a remote support helpdesk to provide service coordination and technical support for the growing teaching estate portfolio
- Continue to implement the IS Learning, Teaching and Student Experience Strategic Programme
- Critical new demands in such areas as communications, automated assessment, online feedback, eExams, online courses support, open educational resources, online reading and resource lists, student learning analytics and the continuing professional development of learning technology support staff are anticipated as being key to future success.
- Enhance central Virtual Learning Environments with a range of tools for connected, constructive, active learning which are student centred and flexible. Such as blogging, wiki, social learning environment, electronic resources & reading lists, library and resource discovery tools, personal assistants, automated and adaptive support.
- Provide all staff with access to digital skills training and support for new ways of working.
- Provide professional staff who support learning technology with access to a programme of continuing professional development to meet the University's strategic aims.
- Roll out new tools to support staff in Schools to use communicate with prospective students and current students via the web.
- Continue to invest to ensure that the audiovisual teaching technology in centrally managed teaching rooms is world class and our levels of support for colleagues using those rooms will be consistent, easy to access and reliable.
- Implement digital processes for feedback and assessment aligned with University strategy and policy.
- Move 90% of all courses on to a centrally supported Virtual Learning Environment with an agreed 'minimum standard of use' for all courses which will include recorded lectures, user created media, online resource lists, online learning materials, feedback & assessment and student engagement activities.
- Make integrated student analytics available from multiple systems and data analytics will be used by staff to improve their teaching.
- Develop a set of Virtual Learning Environment standards, with associated templates and academic digital skills, supporting a consistent and accessible online experience for students across all programmes, and ensuring that new services such as lecture recording and resource lists are easy to access and use.
- Encourage greater adoption of electronic resource lists allows educators to benefit from the other work we are delivering under the theme of Library: National and International Leadership. With 32% of courses currently using the service, the goal is to increase this to over 60%.



UNIVERSITY COURT

3 December 2018

**Edinburgh University Students' Association President's Report**

**Description of paper**

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

**Action requested/Recommendation**

2. Court is invited to note this 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. The Students' Association has provided regular reports to Court on projects, campaigns and developments of the organisation as a whole.

**Discussion**

*Strategic Plan Development*

4. We have spent considerable time throughout Semester One on our new strategic plan development. This work has included reviewing our current position, identifying priorities for change, and some strategic analysis of context – noting the development of Teviot Row House as a key milestone project, but certainly not the only driver of activity. We have developed some early draft strategic priorities, which we are now consulting and sense-checking with key student groups, the wider membership, our staff, and university stakeholders. Our planning work has included extensive review of student feedback through our last annual survey and National Student Survey feedback, and our 2018-19 annual survey will be live during December to enable us to gain further insight and refine our plan. Our draft high level plan will be presented for approval by our Trustee Board in January – enabling it to inform the basis of our University Planning Round submission. The next phase of work from January onwards will focus on operational business planning and detailed budgeting to support plan delivery. We expect our plan to gain final approval from our Trustee Board in March, and will be effective from 1 April 2019.

5. Whilst this work is ongoing, we have in parallel also been undertaking an organisational effectiveness review with external support, to ensure organisational structures support our future plans and are efficient and adaptable. This is a key piece of work to enable our positive, pro-active development and ensure we are in a strong position to deliver on our ambitions. It is also worth noting the current conversations with both student experience and corporate services university colleagues regarding roles, responsibilities and opportunities.

*Sexual Violence and Harassment*

6. We continue to make progress on working with University colleagues to develop new systems and support to address sexual violence and harassment. We are pleased to see that the Policy on Disclosure of Intimate Relationships between Staff and Students has been developed, and we are contributing to the review of the Student Code of Conduct

and associated processes to ensure cases can be handled robustly but with due sensitivity. The recent 'Consent Collective' set of events has also helped to promote the conversations around sex and consent across campus, and our #NoExcuse campaign which is challenging perspectives around sexual harassment is out across all campuses with support from university colleagues and the Sports Union. Finally, c600 student leaders from societies and sports clubs attended bystander training throughout September and October. We believe this comprehensive approach to challenging and tackling behaviour at all levels must be maintained and strengthened in order to impact the culture across the university.

### *Postgraduate Engagement and Elections*

7. In the previous report to Court, we updated on the newly rebranded Postgraduate Elections. The elections were a huge success and saw 23 new Postgraduate representatives elected in October, one per school, plus a central taught postgraduate and research postgraduate representative. We were delighted with the level of interest in these roles (104 postgraduate students ran for election for these roles). The majority of these positions were contested by multiple students (up to 21 candidates for one position!). This meant a **262% increase** in postgraduate School rep candidates and saw a **74% increase** in voter turnout. This has ensured our Student Council has substantial postgraduate input but has also created a good forum of postgraduate reps who can provide insight on key issues and postgraduate experience for us, as well as representing their local cohort.

### *Developing Academic Representation*

8. We have continued to develop our academic representation through full implementation of the Programme Reps system across the University. We now have c1300 Programme Reps, and over 1000 (84%) of these have completed training (we offer an online module, but almost half of these have attended new in-person training this year). We have run over 40 student-led training sessions, some organised at School-specific level, facilitated by our staff or comprehensively trained student facilitators enabling us to build strong relationships and support the development of community and effective representation locally. We have been pleased with the level of engagement – we hold regular Rep lunch events to enable Programme reps to come together to discuss experiences/issues or hear about university developments, and we have routinely had 60 - 80 students in attendance at these. In addition, our Student Representation and Leadership Hub in Potterrow is experiencing an increase in student visits from our Reps, and we have a very active online engagement. Work to investigate the impact of the Programme Rep system will develop during the year, including evaluating qualitative and quantitative training and event feedback, and conducting focus groups.

### *Transport*

9. October's Students' Council saw a motion pass unanimously calling for improvements to transport to and from King's Buildings (KB). KB students would like to see proper research conducted into the shuttle bus to ensure that it becomes more effective for students: not only with more frequent buses to and from the campus but also to ensure that the bus times align with when classes start. Following this motion coming to Student Council, several other reps and students wanted to discuss transport provisions for students across all University estates. The feedback gathered by reps highlighted the impact that poor transport provision has on getting to School specific libraries and specialised laboratories (especially on weekends), the impact on trying to



get to extra-curricular activities and the frustration of no spaces being left on buses. The reps put together a video of students' thoughts which you can watch [here](#).

### *Mental Health and Wellbeing Week*

10. Mental Health and Wellbeing Week took place from 12 - 17 November. Co-ordinated by the Students' Association, over 60 events took place, many run collaboratively by staff and students in Schools and with colleagues from services. Events were well-attended, with increasing levels of interest from the last 2 years of this project – this year the programme aimed to ensure more access to events at King's Buildings and other campuses away from George Square, and events to raise awareness and encourage discussion on men's mental health. From events focussed on self-care, to mental health and spending your year abroad, to events focussed around anxiety, or eating disorders, with plays, discussions, workshops, yoga and free sports access, a very varied programme reached 1000s of students. A more detailed report will be available in due course.

### *Mental Health Strategy*

11. We are pleased to be involved in the current reformulation of the University's Mental Health Strategy which we are hopeful will result in a more practical plan for development of services and support to address the significant growth in disclosure and emergence of student mental health issues. Within our own advice service we have continued to experience unprecedented levels of students reaching out for support when they are experiencing crisis and cannot access other services – we have seen 90 students from September – November in this situation, with almost a third of those presenting as suicidal. We are working more closely with the Chaplaincy Listening Service as a point of referral for students experiencing mental health issues. A continuing challenge for our students is the difficulty in accessing NHS support given levels of resource in the city, and this is without doubt increasing pressure on University and Students' Association support. The current discussions around effective School-based student support and strengthening central services to better cope with demand are important and we are keen that progress can be made in responding to this issue.

### *Transphobia on Campus*

12. Historically, the Students' Association has dealt with discriminatory publicity on campus – for example instances of anti-Semitic materials being left in and around spaces at George Square and KB on multiple occasions during the 2017/18 academic year. Sadly, from August 2018 we have been dealing with several instances of transphobic materials/graffiti being left in University and Students' Association buildings. This has caused significant distress within our student population, particularly following proactive work across the University to raise awareness on trans inclusivity, and to introduce more gender-neutral facilities in both Students' Association and University spaces.

13. We have worked in partnership with University colleagues at Sport and Exercise, and University Security to check for and remove discriminatory materials and to publish statements in the affected spaces to raise awareness that discrimination will not be tolerated, including on the basis of gender identity, but this continues to be a frequently recurring problem. Current conversations around the Gender Recognition Act 2004 (England & Wales) government consultation have highlighted and exacerbated the issue.

We are committed to ensuring that students can see and feel that the university remains a safe space for our trans and non-binary students.

### *We Are Edinburgh*

14. A key finding from the National Student Survey 2018 was that so few Edinburgh students feel connected or part of a wider student community. September saw us begin our 'We Are Edinburgh' social media campaign, sharing amazing student stories, and saw it become the hashtag that Sports Clubs have been using to share their match updates. Following from this, work has been on looking at what we can do to help facilitate a sense of community. In September, through funding from the University, we were able to put buses to take 500 new students (both undergraduate and postgraduate) to the Scottish Varsity rugby match so that they could support their new University. We are now wanting to finalise a year-round programme of key student events and to ensure we can get as many students supporting their fellow students at events such as: Edinburgh College of Art degree show, Medics Reveal, the Boat Race etc. We are now working towards the mantra of 'We Are Edinburgh' hopefully becoming the golden thread which will link together the two themes of 'show we care' and 'show we are proud' to ensure students feel cherished.

### *Estates update*

15. Within the Association buildings we have now completed a Heat and Eat Station, located in the Teviot Study area. In the same works we have taken the opportunity to form a dedicated baby changing facility (not located in a toilet) and also a toy cupboard, addressing suggestions from student who are parents and carers. Also in Teviot we have reconfigured some office spaces to better support our staff team based there. Both these works have limited life pending refurbishment of the building but still, we feel add value.

16. We are progressing works to improve the customer area in the main Potterrow Dome Café and Bar, including lighting, new furniture, décor and audiovisual installation. We will also be completing some minor works to the catering area here to reconfigure the offer. This will be supplemented by upcoming works to increase the open aspect view to the internal terrace area once the Building Warrant is granted. Coupled with some planned new furniture in the lower Dome area, this scheme will not only strengthen the appeal of the core trading areas, but also provide a better informal study provision and social space.

17. Our main estates focus however is the continuing project development of the new Student Centre and also further work with the University to consider how to maximise the benefit of the estate at King's Buildings. This work is challenging to maximise benefit and balance all the constraints, but we feel both have massive potential, and we are pushing hard to make sure that is reached.

## Finance Update

### 18. Management Accounts summary

As at end October 2018

£ 000	Year to Date			
	Actual	Budget	Variance	Last Year
Trading	714	1,124	(409)	863
Block Grant	1,719	1,719	0	1,453
<b>Total net income</b>	<b>2,433</b>	<b>2,843</b>	<b>(409)</b>	<b>2,316</b>
Student Support Activities	(496)	(555)	59	(323)
Central costs	(1,694)	(1,798)	104	(1,630)
<b>Total expenditure</b>	<b>(2,190)</b>	<b>(2,352)</b>	<b>162</b>	<b>(1,953)</b>
<b>Surplus / (deficit)</b>	<b>243</b>	<b>491</b>	<b>(247)</b>	<b>363</b>

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

19. The results show the actual position at the end of the Association's accounting period 7, end October 2018. A surplus of £243k has been made to date, however this is approximately half the surplus it was budgeted to be at this point in the year.

20. It is clear from a quick glance at the table above that the fall-off in performance is from the Trading areas; indeed, the two other high level reporting areas, Student Support (which includes student society support, the Advice Place & peer learning for example) and Central Costs (support functions such as marketing, estates & HR) are generating savings against budget.

21. Easily the largest fall-off against budget is the Festival, where sales were about £600k down on budget (and £300k down on 2017) and net profit down £240-250k on both budget and last year. Of course, it is still making a surplus – we forecast a full year Festival surplus of about £500k – just a somewhat smaller one than we have achieved in recent years.

22. Bars is the other area which is noticeably behind budget. Smaller numbers than the Festival – it's about £120k behind budget – and also still making a surplus, about £150k at the end of October. It's also worth noting that Bar sales are about 10% up on the same point last year. We have made improvements in these areas and are seeing benefits, but not as great as we had anticipated. We continue to struggle to absorb increasing costs also, particularly wage levels. The Association's catering activities were adverse to budget, only by £30k: relatively insignificant compared to Festival and Bars.

#### *Year-end forecast position and actions*

23. We have undertaken a second forecast for the remainder of the year, based on the half year results. This indicates a full year deficit for the Association of £200k – that's about £300k adverse to the full year budget. Clearly this shows some slight further drift from the overall P7 position (£250k behind budget) but the main drivers remain the same as at this point in the year. The Association has been facing significantly increased costs,

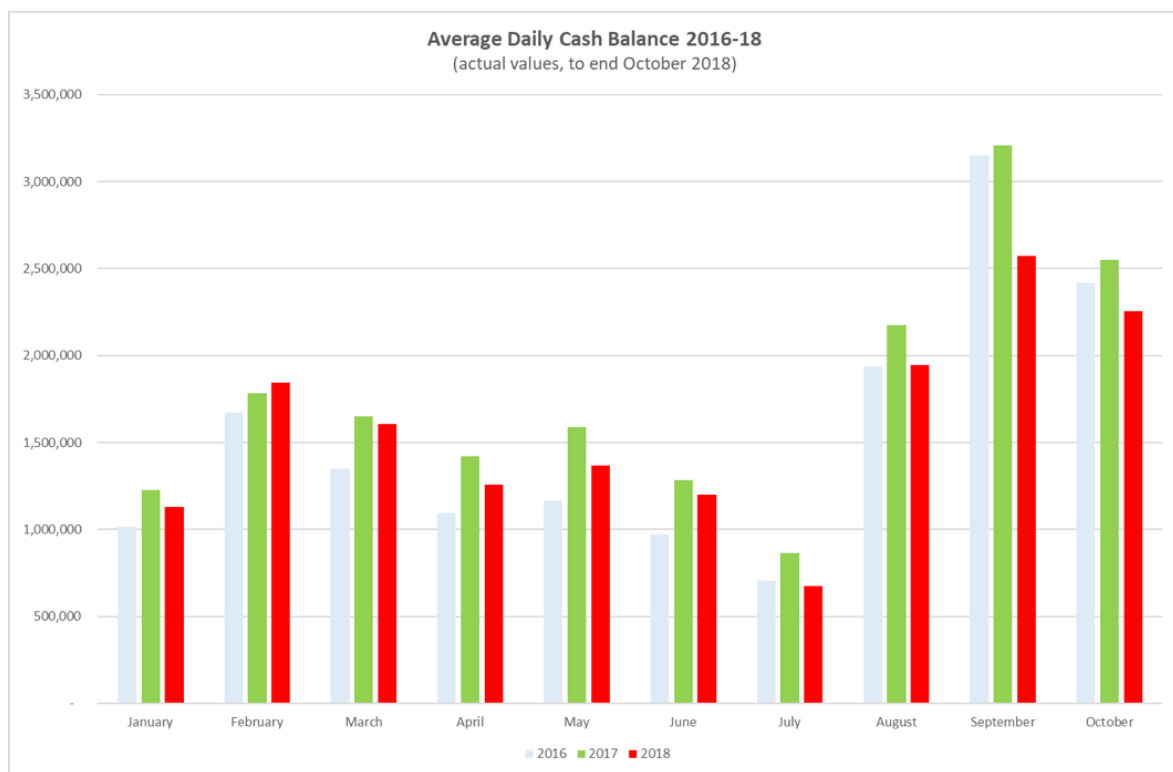
in particular staff costs over recent years, and the increases are set to continue. A declining surplus from core operations is evidence of this, and tough decisions on how to balance the books lie ahead.

*King’s Buildings House fire*

24. A fire at King’s Buildings House in April caused significant disruption to trading activities at that site for a number of weeks. Other than some areas which are being repurposed, normal activity has now resumed at the site, and a full insurance pay-out has been received to cover the disruption.

*Cash*

25. Cash balances have suffered from the reduced Festival and other commercial surplus as can be seen in the chart below, showing the average daily balance by month over the past three years.



26. We monitor cash closely and work with our bankers to ensure stability of operations. It currently looks as if cash balances will fall to a low point in July 2019 but will remain positive. We may well put in place an overdraft facility, but it does currently look as if this will not be utilised in 2019.

*Commercial Update*

27. There are some positive indicators during term time trading with like for like growth of sales in retail, bars and entertainment. However, the financial impact of the Festival and fire at King’s Building House has created challenges to deliver to the commercial budgets. Obviously both the fire and the scale of Bristo Square operations was unknown when the budgets were planned.

28. The increase of students bringing food onto campus is also having a detrimental impact upon catering, although we remain customer focussed and have supported that need with two new Heat and Eat stations. Whilst commercially perhaps counter-intuitive our Heat and Eat Stations now one in each core building are probably one of the best innovations for students. We are seeking to continue to develop our commercial services in line with student needs, developing new concepts, events and offers, striving for better customer service to increase income and to build relationships with our members.

29. Following the increased participation during Welcome Week, student involvement within our entertainment program continues to grow. The commercial team have developed strategies to increase income whilst retaining a focus on building student communities and providing a diverse events program.

30. Halloween was a particular success with a 30% increase of attendance and was notably popular with international students. It was frustrating not to be able to use McEwan Hall to extend this event now key in the student calendar. New for 2018 is the launch of a monthly Sports Vs Societies night, led by Vice President Activities and Services. This was extremely well attended by over 2200 members of Edinburgh student groups, building relevance and connections with these core groups. In recent months we have built a more collaborative partnership with Edinburgh College of Art and the representatives there in supporting a greater number of student led events, providing more activities, and entertainments to develop the Wee Red Bar as a community hub on campus.

31. We are continuing to develop plans and strategies to improve our offer for students within the bars, catering and retail operations. The success of our refurbished coffee shop Baristo was phase one of our plans becoming more on trend with members. Phase two is the development of our catering portfolio at Potterrow and plans are underway to launch a new service at Potterrow, alongside the capital works we have planned there. In addition, we are gathering market intelligence to support the development of our food and beverage offer at Teviot Row house.

32. Our commitment to sustainability and the reduction of single use plastics and the launch of the joint University wide Keep Cup campaign giveaway has had a huge impact upon disposable coffee cups usage. Since September within our catering outlets 64% of hot drinks have been sold in Keep Cups comparatively to 2017 whereby 5% were sold in reusable cups, leading to a decrease of 59% in our disposable coffee cup usage.

33. Following the fire, the partial opening of King's Building House in September was a positive step to increasing our service provision on the King's Buildings Campus. The relaunch of the Heat and Eat station – now located downstairs – has been overwhelming with high levels of student usage. In fact a little too overwhelming. This highlights the shortfall of this type of space currently at King's Buildings. The Wrap Bar and Shop in King's Buildings Centre is growing from strength to strength and continues to be the single most popular cross campus Students' Association catering and retail outlet. The increase in sales and footfall are evidence of the popularity amongst students, and each step we take to reduce queues works, but adds to footfall.

*Sabbatical Officer Updates*  
*Vice President Community*

34. Georgie has been busy organising events on student housing, welcoming a number of MSPs and councillors to Potterrow to give housing advice to students, and running an event on wellbeing on years abroad for Mental Health and Wellbeing Week. Georgie is now focusing on pushing automatic voter registration and was delighted to write a paper for the SA&S board on the topic. Finally, Georgie also facilitated a workshop run by the Women's Environmental Network entitled 'environmenstrual' as part of the #PeriodsWithoutPlastics campaign.

*Vice President Welfare*

35. Kai led on the biggest Mental Health & Wellbeing Week to date, continuing to encourage and facilitate conversations around mental health, in collaboration with the University and Sports Union, with 60+ events this year – making it bigger than ever before. Kai has also been growing the #NoExcuse campaign, looking into year abroad support, and promoting better representation and inclusivity of trans and non-binary students

*Vice President Education*

36. Diva has been working on delivering workshops to student leaders on microaggressions and decolonizing the curriculum, and there's been a fantastic response! Along with the work the diversifying the curriculum task group has been doing, it's clear that there's an active interest in the student body to make the University more diverse and representative.

*Vice President Activities and Services*

37. Shay has been working a lot with the Association's Commercial Services team, from reviewing our menus to ensure we cater for more varied dietary requirements. Shay also led on the new Sports v Socs; the new night which sold out last month and over 2200 students attended. Shay also co-ordinating the Wellbeing Festival which took place on the Friday of Mental Health and Wellbeing Week and was an event full of fun activities and opportunities to take time away from working and just relax, whether it be with a free face mask, some magic tricks from magic society, petting our Therapets, or simply sitting and having a cup of tea with SocieTea (our tea appreciation society).

*President*

38. Collaboration between the Sports Union, schools and the University was a key manifesto priority so it's been fantastic to see the collaboration that has taken place to bring free yoga to students. Free yoga has been available at the Main Library, in Wee Red Bar, and during Mental Health and Wellbeing Week, sessions at Pollock Halls, James Clerk Maxwell Building (in conjunction with School of Maths), and Potterrow (in conjunction with the Medical School). The Sports Union Vice President and I look forward to looking into how we can scale this up for semester two and provide guidance and best practise for other schools to get involved! 6 November saw the Students' Association host 'Question Time with the Principal', the event saw around 90 students ask the Principal questions on everything from Mental Health provisions, ERASMUS to Sexual Assault processes.

### *Sports Union President*

39. It has been a super start to Semester One for Paul who has been working on actively increasing the engagement between the Executive committee and club presidents. Through offering more training to the members of the executive committee, which results in better consulting skills and support for the Presidents to develop their clubs through the 1-2-1 system. The Sports Union wants to ensure they do their utmost to grow year on year, and this year membership numbers are at a record high. We have been implementing new strategies to both support and encourage clubs to come up with new programmes and initiatives in order to attract new members – which is why the EDex, boost your mood, and rec offerings are so important.

### **Resource implications**

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

### **Risk Management**

41. Not applicable.

### **Equality & Diversity**

42. 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**

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

### **Consultation**

44. 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**

45. *Author and Presenter*

Eleri Connick  
Edinburgh University Students'  
Association President  
November 2018

### **Freedom of Information**

46. This paper is open



UNIVERSITY COURT

3 December 2018

**Strategic Plan 2016 Performance Measurement Framework**

**Description of paper**

1. A performance measurement framework has been developed to assess the University's performance against the Strategic Plan 2016. This is an overview of the performance measures progress for 2017-18.

**Action requested/Recommendation**

2. Court is invited to discuss and provide comments on progress against the measures for 2017-18.

*Paragraphs 3-12 have been removed as exempt from release due to FOI.*

**Risk Management**

13. Performance measurement is essential in allowing the University to monitor its exposure to various risks. Measures reported to Court focus on those that are highest impact and therefore a risk for the University.

**Equality & Diversity**

14. The strategic performance framework dashboards and other online or printed material comply with accessibility requirements.

15. The measures relating to 'Diversity of Staff Population' and 'Diversity of Student Population' are partially intended to monitor the impact that delivering the strategic plan has on different groups.

**Next steps/implications**

16. The measures will be published on the University website and as part of the Annual Report and Accounts.

17. In parallel, a refresh of the strategic plan is under development and will provide an opportunity to refresh the performance measures, particularly those for the 'Executive' level, to ensure that we are measuring what is critical for our success.

**Resource implications**

18. The collation and reporting of measures is managed by Governance and Strategic Planning with input from colleagues from across the University. Reporting on measures and refining the framework represent ongoing workload for these staff members.

**Consultation**

19. The measures have been discussed by Policy & Resources Committee. Colleagues from across the University contribute the underpinning data for the performance measures.



**Further information**20. Authors

Pauline Jones/Lynda Hutchison  
Governance and Strategic Planning  
26 November 2018

Presenter

Tracey Slaven  
Deputy Secretary, Strategic Planning

**Freedom of Information**

21. This paper is closed as the final version of the performance measures will be published after review by Court on the website: <https://www.ed.ac.uk/governance-strategic-planning/strategic-planning/strategic-plan/measuring-success>



UNIVERSITY COURT

3 December 2018

**Audit & Risk Committee Annual Report**

**Description of paper**

1. The Audit & Risk Committee's Annual Report provides Court with information on the key areas of the internal control environment, risk management, value for money and corporate governance. The purpose is to provide Court with sufficient assurance in these areas, prior to approving the Annual Report and Accounts for the year ended 31 July 2018.

**Action requested/Recommendation**

2. Court is invited to agree that the Report provides reasonable assurance that the University's internal control environment during 2017/18 was sufficiently adequate for Court to approve the Annual Report and Accounts.

*Paragraphs 3-5 have been removed as exempt from release due to FOI.*

**Risk Management**

6. The University has a low appetite for risks in the areas of compliance and finance.

**Equality & Diversity**

7. No major equality impacts have been identified.

**Next steps/implications**

8. The Report provides assurances to Court as part of the process to enable it to approve the Annual Report and Accounts 2017/18.

**Consultation**

9. The Report has been reviewed and approved by Audit & Risk Committee.

**Further information**

10. <u>Author</u> Kirstie Graham Deputy Head of Court Services November 2018	<u>Presenter</u> Alan Johnston, Convener of Audit and Risk Committee
---	--

**Freedom of Information**

11. Closed paper.



UNIVERSITY COURT

3 December 2018

**Report and Financial Statements for the Year Ended 31 July 2018  
Risk Management – Post Year End Assurance**

**Description of paper**

1. This paper provides an update on the process for providing Court with post year end assurances in support of the Annual Report and Accounts 2017/18.

**Action requested/Recommendation**

2. Court is invited to note the process and the verbal update provided at the meeting on any post year end events.

**Background and context**

3. At its 22 November meeting, Audit & Risk Committee noted that Court is expected to 'take account' of relevant events since 31 July 2018 up to the approval of the Annual Report and Accounts, and noted the external volatile environment.

**Discussion**

4. The Corporate Governance Statement in the Annual Report and Accounts 2017/18 states that *"By its 3 December 2018 meeting, Court had received the Audit and Risk Committee Report for the year ended 31 July 2018 and information from the Risk Management Committee; it also had taken account of relevant events since 31 July 2018"*.

5. To enable Court to receive assurance that the post 31 July 2018 events have been 'taken into account' the Convener of the Risk Management Committee asked each College and Professional Services Group to review their responses to the year-end risk questionnaire and provide details of any further major events or material issues that have arisen since 31 July 2018 or provide assurance that the responses reflect the position to date, up to the date of signing the accounts.

6. The Convener of the Risk Management Committee will therefore be able to inform Court, prior to approving the accounts, of any major events or material issues at the meeting.

**Resource implications**

7. There are no specific resource implications.

**Risk Management**

8. The University continues to manage the major risks in the University Risk Register as approved by Court in June 2018, and to monitor emerging issues.

**Equality & Diversity**

9. No specific equality and diversity issues are identified.

**Next steps/implications**

10. Following the update from the Convener of Risk Management Committee, Court will consider approval of the Annual Report and Accounts 2017/18.

**Consultation**

11. Each College and Professional Services Group was contacted to obtain updates or confirmation of nil returns.

**Further information**

12. Author & Presenter

Hugh Edmiston

Director of Corporate Services

26 November 2018

**Freedom of Information**

13. Open paper.



UNIVERSITY COURT

3 December 2018

Finance Director's Report

**Description of paper**

1. The paper updates Court on the first full year forecast review for 2018/19, the early repayment of external borrowing and the latest iteration of the Ten Year Forecast. Also included are two special focus updates on tuition fees income reporting and the overall long term borrowing position of the University.

**Action requested/Recommendation**

2. Court are asked to review and comment on the latest update. In particular, Court are asked to review and comment on the issues relating to the first full year forecast review of 2018/19.

*Paragraphs 3-27 have been removed as exempt from release due to FOI.*

**Equality & Diversity**

28. 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**

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

**Consultation**

30. The paper has been reviewed by Phil McNaull, Director of Finance.

**Further information**

31. Author  
Lee Hamill  
Deputy Director of Finance

Presenter  
Phil McNaull  
Finance Director

Lorna McLoughlin  
Head of FIRST (Financial Information,  
Reporting & Strategy Team)  
26 November 2018

**Freedom of Information**

32. Closed paper



## UNIVERSITY COURT

3 December 2018

### Draft Annual Report and Accounts 2017/18

#### Description of paper

1. The draft Annual Report and Accounts are attached as Appendix 1. Appendix 1 includes the provisional financial results for the University Group for the year ended 31 July 2018 and drafts of the main reports.

#### Action requested/Recommendation

2. Court is asked to review the Annual Report and Accounts to 31 July 2018 with a view to its approval.

3. At its meeting on 22 November, Audit & Risk Committee recommended the approval of the draft Annual Report and Accounts by Court.

*Paragraphs 4-11 have been removed as exempt from release due to FOI.*

#### Risk Management

12. A report, Understanding our risks, is included in the Annual Report and Accounts to 31 July 2018.

#### Equality & Diversity

13. University funds are managed in accordance with its policies on equality and diversity. The Operational review in the Annual Report and Accounts includes sections on social responsibility and sustainability and equality and widening participation.

#### Next steps/implications

14. The Annual Report and Accounts will be lodged with the Scottish Funding Council by 31 December 2018. A copy will be filed in due course along with the annual return for 2017/18 with the Office of the Scottish Charity Regulator.

#### Consultation

15. The key reports have been drafted in consultation with stakeholders and the figures have been prepared and reviewed by our external auditors, PwC. The Annual Report and Accounts 2017/18 were presented to Policy and Resources Committee on 19 November 2018 and Audit and Risk Committee on 22 November 2018.

#### Further information

16. <u>Author</u>	<u>Presenter</u>
Lee Hamill	Phil McNaul
Deputy Director of Finance	Director of Finance
23 November 2018	

#### Freedom of Information

17. This paper is closed. The release of the Annual Reports and Accounts is covered by the University publication schedule. The Reports and Financial

Statements will be published 30 days after adoption and signature by the Court on 3 December 2018 and the signing of the audit opinion by the external auditor.



UNIVERSITY COURT

3 December 2018

**Letter of Representation – University of Edinburgh  
Annual Report and Accounts 2017/18**

**Description of paper**

1. The draft letter of representation from PricewaterhouseCoopers LLP (PwC), in respect of the Annual Report and Accounts for the University Group for 2017/18, is attached as Appendix 1.

**Action requested/Recommendation**

2. Court is invited to approve the letter of representation and its signing by the Principal and the Vice-Convener.

*Paragraphs 3-6 have been removed as exempt from release due to FOI.*

**Risk Management**

7. A report, Understanding our risks, is included in the Annual Report and Accounts to 31 July 2018.

**Equality & Diversity**

8. University funds are managed in accordance with its policies on equality and diversity. The Operational review in the Annual Report and Accounts includes sections on social responsibility and sustainability and equality and widening participation.

**Next steps/implications**

9. The University's letter of representation will be signed by the Principal and the Vice-Convener after the Court meeting. It will then be sent to PwC so that they have the assurances in place to allow them to sign the audit certificate for the University's Annual Report and Accounts 2017/18.

**Consultation**

10. The letter of representation has been drafted by PwC and reviewed by the Audit & Risk Committee on 22 November 2018, who have recommended its approval by the Court.

**Further information**

11. <u>Author</u>	<u>Presenter</u>
Lee Hamill	Phil McNaull
Deputy Director of Finance	Director of Finance
23 November 2018	

**Freedom of Information**

12. This paper is closed. The letter is to be agreed by Court on 3 December 2018 for signature by the Principal and the Vice-Convener of Court. The release of the Reports and Financial Statements is covered by the University publication schedule. The reports and Financial Statements will be published 30 days after adoption and



signature by Court and the letter of representation will be also made available at that stage.



UNIVERSITY COURT

3 December 2018

**US GAAP Management Commentary and Financial Statements 2017/18**

**Description of paper**

1. The US GAAP Management Commentary and Financial Statements contain the financial results for the University Group for the financial year 2017/18 restated under US GAAP accounting rules.

**Action requested/Recommendation**

2. Court is invited to confirm approval of the US GAAP Management Commentary and Financial Statements to 31 July 2018, which are a restatement of the figures, and include an extract from the commentary, already reviewed in the Annual Report and Accounts to 31 July 2018 (Paper H2).

*Paragraphs 3-6 have been removed as exempt from release due to FOI.*

**Risk Management**

7. A risk report is included in the US GAAP Management Commentary for 2017/18.

**Equality & Diversity**

8. The University's commitment is detailed in the Social Responsibility and Sustainability section included in the US GAAP Management Commentary.

**Next steps/implications**

9. The US GAAP Management Commentary and Financial Statements will be sent to the US Department of Education following approval by Court and PwC, in time to meet the US Department of Education deadline of 31 January 2019.

**Consultation**

10. The US GAAP Management Commentary and Financial Statements have been drafted in consultation with stakeholders and the figures have been prepared and reviewed by External Audit.

**Further information**

11. <u>Author</u>	<u>Presenter</u>
Lee Hamill	Phil McNaul
Deputy Director of Finance	Director of Finance
27 November 2018	

**Freedom of Information**

12. This paper is closed. The release of the US GAAP Management Commentary and Financial Statements is covered by the University publication schedule. The Financial Statements will be published 30 days after adoption and signature by the Court on 3 December 2018 and the signing of the audit opinion by the external auditor.



UNIVERSITY COURT

3 December 2018

Medium Term Treasury Proposal

**Description of paper**

1. This paper summarises the proposed treatment of cash received in the recent debt raising exercise prior to its deployment to support the capital programme.

**Action requested/Recommendation**

*Paragraphs 2-18 have been removed as exempt from release due to FOI.*

**Equality & Diversity**

19. There are no equality and diversity issues noted in this proposal.

*Paragraph 20 has been removed as exempt from release due to FOI.*

**Consultation**

21. This proposal has the support of the Investment Committee and has been reviewed by the Director of Finance.

**Further information**

22. Author

Terry Fox  
Director, Finance Specialist Services  
23 November 2018

Presenter

Phil McNaull  
Director of Finance

**Freedom of Information**

23. This paper is closed.



## UNIVERSITY COURT

3 December 2018

### Social Investments Update – Progress and Next Steps

#### Description of paper

1. This paper summarises the University's journey on social investments to date and outlines required next steps to deliver agreed and effective governance.

#### Action requested/Recommendation

2. Court is invited to note the paper and approve the proposed revision to the Delegated Authority Schedule and Treasury Mandate.

#### Background and context

##### *Background – Responsible Investment Policy 2014-2016*

3. The potential for the University to make social investments was first identified as part of its review of 'responsible investment' and divestment issues including a consultation in 2014 and initial discussions with the Investment Committee in 2015. The review led to an updated Responsible Investment (RI) policy which was approved by Court in February 2016

([https://www.ed.ac.uk/files/atoms/files/responsible\\_investment\\_policy\\_statement.pdf](https://www.ed.ac.uk/files/atoms/files/responsible_investment_policy_statement.pdf)) and which included a commitment to further explore social investments.

4. There remain significant opportunities to invest for social and environmental good, potentially achieving a higher return than bank deposits, whilst supporting University objectives on sustainability, city deal and community engagement, student experience and widening opportunity.

5. Following approval of the Responsible Investment policy the Director of Social Responsibility and Sustainability held numerous discussions to shape the parameters for any commitments, identify priorities and potential investment opportunities. These included discussions with the Investment Committee (individually and collectively), Vice-Principal Planning, Resources & Research Policy; Director of Finance, Deputy Director of Finance and Director of Finance Specialist Services; University Secretary; Vice-Principal Global; Chief Operating Officer Edinburgh Innovations; Assistant Principal Community Relations; Scottish Government; numerous external bodies including Aberdeen Standard Investments, Mercer, PRI and those seeking investments.

##### *Court and Policy & Resources Committee Approvals 2017*

6. Appendix 1 reproduces for convenience the Court minute of 24 April 2017 and the Policy & Resources Committee minute of 5 June 2017. Essentially Court approved the principle of social investments (up to initially £5m with an intention of up to £8m), a required return of inflation +1.5%, and delegated decisions on two initial investments to PRC.

7. Policy & Resources Committee approved two first investments totalling £1.5m with the Big Issue Invest (subsequently made) and agreed that a model for social investments management was needed – led by the Departments of Finance and

Social Responsibility and Sustainability. Additionally, it was agreed that the treasury mandate should be extended to include social investments.

7. To date, investments have performed as expected and positive coverage secured for the University's initiatives in this area - believed to be the first by a UK university.

8. Note that the clear agreement was that social investments would be made using treasury funds under a separate mandate, and not as part of endowment fund investments.

## **Discussion**

### *Further Discussions 2017-2018*

9. Following the Court and Policy & Resources Committee discussions and the first two investments, extensive further internal discussions were held to identify the correct bodies to efficiently identify our social investment priorities, ensure proper commercial and business scrutiny of business plans and ensure a pipeline of potential investments were forthcoming.

10. These discussions included discussions with individual members of the Investment Committee, a presentation from Social Investment Scotland to the Committee in November 2017, a detailed paper from the Director of Social Responsibility and Sustainability to the Investment Committee in November 2017 setting out the proposed investment approach, and two papers on potential governance of investments (including social investments) in March and August 2018. The issue was also discussed at Industry Engagement Advisory Group in January 2018.

11. Following these positive discussions, a paper on the 'landscape' of investments including the governance of social investments was presented to University Executive on 11 June 2018 and to Policy & Resources Committee on 19 November 2018. These proposals included advice via the new ESG Advisory Group chaired by the Director of Corporate Services Group; key roles for Finance, Social Responsibility and Sustainability and Edinburgh Innovations in delivering the required analysis and oversight; responsibility for generating social investment priorities and strategy via the Social Responsibility and Sustainability Committee. Subsequently, Social Responsibility and Sustainability Committee agreed this extension to its remit in October 2018.

### *Current Status and Next Steps*

12. In summary, the University has currently agreed the principle of social investments and made two investments totalling £1.5m. University Executive noted the proposed governance model in June 2018 and Investment Committee are content with the overall approach. Social Responsibility and Sustainability Committee has agreed an extension to its remit to provide advice and oversight of social and environmental investment priorities.

13. It is proposed investments up to £1m would be via the delegated authority schedule with larger investments approved by Policy & Resources Committee (expected to be a limited number of these). The next planned investment is likely to

be just under £1m [the remainder of paragraph 13 has been removed as exempt from release due to FOI.]

14. The suggested change to the treasury mandate is:

- *“In line with the limits outlined in the Delegated Authority Schedule the Director of Finance may approve investments aligned to Social Impact and financial objectives, either directly or through managed funds, in accordance with direction provided by University Court.”*

15. Investment Committee discussed this change at its August 2018 meeting and was content.

16. Additionally, a change to the Delegated Authority Schedule is required. This would be an amendment to section 6(c) of the Delegated Authority Schedule:

- “- the Director of Finance has Delegated Authority to approve Social Investments of up to £1m, within the approved Treasury Mandate parameters.”

17. The required next steps are therefore:

- Approval of the extension of the treasury mandate by Court as soon as possible to allow the next proposed investment of (just under) £1m to be made
- Approval of the change to the Delegated Authority Schedule
- This then allows a more efficient handling of smaller investments (sub-£1m) with scrutiny as described above and annual reporting to Investment Committee and Policy & Resources Committee.
- All proposals above £1m for investment will continue to require Policy & Resources Committee approval
- A social investment and social enterprise strategy will be prepared for the medium term
- In due course a proposed further update to Court including the social investment strategy and permission to invest up to £8m will be sought

### **Resource implications**

18. Resources invested would come from treasury funds. Assessment, management and reporting would be via existing resources in Corporate Services Group.

### **Equality & Diversity**

19. Social investments would be expected to benefit society and the environment, with consequent benefits for disadvantaged groups, those affected by climate change (disproportionately women and those in poorer communities) and disadvantaged groups such as homeless people or ethnic minorities.

### **Next steps/implications**

20. As set out in paragraph 17 above.

### **Consultation**

21. The paper has been reviewed and recommended for approval by Policy & Resources Committee. An addition to the Treasury Mandate to reference financial objectives alongside social impact objectives was suggested by PRC and has been incorporated in this paper.

### **Further information**

22. Author

Dave Gorman

Director, Social Responsibility & Sustainability

22 November 2018

Presenter

Phil McNaul

Director of Finance

### **Freedom of Information**

23. Open paper aside from details of proposed next investments – to be published after investments have been authorised.

### **Court Minute – 24 April 2017**

A proposal for the University to support its overall vision to deliver impact for society by investing in targeted social finance opportunities was reviewed. Court discussed the growth and success of social finance investment in recent decades, the University's recognition as a sector leader in responsible investment, reputational implications and the appropriate governance of social finance investments, including the roles of Policy & Resources Committee and Investment Committee.

Court welcomed the overall principle of developing social finance investment and noted that individual proposals will be brought forward in due course. Court agreed to delegate to Policy & Resources Committee decision-making authority to consider an initial social finance investment.

### **Policy & Resources Committee Minute – 5 June 2017**

#### *Social Finance Investment Proposal*

Following the support in principle for developing social finance investment opportunities granted at the 24 April 2017 Court meeting, the Committee considered an initial social finance investment opportunity. An initial investment was approved under authority delegated by Court and the initiative to extend the University's Treasury mandate to include social finance investments endorsed.

(The paper contained the following next steps)

- Finalise and activate proposed investments in Big Issue Invest of £1.5m
- Develop portfolio model and governance proposals for consideration by Central Management Group and Court.
- Report on progress with initial investments against expected returns/impact.





UNIVERSITY COURT

3 December 2018

**Student Residential Accommodation Strategy 2018-2028**

**Description of paper**

1. This paper presents the Student Residential Accommodation Strategy 2018-2028 for approval.

*Paragraphs 2-28 have been removed as exempt from release due to FOI.*

**Equality & Diversity**

29. Equality and Diversity implications will be considered as a part of each residential project.

*Paragraphs 30–33 have been removed as exempt from release due to FOI.*

**Further information**

34. Authors

Steven Poliri  
Estates Development Manager  
Richard Kington  
Director of Accommodation, Catering  
and Events (ACE)  
Michelle Christian  
Assistant Director, ACE  
23 November 2018

Presenter

Hugh Edmiston  
Director of Corporate Services

**Freedom of Information**

35. The paper should remain closed until the consultation process is concluded as disclosure would substantially prejudice the commercial interests of the University.



**UNIVERSITY COURT**

**3 December 2018**

**Staff Survey Update**

**Description of paper**

1. The University has recently published the results of its first all-staff engagement survey. This paper outlines some of the findings and next steps.

**Action requested/Recommendation**

2. Court is invited to note the contents.

**Background and context**

3. The first Strategic Retreat led by the new Principal identified the lack of current broad-based evidence of staff opinion as an important gap. The University Executive commissioned an engagement survey to report during 2018 so that themes could be considered as part of the Strategic Review along with student surveys and other inputs during the Principal's first year.

4. ORC was chosen to run the survey because of its experience with similar ones for other higher education institutions, including around 15 Russell Group comparators. The online survey was open for three weeks during September. Individuals with no system access were supplied with paper versions.

5. The questions and the reporting hierarchy were agreed by the Senior Leadership Team and the methodology outlined by ORC was endorsed by senior staff from the Business School.

6. The Senior Leadership Team desired speed and transparency so reports were made available to managers on 14 November and to all staff on 19 November. Everyone can see any area they are interested in as well as aggregated responses for Colleges/Professional Services and the overall University one (attached as Appendix 1). No reports are available for teams smaller than 10, or where fewer than 10 people responded.

7. In addition to the quantitative data, there is rich qualitative evidence in c14,000 free text responses. These will be made available to a more restricted audience once a suitable approach has been tested that ensures confidentiality, protects individuals and allows appropriate segmentation.

8. Initial discussions about the results have been held with the Senior Leadership Team and the University Executive. A briefing has taken place with the Joint Trades Unions. The Senior Leaders Forum discussed in detail two key themes; "what more do we need to do to address bullying and harassment", and "what can we as leaders do to make sure action is taken as a result of the survey".

9. Over the next months more detailed analysis and action-planning will be undertaken at all levels and across all areas of the University. A key theme of the

output is workload pressure so it is important that any additional activity is appropriately targeted and prioritised amongst all the work already in place.

10. The survey will be repeated after at least two years. Any earlier will not allow sufficient time for actions to flow through into tangible results.

### **Discussion**

11. Our response rate of 46% (6,600 people) is about par for a first survey (ORC norm c50%). We recognise that a substantial number of people chose not to complete and we need to ensure they feel part of the follow-up work.

12. The composite engagement score of 67% is 4% below the Russell Group comparator. Whilst allowing scope for improvement, context is important and this survey was the only one carried out following the Universities Superannuation Scheme (USS) dispute, during the trade union ballots on pay and in the midst of Brexit uncertainty.

13. There are some clear strengths. The top 3 responses were:

1. Q21. I have good relationships with the colleagues I work with (91%)
2. Q23b. I am treated with fairness and respect by: Colleagues (89%)
3. Q45. I am proud to work for the University (82%)

14. There are inevitably areas of concern. The bottom 3 responses were:

- a. Q11. Poor performance is dealt with effectively where I work (20%)
- b. Q41. The University manages change effectively (24%)
- c. Q42. When changes are made, they are usually for the better (26%)

15. Of particular concern (and equally a significant opportunity) is that only 36% of respondents believe action will be taken as a result of this survey. Generally speaking, scores associated with how the University manages change are low.

16. Other areas of focus include working environment and wellbeing, reward and recognition and performance and development.

### **Resource implications**

17. Managers and staff will need to invest time to understand the results for their areas and to develop appropriate actions. Money may be required to fund certain initiatives. This will need to be considered in the round as part of the planning process.

### **Risk Management**

18. There is a risk associated with being seen to take insufficient action in light of the survey. It will be challenging to satisfy everyone. There is significant activity already across the University and it will be important to prioritise carefully to avoid initiative overload.

### **Equality & Diversity**

19. There are no immediate issues. Any plans will need to be appropriately tested to ensure they do not impact negatively on inclusion. A well-thought through approach over the next few years will support and enhance our inclusion agenda.

### **Next steps/implications**

20. There is already significant activity underway to improve staff policies, reduce inequality and create a better working environment. We will review these focus areas to ensure they remain priorities against the backdrop of the survey and also where/if we need to launch targeted new initiatives.

21. There is a broad spectrum of scores against all questions, so it is important that we explore those internal differences to uncover hot spots and highlights. This work will also allow us to delve into root causes rather than action symptoms. Further analysis is being done on differences between academics and professional services, protected characteristics and on using the open comments to explore the details behind the numerical data.

22. Leadership teams across the University are reviewing their responses to the data and agreeing local actions. The University Executive will consider further appropriate University-wide responses.

### **Consultation**

23. All staff will need to be given every opportunity to feel part of the creation of action plans appropriate to their areas of interest and work.

### **Further information**

24. *Author and Presenter*

James Saville  
Director of HR

### **Freedom of Information**

25. Open paper.

## UOE ENGAGEMENT SURVEY

RESPONSE  
RATE:

46%

University of Edinburgh

RESPONSES:

6619  
of 14296



YOUR  
EMPLOYEE  
ENGAGEMENT  
SCORE:



67%

VARIANCE from BENCHMARK:

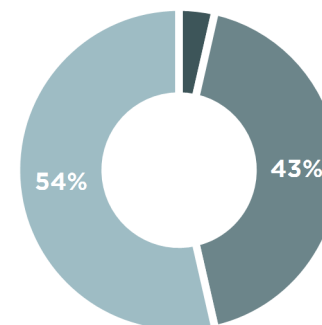
-4

**Employee engagement** is about more than just satisfaction. It's a mutually beneficial relationship between the employee and organisation. Engagement is a good indicator of how connected they are to the organisation and in helping it to achieve its goals.

**Benchmark group:** Russell Group Universities

### VARIANCE FROM BENCHMARK

- 1 question above
- 12 questions in line
- 15 questions below



## WHAT NOW?

### 1. TAKE THE TIME TO EXPLORE

AND UNDERSTAND THE RESULTS IN THIS REPORT.

### 2. DISCUSS THE RESULTS WITH YOUR TEAM

IDENTIFY THE THINGS TO CELEBRATE (STRENGTHS) OR IMPROVE (ACTION AREAS).

### 3. WORK TOGETHER

TO BUILD A PLAN OF ACTION.



### TOP 3 HIGHEST SCORING QUESTIONS:

% POSITIVE

**Q21.** I have good relationships with the colleagues I work with

91%

**Q23b.** I am treated with fairness and respect by: Colleagues

89%

**Q45.** I am proud to work for the University

82%



### BOTTOM 3 LOWEST SCORING QUESTIONS:

% POSITIVE

**Q11.** Poor performance is dealt with effectively where I work

20%

**Q41.** The University manages change effectively

24%

**Q42.** When changes are made, they are usually for the better

26%

# EMPLOYEE ENGAGEMENT

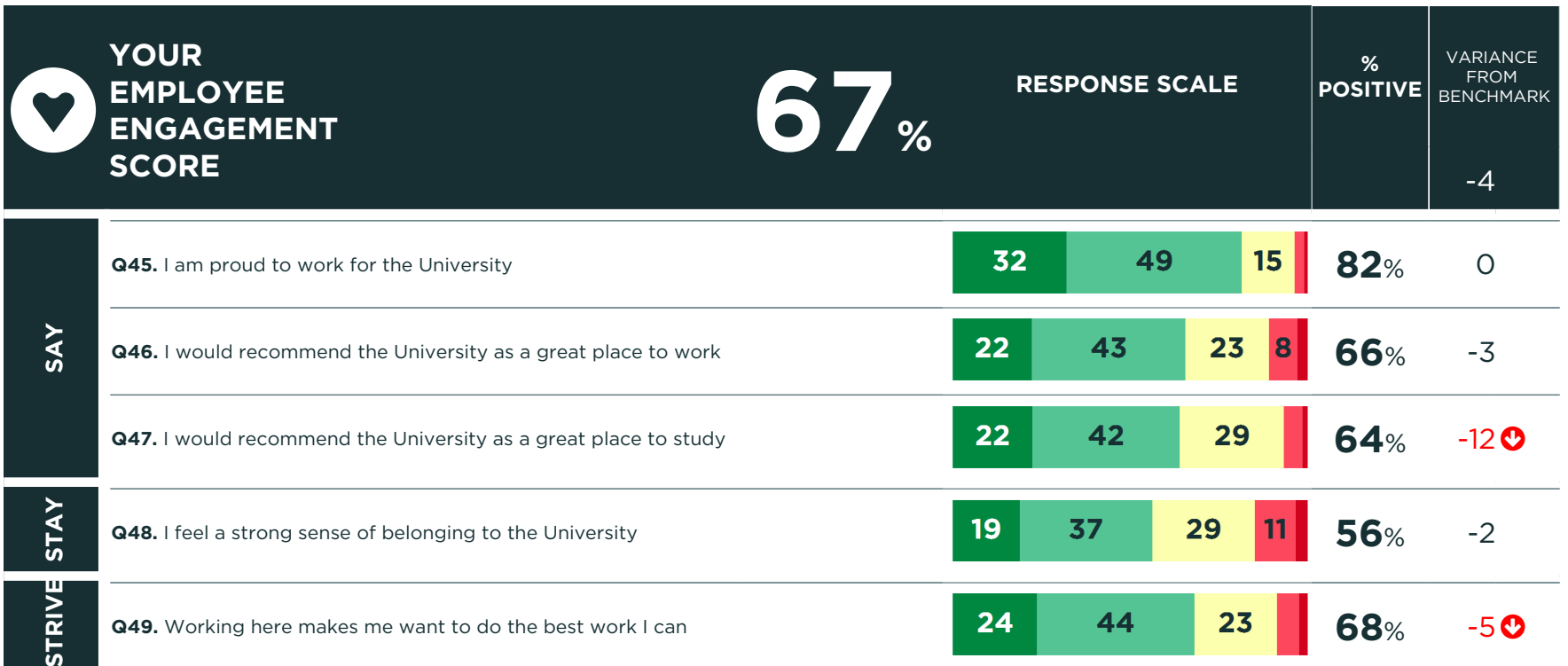


## HOW ENGAGED IS YOUR TEAM?

THESE RESULTS PROVIDE A MEASURE OF ENGAGEMENT FOR YOUR TEAM.

YOUR ENGAGEMENT SCORE ISN'T JUST ABOUT HOW MUCH PEOPLE LIKE WORKING FOR YOU. IT ALSO MEASURES THE EMOTIONAL CONNECTION AND COMMITMENT COLLEAGUES HAVE TO WORKING FOR THE ORGANISATION.

THERE'S A LOT OF EVIDENCE TO SHOW A STRONG LINK BETWEEN ENGAGED COLLEAGUES AND IMPROVED BUSINESS PERFORMANCE.



KEY

BENCHMARK GROUP:  
RUSSELL GROUP UNIVERSITIES



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



# ALL QUESTIONS



## EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

## IS THERE ROOM FOR IMPROVEMENT?

### MY ROLE AT THE UNIVERSITY

75%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM BENCHMARK

Q1. My work gives me a feeling of personal accomplishment



77%

-3

Q2. My role makes good use of my skills and abilities



74%

-3

Q3. I am clear what I am expected to achieve in my role



73%

-11 ↓

Q4. As long as I get the work done, I have the freedom to work in a way that suits me



76%

-9 ↓

### INFORMED AND EQUIPPED

54%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM BENCHMARK

Q5. I have the information I need to do my job well



65%

-

Q6. I am kept informed about matters affecting me



51%

-10 ↓

Q7. I think it is safe to speak up and challenge the way things are done in the University



42%

-15 ↓

Q8. I have the resources I need to complete my job effectively



56%

+2

BENCHMARK GROUP: RUSSELL GROUP UNIVERSITIES

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



# ALL QUESTIONS



## EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

## IS THERE ROOM FOR IMPROVEMENT?

PERFORMANCE AND DEVELOPMENT	41%	RESPONSE SCALE					% POSITIVE	VARIANCE FROM BENCHMARK
Q9. I found my last Annual Review or Probationary Meeting useful	13	41	26	13	7	54%	-	
Q10. I receive regular and constructive feedback on my performance	10	35	25	21	8	46%	-6 ↓	
Q11. Poor performance is dealt with effectively where I work	17	40	25	14		20%	-	
Q12. Good performance is recognised and appreciated at the University		29	31	22	11	36%	-	
Q13. The training and development opportunities I receive help me to do my job more effectively	10	42	31	12		51%	-	
Q14. I am satisfied about my opportunities for career development	8	31	28	20	13	39%	-	

**KEY** BENCHMARK GROUP: RUSSELL GROUP UNIVERSITIES

↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR  
↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree (Dark Green) | Agree (Light Green) | Neither (Yellow) | Disagree (Red) | Strongly disagree (Dark Red)



# ALL QUESTIONS



## EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

## IS THERE ROOM FOR IMPROVEMENT?

### REWARD AND RECOGNITION

# 52%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM BENCHMARK

QUESTION	9	38	28	18	8	% POSITIVE	VARIANCE FROM BENCHMARK
Q15. I feel that my contributions to the University are valued	9	38	28	18	8	47%	-
Q16. I am satisfied with the benefits package provided by the University	8	39	31	15		47%	-20 ↓
Q17. Considering my duties and responsibilities, I feel my pay is fair	8	40	21	22	10	48%	-1
Q18. My manager recognises and acknowledges when I do my job well	23	42	19	11		65%	-7 ↓

### KEY

BENCHMARK GROUP: RUSSELL GROUP UNIVERSITIES



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



# ALL QUESTIONS



## EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

## IS THERE ROOM FOR IMPROVEMENT?

### WORKING ENVIRONMENT AND WELLBEING

67%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM BENCHMARK

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Variance from Benchmark
Q19. I am satisfied with my physical working environment	13	49	16	16	5	62%	-7 ↓
Q20. Health and Safety is taken seriously in the University	23	53	16	8	0	76%	-
Q21. I have good relationships with the colleagues I work with	42	50	7	0	0	91%	-
Q22. As an employer the University treats me with respect	18	48	22	8	4	66%	-13 ↓
Q23a. I am treated with fairness and respect by: Manager	41	41	11	8	0	81%	-2
Q23b. I am treated with fairness and respect by: Colleagues	39	49	9	3	0	89%	-

#### KEY

BENCHMARK GROUP: RUSSELL GROUP UNIVERSITIES



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree   Agree   Neither   Disagree   Strongly disagree





## EXPLORE THE FULL RESULTS

- THESE PAGES SHOW THE NON STANDARD QUESTIONS ASKED IN THE SURVEY AND HOW THE PROPORTION OF COLLEAGUES RESPONDED.

- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

## IS THERE ROOM FOR IMPROVEMENT?

### WORKING ENVIRONMENT AND WELLBEING

RESPONSE SCALE

RESPONSE COUNT

%

**Q23c.** I am treated with fairness and respect by: Students

**6459**

Response	Response Scale	Response Count	%
Strongly agree		1181	18%
Agree		2557	40%
Neither agree nor disagree		1120	17%
Disagree		180	3%
Strongly disagree		48	1%
N/A		1373	21%

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# ALL QUESTIONS



## EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

## IS THERE ROOM FOR IMPROVEMENT?

## WORKING ENVIRONMENT AND WELLBEING

# 67%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM BENCHMARK

<b>Q24.</b> In the last year, whilst working for the University, I have personally experienced bullying/harassment (Yes/ No/ Prefer not to say)	11	83		83%	-2		
<b>Q25.</b> In the last year, whilst working for the University, I have personally experienced discrimination (Yes/ No/ Prefer not to say)	7	88		88%	-		
<b>Q26.</b> My department deals effectively with bullying/harassment	8	26	51	10	34%	-	
<b>Q27.</b> My department deals effectively with discrimination	10	30	52		40%	-	
<b>Q28.</b> Inappropriate behaviour is dealt with effectively where I work	9	31	43	13	39%	-	
<b>Q29.</b> I feel able to be myself at work	25	56	12		81%	-	
<b>Q30.</b> I feel comfortable with the pressure placed upon me in my role	13	50	18	14	63%	+2	
<b>Q31.</b> I am able to strike the right balance between my work and home life	13	43	17	18	9	56%	-1
<b>Q32.</b> I am satisfied with the support in place to help me manage my health and wellbeing at work	11	40	27	15		51%	-

### KEY

BENCHMARK GROUP: RUSSELL GROUP UNIVERSITIES



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



# ALL QUESTIONS



## EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

## IS THERE ROOM FOR IMPROVEMENT?

### MY MANAGER

65%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM BENCHMARK

QUESTION	35	42	14	77%	-
<b>Q33.</b> My manager is supportive	35	42	14	77%	-
<b>Q34.</b> My manager encourages me to come up with new or better ways of doing things	28	38	21	66%	-
<b>Q35.</b> I am encouraged to take up training and development opportunities	24	42	22	67%	-
<b>Q36.</b> My manager communicates effectively	23	41	19	64%	-
<b>Q37.</b> I am supported to progress in my career	18	33	27	51%	-

### KEY

BENCHMARK GROUP: RUSSELL GROUP UNIVERSITIES



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



# ALL QUESTIONS



## EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

## IS THERE ROOM FOR IMPROVEMENT?

### LEADERSHIP AND CHANGE

# 32%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM BENCHMARK

Question	8	34	25	22	10	% Positive	Variance from Benchmark
<b>Q38.</b> Senior leaders are sufficiently visible	8	34	25	22	10	42%	+6 ↑
<b>Q39.</b> I believe the Senior leaders has a clear vision for the future of the University		28	44	14	7	35%	-10 ↓
<b>Q40.</b> I have confidence in the leadership within the University		30	40	16	9	36%	-
<b>Q41.</b> The University manages change effectively		20	40	24	13	24%	-9 ↓
<b>Q42.</b> When changes are made, they are usually for the better		22	46	19	9	26%	-3
<b>Q43.</b> The reasons behind decisions are usually explained to me		26	30	27	13	30%	-
<b>Q44.</b> I have the opportunity to contribute my views before changes are made which affect my role		26	33	23	14	30%	-20 ↓

BENCHMARK GROUP: RUSSELL GROUP UNIVERSITIES

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



# ALL QUESTIONS



## EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

## IS THERE ROOM FOR IMPROVEMENT?

PERCEPTIONS OF THE UNIVERSITY	67%	RESPONSE SCALE	% POSITIVE	VARIANCE FROM BENCHMARK
Q45. I am proud to work for the University	32	49	15	82% 0
Q46. I would recommend the University as a great place to work	22	43	23	8 66% -3
Q47. I would recommend the University as a great place to study	22	42	29	64% -12 ↓
Q48. I feel a strong sense of belonging to the University	19	37	29	11 56% -2
Q49. Working here makes me want to do the best work I can	24	44	23	68% -5 ↓

**KEY** BENCHMARK GROUP: RUSSELL GROUP UNIVERSITIES

↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR  
↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree (Dark Green) | Agree (Light Green) | Neither (Yellow) | Disagree (Pink) | Strongly disagree (Red)

# ALL QUESTIONS



## EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

## IS THERE ROOM FOR IMPROVEMENT?

### NEXT STEPS

# 36%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM BENCHMARK

**Q50.** I believe that action will be taken following this survey



BENCHMARK GROUP: RUSSELL GROUP UNIVERSITIES

KEY

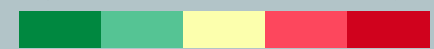


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree   Agree   Neither   Disagree   Strongly disagree

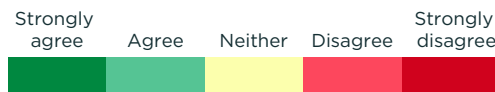




# GUIDE TO THIS REPORT

## % POSITIVE

WHERE RESULTS ARE SHOWN AS POSITIVE PERCENTAGES (% POSITIVE), THESE ARE CALCULATED BY ADDING TOGETHER POSITIVE RESPONSES ("STRONGLY AGREE" + "AGREE") AND DIVIDING BY THE NUMBER OF RESPONDENTS WHO ANSWERED THE QUESTION.



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \% \text{ POSITIVE}$$

## ROUNDING

RESULTS ARE PRESENTED AS WHOLE NUMBERS FOR EASE OF READING, WITH ROUNDING PERFORMED AT THE LAST STAGE OF CALCULATION FOR MAXIMUM ACCURACY. VALUES FROM X.00 TO X.49 ARE ROUNDED DOWN AND VALUES FROM X.50 TO X.99 ARE ROUNDED UP. THEREFORE IN SOME INSTANCES, RESULTS MAY NOT TOTAL 100%.

	STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE	TOTAL
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%
NUMBER OF POSITIVE	<b>151 + 166 = 317</b>					
% POSITIVE	<b>317 ÷ 613 = 52%</b>					

## ANONYMITY

IT IS ORC INTERNATIONAL'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS TO THE EXTENT WHERE THE ANONYMITY OF INDIVIDUALS MAY BE COMPROMISED. RESULTS FOR TEAMS WITH LESS THAN 10 WILL NOT RECEIVE AN INDIVIDUAL REPORT. HOWEVER, THEIR DATA WILL STILL CONTRIBUTE TO THE SCORES FOR THEIR GROUP AND THE ORGANISATION OVERALL.



UNIVERSITY COURT

3 December 2018

**Composition of the University Court Ordinance**

**Description of paper**

1. This paper provides a final draft Ordinance to effect the changes to Court's composition approved by Court in September 2017.

**Action requested/Recommendation**

2. Court is invited to
- consider the responses received during the statutory consultation;
  - approve a final draft Ordinance for submission to the Privy Council Office.

**Background and context**

3. At its meeting on 1 October, Court approved the transmission of a draft Ordinance for statutory consultation over an eight week period. The draft Ordinance was developed to implement Court's decision in September 2017 to amend its composition in light in the Higher Education Governance (Scotland) Act 2016 (hereafter, the 'Governance Act').

4. The consultation process involved issuing the draft Ordinance to Senate and the General Council for comment and publishing the draft Ordinance on the University's website and on the Old College noticeboard for comment by any other interested party.

**Discussion**

*Consultation responses*

- Senate considered the proposals at its meeting on 3 October. No comments were made at the meeting or received subsequently;
- The General Council's Business Committee and Constitutional Standing Committee considered the proposals at their respective meetings of 11 October and 18 October. A written consultation response was received on 26 November and is included in Appendix 1. Subsequent discussions on the proposed joint Chancellor's Assessor and General Council Assessor position have taken place and are covered below;
- Minor drafting comments have been received from Scottish Government officials and legal advisors and amendments responding to these comments are marked up in the revised draft Ordinance in Appendix 2;
- No comments have been received from other interested parties.

*Joint Chancellor's Assessor & General Council Assessor position*

5. Currently, the Chancellor is entitled to nominate a Chancellor's Assessor as a member of Court and, separately, General Council members are entitled to elect three General Council Assessors as members of Court. The Governance Act removed the requirement for Court to include a Chancellor's Assessor and three General Council Assessors but Court agreed in September 2017 to propose:

- Two General Council Assessor positions to be appointed by Court following an open advertisement and recruitment process overseen by the joint Court-

General Council Selection Panel chaired by the Convener of Nominations Committee.

- One joint Chancellor’s Assessor and General Council Assessor – to be formally appointed by the Chancellor on the recommendation by Court, which in turn would act upon the advice of a joint Court-General Council Selection Panel chaired by the Convener of Nominations Committee;

6. Following further late clarification of the expectations surrounding the Chancellor’s Assessor position, the Nominations Committee recommends that the joint position be split such that:

- The Chancellor continues to nominate a Chancellor’s Assessor as presently;
- Three General Council Assessor positions are appointed by Court following an open advertisement and recruitment process overseen by the joint Court-General Council Selection Panel chaired by the Convener of Nominations Committee.

7. In order to keep the planned new size of Court to 23, as previously agreed, Nominations Committee recommend in a compensating measure that one of the eight co-opted member positions is recruited via the joint Court-General Council Selection Panel and becomes a General Council Assessor position. This would keep Court to the planned size of 23 members, maintain the planned lay and non-lay balance and the position would continue to be co-opted (i.e. appointed) by Court using an open recruitment process, which will be focused on skills needs. The flexibility for Court to appoint up to two additional co-opted members remains. The new composition of Court would change as follows:

*Table 1: Initial draft new composition of Court*

<b>Lay</b>			<b>Staff / Students</b>		
Rector	1	Elected	Principal	1	Ex-officio
Senior Lay Member	1	Elected	Professional Services Staff Member	1	Elected
Co-opted General Council Members incl. 1 joint Chancellor’s & General Council Member	3	Appointed	Academic Staff Members (2 elected by Senate, 1 elected by all academic staff)	3	Elected
City of Edinburgh Council	1	Nominated	Trade Unions (1 Academic, 1 Professional Services)	2	Nominated
Co-opted members	8*	Appointed	Student representatives	2	Elected
<b>Sub-total</b>	<b>14</b>		<b>Sub-total</b>	<b>9</b>	
<b>Total</b>			<b>23</b>		

*\* with the flexibility to appoint up to a further 2 Co-opted members should Court feel that there are any particular skills shortages on Court or its committees.*

Table 2: Amended draft new composition of Court

Lay			Staff / Students		
Rector	1	Elected	Principal	1	Ex-officio
Senior Lay Member	1	Elected	Professional Services Staff Member	1	Elected
Co-opted General Council Members	3	Appointed	Academic Staff Members (2 elected by Senate, 1 elected by all academic staff)	3	Elected
Chancellor's Assessor	1	Nominated	Trade Unions (1 Academic, 1 Professional Services)	2	Nominated
City of Edinburgh Council	1	Nominated	Student representatives	2	Elected
Co-opted members	7*	Appointed			
<i>Sub-total</i>	<b>14</b>		<i>Sub-total</i>	<b>9</b>	
<b>Total</b>			<b>23</b>		

\* with the flexibility to appoint up to a further 2 Co-opted members should Court feel that there are any particular skills shortages on Court or its committees.

### Resource implications

8. Implementation of the Governance Act is expected to be met from within existing budgets.

### Risk Management

9. The University's Statement of Risk Policy and Risk Appetite states that 'The University places great importance on compliance, and has no appetite for any breaches in statute, regulation' – compliance with the Governance Act is a statutory requirement and the draft Ordinance will ensure that the Court composition is compliant with the Governance Act before the deadline of the end of 2020.

### Equality & Diversity

10. One of the core principles used by Court when it assessed options for revising its composition was improving the gender balance and the diversity of Court membership more widely. The new composition of Court increases the number of members appointed by Court itself, increasing the ability of Court to actively improve the equality and diversity of its membership.

### Next steps/implications

11. If Court is content, the Ordinance will be submitted to the Privy Council Office for approval by the Scottish Universities Committee and by Her Majesty in Council.

### Consultation

12. Nominations Committee has reviewed and recommended the amendments set out above having considered consultation responses.

**Further information**

13. Author

Lewis Allan  
Head of Court Services  
26 November 2018

Presenter

Sarah Smith  
University Secretary

**Freedom of Information**

14. Open paper aside from Appendix 1.

## Appendix 2: Draft New Ordinance

### [DRAFT] UNIVERSITY OF EDINBURGH ORDINANCE No XXX

#### COMPOSITION OF THE UNIVERSITY COURT

At Edinburgh, the xxx Day of xxx, Two thousand and xxx.

WHEREAS the Universities (Scotland) Act 1966, Schedule 2, Part 1, paragraph 1 empowers the University Court to amend its own composition, which is at present regulated by University of Edinburgh Ordinance No 187 (Composition of the University Court) as amended by University of Edinburgh Ordinance No 192 (Local Authority Membership of the University Court):

AND WHEREAS the University Court deems it expedient to amend its own composition in order that it may comply with the requirements of the Higher Education Governance (Scotland) Act 2016:

THEREFORE the University Court, in exercise of the powers conferred upon it by Section 3 of the Universities (Scotland) Act 1966, and with particular reference to paragraph 1 of Part 1 of Schedule 2 to that Act, hereby statutes and ordains:

1. The University Court of the University of Edinburgh shall consist of:
  - (a) the Rector;
  - (b) the Principal;
  - (c) the Senior Lay Member appointed in accordance with section 8 of the Higher Education Governance (Scotland) Act 2016;
  - (d) one person appointed by being elected by the members of the academic staff from among their own number, in accordance with sections 10 and 11 of the Higher Education Governance (Scotland) Act 2016;
  - (e) one person appointed by being elected by the members of the professional services staff from among their own number, in accordance with sections 10 and 11 of the Higher Education Governance (Scotland) Act 2016;
  - (f) one person appointed by being nominated by a trade union from among the academic staff of the University who are members of a branch of a trade union that has a connection with the University, in accordance with sections 10 and 12 of the Higher Education Governance (Scotland) Act 2016;
  - (g) one person appointed by being nominated by a trade union from among the professional services staff of the University who are members of a branch of a trade union that has a connection with the University, in accordance with sections 10 and 12 of the Higher Education Governance (Scotland) Act 2016;
  - (h) two persons appointed by being elected from among its members by the Senatus Academicus;
  - (i) two persons appointed by being nominated by the Students' Association from among the students of the University, in accordance with sections 10 and 12 of the Higher Education Governance (Scotland) Act 2016;
  - (j) one person appointed by being nominated by the City of Edinburgh Council who will not be a member of staff or student of the University;
  - (k) ~~two~~three persons appointed by the University Court who shall be members of the General Council of the University and will not be members of staff or students of the University;
  - (l) one person appointed by being nominated by the Chancellor of the University ~~following the recommendation of the University Court who shall also be a member of the General Council of the University and~~ will not be a member of staff or student of the University; and

## Appendix 2: Draft New Ordinance

(m) such persons, not usually exceeding ~~seve~~~~neight~~ in number and up to a maximum of ~~ninete~~~~n~~, as may be appointed by the University Court, who will not be members of staff or students of the University.

2. The persons appointed under sub-paragraphs 1(d), 1(e), 1(h), 1(j), 1(k) and 1(l) are assessors for the purposes of the Universities (Scotland) Acts 1889 and 1966.

3. The Rector may nominate an assessor who shall be entitled to attend meetings of the University Court. At any meeting of the Court at which the Rector is not present, the assessor shall be entitled to vote.

### COMMENCEMENT OF THIS ORDINANCE

4. Sections 1(k) and 1(l) and Sections 42 to 9 (inclusive) shall come into force on 1 August 2019.

5. Section 1(c) shall come into force on the earlier of 1 August 2020 and the date on which the first Senior Lay Member appointed in accordance with section 8 of the Higher Education Governance (Scotland) Act 2016 takes office.

6. Sections 1(a) to 1(b) (inclusive) and sections 1(d) to 1(j) (inclusive) and section 1(m) shall come into force on 1 August 2020.

### REVOCATION OF UNIVERSITY ORDINANCES 187 and 192

7. Sections 1(d) and 1(e) of University of Edinburgh Ordinance No. 187 (Composition of the University Court) will be revoked on 1 August 2019.

8. Sections 1(a) to 1(c) (inclusive) and 1(f) to 6 (inclusive) of University of Edinburgh Ordinance No. 187 (Composition of the University Court) will be revoked on 1 August 2020.

9. University of Edinburgh Ordinance No. 192 (Local Authority Membership of the University Court) will be revoked on 1 August 2020.

IN WITNESS WHEREOF these presents are sealed with the Common Seal of the University Court of the University of Edinburgh and subscribed on behalf of the Court in terms of the Requirements of Writing (Scotland) Act 1995.

*Professor Peter Mathieson*

Member of the University Court

*Sarah Smith*

University Secretary

Approved by Order in Council, dated xxx



UNIVERSITY COURT

3 December 2018

**Governance Code: Remuneration**

**Description of paper**

1. The paper proposes amendments to Remuneration Committee's membership and its reporting arrangements with Court in light of the revised Scottish Code of Good Higher Education Governance (hereafter, the 'Governance Code').

**Action requested/Recommendation**

2. Court is invited to approve:

- the expansion of Remuneration Committee's membership to include one staff member of Court and the Student President with immediate effect; and,
- the appointment of Professor Alexander Tudhope as the staff member of Court on Remuneration Committee, for a term of office to 31 July 2020; and,
- the updated document in Appendix 1: 'Remuneration Committee: Framework for Decision Making'.

**Background and context**

3. Court considered in June 2018 proposals to ensure compliance with the revised Governance Code. There are two provisions in the Governance Code relating to the Remuneration Committee:

*i) Provision no. 26: Committee membership rules 'must not preclude membership of any of the governing body's standing committees, with the exception of Audit Committee, on the basis of the category of governing body member . . . The primary determinant of committee membership is that its members have the ability (the required skills and the time) to contribute effectively to the committee.'*

4. In response, Court agreed that the membership rules for Remuneration Committee be amended so that it is no longer restricted to lay members only and that the terms of reference be amended so that, when making recommendations to Court on the appointment of Remuneration Committee members, Nominations Committee shall place '*primary regard to the ability of potential members to contribute effectively to the Committee.*'

*ii) Provision no. 80: 'the remuneration committee is expected to seek the views of representatives of students and staff of the institution, including representatives of recognised trade unions, in relation to the remuneration package of the Principal and the senior executive team. This requirement may be implemented in part through relevant members of the governing body serving as members of the remuneration committee or attending its meetings, or may be achieved through separate consultation with representatives of the student and staff communities. The relevant process should form part of the policies and processes approved by the whole governing body, as outlined above.'*



5. Initial discussion at Court was supportive of expanding Remuneration Committee's membership to include staff and student representatives subject to further work on practical implementation. This paper provides a developed proposal that would implement this change.

## Discussion

### Membership

6. The current membership of Remuneration Committee alongside the other 'ancient' Scottish universities with comparable governance structures is set out below:

Institution	Size	Composition (all Court members)
Edinburgh	4	4 lay: Susan Rice (Convener), Anne Richards, Alan Johnston and Doreen Davidson
Glasgow	7	5 lay, 1 staff member and the Student President
St Andrews	N/A	Currently has a joint HR and Remuneration Committee. This will be split and a Remuneration Committee constituted to take account of the Governance Code
Aberdeen	8	5 lay, 1 Senate Assessor, 1 staff member who is not a Senate Assessor (trade union or other elected staff member), 1 Student Representative

7. On the recommendations of Nominations Committee and Remuneration Committee, it is proposed that the terms of reference for Remuneration Committee be amended to add one staff member and the Student President with immediate effect as follows:

2.1 The Committee shall consist of ~~four~~ **six** members.

2.2 The Vice-Convener of Court is an ex officio member of the Committee.

2.3 The other ~~three~~ **five** members of the Remuneration Committee shall be members of Court; **comprising three lay members, one staff member and the Student President. Of the lay members, one of whom shall also be a member of the Policy and Resources Committee and one of whom shall be appointed Convener of the Committee.**

8. Nominations Committee have considered a suitable staff member to propose to Court for appointment and recommend the appointment of Professor Alexander Tudhope.

9. To manage any possible conflicts of interest for all concerned and to ensure that the Remuneration Committee's decision-making can continue to be informed by a full assessment of the relative performance of the Principal and the senior management team, Remuneration Committee proposes that the staff and student members are absented from:

- i) discussion of the relative performance of the Principal and the senior management team; and,
- ii) out of cycle individual Grade 10 salary decisions.

10. The Remuneration Committee will add a standing item to its agenda inviting members to declare any relevant interests.

#### *Reporting arrangements to Court*

11. To address the Governance Code text which refers to a consultation process in relation to the remuneration package of the Principal and the senior executive team forming part of the policies and processes approved by the whole governing body, it is proposed to amend the Court approved document 'Remuneration Committee: Framework for Decision Making' included in Appendix 1. The amendments reference the current version of the Governance Code and add that, before making decisions on the remuneration package of the Principal and the senior executive team, all Court members will be consulted on the overall proposed approach to the remuneration package, with the key principles underpinning the proposal explained. With two trade union representatives planned to join Court from 1 August 2020 and so included in this consultation from academic year 2020/21, this would also lead to compliance with the Governance Code text that refers to consultation with representatives of recognised trade unions.

#### **Resource implications**

12. The cost of compliance with the revised Governance Code will be met from within existing budgets.

#### **Risk Management**

13. The University's Risk Policy and Risk Appetite statement refers to the University holding 'no appetite for any breaches in statute, regulation'. Compliance with the Governance Code is a condition of grant funding from the Scottish Funding Council and there is significant financial and reputational risk in non-compliance.

#### **Equality & Diversity**

14. Expanding the membership of Remuneration Committee to include staff and student members should increase the Committee's diversity.

#### **Next steps/implications**

15. If approved, the recommendation in relation to membership of the Remuneration Committee will be implemented with immediate effect; and the approved changes to consultation of Court

#### **Consultation**

16. Nominations Committee and Remuneration Committee reviewed an earlier version of the paper at their meetings on 19 November and recommend the proposals to Court for approval.

#### **Further information**

17. Author  
Lewis Allan  
Head of Court Services  
26 November 2018

Presenter  
Sarah Smith  
University Secretary

#### **Freedom of Information**

18. Open paper.

# Remuneration Committee: Framework for Decision Making

---

## Contents

1. Governance.....	1
2. Policy.....	2
3. Principles.....	2
4. The Remuneration of the Principal and Vice-Chancellor.....	2
5. The Remuneration of the Senior Management Team.....	3
6. The Remuneration of Professorial Staff.....	3
6.1. Professorial Staff Salaries - Appointment.....	3
6.6. Professorial Staff Salaries – Contribution.....	3
7. The Remuneration of Grade 10 Professional Staff.....	5
7.1. Grade 10 Professional Staff Salaries - Appointment.....	5
7.2. Grade 10 Professional Staff Salaries – Contribution.....	5
8. Document History.....	6

## 1. Governance

- 1.1. Main Principle 7 of the Scottish Code of Good HE Governance<sup>1</sup> provides the following guidance on the role of the Remuneration Committee:

*The governing body must establish a remuneration committee to determine and review the salaries, benefits and terms and conditions (and, where appropriate, severance payments) of the Principal and such other members of staff as the governing body deems appropriate. The policies and processes used by the remuneration committee must be determined by the governing body, and the committee’s reports to the governing body should provide sufficient detail to enable the governing body to satisfy itself that the decisions made have been compliant with its policies.*

---

<sup>1</sup> <http://www.scottishuniversitygovernance.ac.uk/2017-code/>

- 1.2. The terms of reference <sup>2</sup> for the University of Edinburgh Remuneration Committee define the committee's purpose as follows:

*To advise Court and oversee the preparation of policies and procedures in respect of salaries, emoluments and conditions of service including severance arrangements for the University's senior management including the Principal and those at professorial or equivalent level and to keep these under review. To approve, in line with these Court approved policies and procedures, the total remuneration package for the Principal, those senior staff reporting directly to the Principal, and, as appropriate, Professorial and equivalent staff.*

## 2. Policy

- 2.1. The policy relating to senior pay, i.e. staff in Grade 10 and equivalent, is the responsibility of the Remuneration Committee. The Remuneration Committee's remit is one of governance, i.e. ensuring that the University has appropriate policies in place, which meet legal responsibilities which are consistent with, and supportive of, the institution's strategic plan, and that these policies are properly implemented.
- 2.2. This paper describes the framework by which the Remuneration Committee makes decisions on the remuneration of the senior staff of the University. Through which they ensure the reward of senior staff is fair, equitable and responsive in a highly competitive market.
- 2.3. Prior to decision-making on the remuneration package of the Principal and the senior team, all Court members will be consulted on the overall proposed approach, with the key principles underpinning the proposal explained.

## 3. Principles

- 3.1. The principles underpinning the framework for senior pay decision making are:
  - To ensure a transparent process.
  - To ensure that the process reflects robust equality practice.
  - To ensure that the process takes account of the quality and standing of the University of Edinburgh and to acknowledge that this quality and standing sets normal expectations of sustained high impact contribution from its senior staff.
  - To describe and review the kinds of indicators that are used to identify sustained excellence beyond this expected level.
  - To make use of appropriate comparative information on employee remuneration from established independent sources.

## 4. The Remuneration of the Principal and Vice-Chancellor

- 4.1. Remuneration Committee are responsible for the review and approval of the remuneration of the University Principal.
- 4.2. In determining the remuneration of the Principal consideration should be made of established independent sources of benchmark reward data for roles in comparable organisations.

---

<sup>2</sup> <https://www.ed.ac.uk/human-resources/pay-reward/remuneration-committee>

- 4.3. The performance of the Principal is considered as part of his/her Annual Review completed by the Vice-Convenor of Court and based on a commentary of the work plan for the previous year and the plan for the next year. In preparation for the annual review process the Vice-Convenor should take into account the views of Court Members. The review of the Principal's performance may also draw on 360 degree feedback.
- 4.4. Following these discussions and the annual review meeting the Vice-Convenor will discuss the outcomes with Remuneration Committee. The Principal will not be present for this discussion and Remuneration Committee will then take cognisance of the outcome of the annual review when making a recommendation on salary.

## **5. The Remuneration of the Senior Management Team**

- 5.1. The Senior Management Team is for these purposes defined as those senior staff who report directly to the Principal or Senior Vice Principal and any other senior staff who may from time to time be agreed by the Committee to be included in its considerations.
- 5.2. Remuneration Committee are responsible for the review and approval of the remuneration of the University Senior Management Team. Cases for review are normally proposed by the Principal or the Senior Vice Principal for their direct reports.
- 5.3. The performance of Senior Team members is considered as part of their Annual Review. The outcomes of this review will inform any proposal to Remuneration Committee from the Principal or Senior Vice Principal.
- 5.4. In reviewing the remuneration of the Senior Management Team consideration should be made of established independent sources of benchmark remuneration data for roles in comparable organisations.

## **6. The Remuneration of Professorial Staff**

### **6.1. Professorial Staff Salaries - Appointment**

- 6.2. To be appointed as professors, individuals must have an established international reputation and be major contributors to the institution. This is reflected in appointment criteria and embodied in the generic grade profile which sets out the role expectations for the grade.
- 6.3. Starting salaries for individuals appointed as professors must be considered with reference to robust independent external benchmark data on salaries in comparable institutions and should consider internal salary relativities. Care must be taken to ensure pay decisions are fair and equitable and consideration should be given to the impact of any salary decisions on gender pay.
- 6.4. Salaries for Professors of less than £125,000 per annum can be authorized by the Principal or, in his/her absence by an agreed deputy, but must be reported to Remuneration Committee.
- 6.5. Salaries for Professors of £125,000 per annum or more can only be authorized by the Remuneration Committee.

### **6.6. Professorial Staff Salaries – Contribution**

- 6.7. It is expected that all professors will sustain a contribution at a level commensurate with their role and that this contribution will support the University's strategic goals. The nature of the impact of professors on their discipline and the institution will vary, depending on

three overlapping areas (see diagram below). Success in any of these areas would bring reputational and/or commercial advantage to the University, whether directly or indirectly, and each also reflects the University's core strategic goals.



- 6.8. Exceptional contribution is assessed by reviewing the impact of individual contribution within the 'Parameters of Excellence' identified in the Grade 10 review guide.<sup>3</sup>
- 6.9. Professorial staff will have their salary level reviewed every year. The assessment of their excellence will be evidence based and will draw on the outcome of the last recorded Annual Review, supplemented by other relevant evidence of performance. Professors will also be expected to provide an up to date curriculum vitae and a brief note highlighting changes and particular achievements.
- 6.10. A full guide to the annual review of Grade 10 Professorial Staff is published on the University Website<sup>4</sup>.
- 6.11. When reviewing contribution of professorial staff Heads of School are also asked to review internal and external comparator salary data and to give appropriate consideration to the equality impact of their decisions.
- 6.12. Outcomes of the annual Grade 10 review process are reported to Remuneration Committee.

---

<sup>3</sup> <http://www.ed.ac.uk/schools-departments/human-resources/pay-reward/contribution/grade-ten-review>

<sup>4</sup> <https://www.ed.ac.uk/human-resources/pay-reward/contribution/grade-ten-review>

## 7. The Remuneration of Grade 10 Professional Staff

### 7.1. Grade 10 Professional Staff Salaries - Appointment

- 7.1.1. To be appointed to posts at this level, individuals must have an established track record in their area of responsibility and are expected to be major contributors to the institution. This is reflected in appointment criteria and embodied in the generic grade profile for Grade 10 which sets out the role expectations for the grade.
- 7.1.2. Starting salaries must be considered with reference to robust independent external benchmark data on salaries in comparable institutions and should consider internal salary relativities. Care must be taken to ensure pay decisions are fair and equitable and consideration should be given to the impact of the salary decisions on gender pay.
- 7.1.3. Salaries for professional staff of less than £125,000 per annum can be authorized by the Principal or, in his/her absence by an agreed deputy, but must be reported to Remuneration Committee.
- 7.1.4. Salaries for professional staff of £125,000 per annum or more can only be authorized by the Remuneration Committee.

### 7.2. Grade 10 Professional Staff Salaries – Contribution

- 7.2.1. Once appointed, the impact of these staff on the success of the institution will vary, depending on their own performance and that of those they lead, in particular in relation to relevant goals and priorities for the University. It is expected that all staff in Grade 10 roles will sustain their contribution at a level commensurate with the role
- 7.2.2. In senior roles such as these, the key success factors will most likely be those which impact, directly or indirectly, on the University Strategic Goals and/or Strategic Themes. College and Support Group plans are also relevant and contain more detail; the key point is that, for posts at this level, it should be possible to demonstrate the links with organisational goals and objectives with some ease.
- 7.2.3. Grade 10 professional staff will have their salary level reviewed every year. The assessment of their excellence will be evidence based and will draw on the outcome of the last recorded Annual Review, supplemented by other relevant evidence of performance. Grade 10 Professionals will also be expected to provide an up to date curriculum vitae and a brief note highlighting changes and particular achievements.
- 7.2.4. A full guide to the annual review of Grade 10 Professional Staff is published on the University Website<sup>5</sup>.
- 7.2.5. Outcomes of the annual Grade 10 review process are reported to Remuneration Committee.

---

<sup>5</sup> <https://www.ed.ac.uk/human-resources/pay-reward/contribution/grade-ten-review>

## 8. Document History

- Originally published August 2014
- Updated November 2014: Addition of Statement on the Management of Pensions
- Updated March 2017: Removal of Statement on the Management of Pensions
- Updated October 2018: Increase in salary threshold for consideration at Remuneration Committee
- Updated November 2018: amendments to refer to revised version of Governance Code and consultation with all Court members on remuneration package of Principal and senior team





UNIVERSITY COURT

3 December 2018

**Development Trust – amendment to governing deed and approval of new Trustees**

**Description of paper**

1. This paper describes the proposed next steps with the Development Trust to:
  - a. amend the Trust Deed in order to simplify the ongoing administration of the Development Trust;
  - b. enable the appointment of the new Trustees to the Development Trust.

**Action requested/Recommendation**

2. Court is invited to:
  - approve the amendment to the Trust Deed;
  - approve the changes to the trusteeship of the Development Trust as per Appendix 1;
  - approve the terms of the Minute of Amendment implementing the changes to the trusteeship of the Development Trust; and
  - delegate to the University Secretary the signing of said Minute of Amendment to effect the changes to the trusteeship of the Development Trust.

**Background and context**

3. Court agreed in June 2017 that 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 would initially involve reducing the number of trustees, with trustees to be appointed mainly from among existing University office bearers. To put this into effect, an amendment was drawn up that gave the trustees certain additional powers, including the power to make changes in their membership. This approach, which was presented to Court in April 2018, had the intention of relieving Court of the administration associated with approval of changes of trustees and on the assumption that there would be alignment of interests between the trustees of the Development Trust and Court.

**Discussion**

*Summary of previous papers presented to Court*

4. Following the April 2018 meeting of Court, further feedback was received and further discussion and consideration of the draft amendment have since taken place. On reflection, it is considered more appropriate that Court retains the powers associated with approval of changes of trustees. It is judged that the administration involved in Court exercising these powers will not be excessive. This approach will facilitate Court in its role of overseeing the governance of the University's philanthropic activity.

5. Approval for a change in trustees, as detailed below, is sought from Court at this time. This is aligned with proposals agreed by Court in June 2017 with the intention to phase a streamlining of the Development Trust; specifying a limited purpose for it focusing on the receipt of philanthropic donations, to be passed over to the University

within a short time period for use as the University determines in accordance with donor wishes.

*Proposed changes to trusteeship*

6. It is proposed that there are two ex-officio trustees: the Principal (currently an ex-officio trustee) and the University Secretary (currently an attendee). Two Vice-Principals (or equivalent) will be recommended by the Principal for approval by Court. The Vice-Principals recommended by the Principal to hold trustee roles at this time are the Vice-Principal Planning, Resources and Research Policy (currently an ex-officio trustee) and the Senior Vice-Principal (currently an attendee).

7. It is also proposed to have a fifth trustee from among the lay members of Court. Currently, the Chancellor's Assessor is an ex-officio trustee and it is proposed to widen this position to any lay member of Court to be appointed by Nominations Committee after the Chancellor's Assessor concludes his term of office on 31 July 2019.

8. A summary of the current trusteeship and the proposed trusteeship is outlined in Appendix 1 for ease of reference.

9. The current trustees of the Development Trust have been consulted and all external trustees and the Chancellor's Assessor have confirmed their support for the changes detailed in this paper. The current external Trustees will step down from their current roles.

10. In addition, the Convener of the General Council Business Committee, who is the one other current ex-officio trustee whose role with the Trust will not continue, has given his agreement to these proposals.

*Action required to effect changes to trusteeship*

11. In order to effect the changes to the trusteeship, it is necessary to amend the Trust Deed to enable the appointment of *ex officio* trustees. It has also been suggested that additional changes to the Trust Deed would simplify the ongoing administration of the Development Trust, particularly when the streamlining of the Development Trust is optimised.

12. 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. 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. Court is asked to approve the draft resolution (i.e. formal record of decision) at Appendix 2, which enable the changes in trusteeship to take place. This has been prepared by Shepherd+Wedderburn. This document will in due course also be approved formally by the Trustees of the Trust Deed.

13. Following amendment of the Trust Deed and formal approval by the Trustees, the appointment of the new Trustees will be effected by virtue of a Minute of Amendment signed on behalf of Court. A draft Minute has been drafted by Shepherd+ Wedderburn and is included in Appendix 3. Court is now asked to approve the appointment of the new trustees and to approve the necessary document in Appendix 2. Court is also

asked to delegate to the University Secretary authority to sign the Minute of Amendment.

### **Resource implications**

14. There are no immediate resource implications arising from this paper.

### **Risk Management**

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

### **Equality & Diversity**

16. It is considered that the proposal does not impact on equality and diversity.

### **Next steps/implications**

17. Further to Court approval, the current trustees will consent formally to the terms of the Resolution amending the terms of the Deed of Trust. On completion of this, the University Secretary, with delegated authority from Court, will sign the Minute of Amendment to appoint the new trustees. At this time current nominated trustees and the Convener of the General Council Business Committee, who is the one other current ex officio trustee, will no longer hold office as Trustees of the Development Trust. When the Chancellor's Assessor concludes his term of office in July 2019, a new lay member of Court shall be appointed as a new trustee.

18. The Development Trust papers previously submitted to Court included that, from a future date (to be agreed), new philanthropic donations 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. A working group is being set up with the incoming Director of Finance and other colleagues to confirm and test arrangements for future gifts to be made directly to the University, as per the recommendations of the review group as summarised in previous papers to Court. There are a number of data and finance related processes and procedures to work through before this switch can be made in full, and Court will be kept up to date with progress.

### **Consultation**

19. Policy & Resources Committee have reviewed an earlier version of the paper and have recommended the proposals for approval by Court. There has been consultation with Court Services, Legal Services and external solicitors.

### **Further information**

18. Author

Kate Brook, Director of Services  
Development & Alumni

Presenter

Chris Cox, Vice-Principal Philanthropy  
and Advancement

### **Freedom of Information**

19. Open paper.

## Appendix 1

### Summary of the current trusteeship and the proposed trusteeship

Current trustees and attendees	Proposed new trustees
Principal - ex-officio	Principal – ex-officio
Chancellor’s Assessor – ex-officio	Lay member of Court – this will be Chancellor’s Assessor until 31 July 2019 – nominated trustee
Convener of the General Council Business Committee – ex-officio	[No longer trustee]
Vice-Principal Planning, Resources and Research Policy – ex-officio	Vice-Principal (or equivalent) to be recommended by the Principal and approved by Court – nominated trustee
Steven Thomson – Nominated Trustee	[No longer trustee]
Julia Collins – Nominated Trustee	[No longer trustee]
Michael Miller – Nominated Trustee	[No longer trustee]
Malcolm Thoms – Nominated Trustee	[No longer trustee]
University Secretary – attendee	University Secretary – ex-officio
Senior Vice Principal - attendee	Vice Principal (or equivalent) to be recommended by the Principal and approved by Court – nominated trustee



UNIVERSITY COURT

3 December 2018

**Network Replacement Procurement Governance**

**Description of paper**

1. This paper presents the procurement governance and timescales associated with the Network Replacement project.

**Action requested/Recommendation**

2. Court is invited to:
- Note the procurement timeline;
  - Approve the delegation of authority to the Principal for budget and contract approval;
  - Approve the contract award process for, subject to the Principal's approval of the contract, authority for the University Secretary to sign the contract in consultation with the Director of IT Infrastructure and the Chief Information Officer and Librarian to the University.

*Paragraphs 3-13 have been removed as exempt from release due to FOI.*

**Equality & Diversity**

14. There are no direct equality and diversity implications this paper. Equality impact assessments will be performed for any relevant service changes.

**Next steps/implications**

15. Following approval, the project team will follow the steps as presented in the Procurement Governance timeline. The Programme board will continue to update and report to Knowledge Strategy Committee on both contract award and ongoing project implementation.

**Consultation**

16. The paper has been reviewed and recommended for approval by the Knowledge Strategy Committee and Policy & Resources Committee.

**Further information**

- |   |  |
|---|--|
| 17. <u>Author</u>                                     | <u>Presenter</u>   |
| Tony Weir   | Gavin McLachlan  |
| Director of IT Infrastructure<br>Information Services | Chief Information Officer &<br>& Librarian to the University |
| 22 November 2018                                      |  |

**Freedom of Information**

18. This paper is closed, due to commercial sensitivity during ongoing procurement.



UNIVERSITY COURT

3 December 2018

**Court USS Sub-Group Report**

**Committee Name**

1. Court Universities Superannuation Scheme (USS) Sub-Group

**Date of Meetings**

2. 5 October and 23 October 2018.

**Action Required**

3. Court is invited to note the key items.

*Paragraphs 4-8 have been removed as exempt from release due to FOI.*

**Equality & Diversity**

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

**Further information**

- |                        |                        |
|------------------------|------------------------|
| 10. <u>Author</u>      | <u>Presenter</u>       |
| Lewis Allan            | Alan Johnston          |
| Head of Court Services | USS Sub-Group Convener |

**Freedom of Information**

11. Closed paper.



UNIVERSITY COURT

3 December 2018

**Policy & Resources Committee Report**

**Committee Name**

1. Policy & Resources Committee.

**Date of Meeting**

2. 19 November 2018

**Action Required**

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

*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. Author

Lewis Allan  
Head of Court Services

Presenter

Anne Richards  
Convener, Policy & Resources Committee

**Freedom of Information**

17. Closed paper.



UNIVERSITY COURT

3 December 2018

**Nominations Committee Report**

**Committee Name**

1. Nominations Committee.

**Date of Meeting**

2. 19 November 2018

**Action Required**

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

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

**Full minute**

8. 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/Nominations+Committee>

**Equality & Diversity**

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

**Further information**

10. Author

Lewis Allan  
Head of Court Services

Presenter

Anne Richards  
Convener, Nominations Committee

**Freedom of Information**

11. Closed paper.





UNIVERSITY COURT

Remuneration Committee Annual Report

3 December 2018

**Description of paper**

1. This is a report from the Remuneration Committee to Court and provides a summary of the Committee's activities from 1 December 2017 to 30 November 2018.

**Action requested/Recommendation**

2. Court is invited to note the content of the report.

*Paragraphs 3-17 have been removed as exempt from release due to FOI.*

**Risk Management**

18. No risk assessment has been completed for this paper. Consideration of risk in relation to employee reward policy and practice is key to the work of the Committee.

**Equality & Diversity**

19. No equality impact assessment has been completed for this paper. Consideration of matters of equality and diversity in relation to employee reward policy and practice is key to the work of the Committee.

**Next steps/implications**

20. Further reports summarising the activity of the Committee will be presented to future Court meetings.

**Consultation**

21. This paper has been written on behalf of the Convener of Remuneration Committee and James Saville, Director of Human Resources both of whom have been consulted in its development.

**Further information**

22. Further information on the matters contained in this paper is available from Karen Lothian, Senior HR Partner - Reward.

23. Author

Karen Lothian, Senior HR Partner – Reward

Presenter

Susan Rice, Convener of Remuneration Committee

**Freedom of information**

24. Closed paper.



UNIVERSITY COURT

3 December 2018

**Audit & Risk Committee Report**

**Committee Name**

1. Audit & Risk Committee.

**Date of Meeting**

2. 22 November 2018.

**Action Required**

3. Court is invited to note the key points from the meeting and to approve the Modern Slavery Statement.

*Paragraphs 4-11 have been removed as exempt from release due to FOI.*

**Full minute:**

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

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

**Equality & Diversity**

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

**Further information**

14. Author  
Kirstie Graham  
Deputy Head of Court Services  
November 2018

Presenter  
Alan Johnston  
Convener of the Audit & Risk Committee

**Freedom of Information**

15. This paper is closed.



UNIVERSITY COURT

3 December 2018

**Knowledge Strategy Committee Report**

**Committee Name**

1. Knowledge Strategy Committee.

**Date of Meeting**

2. 12 October 2018

**Action Required**

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

*Paragraphs 4-11 have been removed as exempt from release due to FOI.*

**Full minute**

12. 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/Knowledge+Strategy+Committee>

**Equality & Diversity**

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

**Further information**

14. Author

Lewis Allan  
Head of Court Services

Presenter

Doreen Davidson  
Convener, Knowledge Strategy Committee

**Freedom of Information**

15. Closed paper.



UNIVERSITY COURT

3 December 2018

Senatus Academicus Report

**Committee Name**

1. Senatus Academicus.

**Date of Meeting**

2. Meeting of Senate on 3 October 2018.

**Action Required**

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

**Key Points**

Teaching and Academic Careers

*Introduction*

4. Professor Charlie Jeffery introduced the session by noting that a key component to enhancing the student experience would be the recognition and reward of good teaching. A Task Group, with membership across the University, had been set up to review processes and incentives for the recognition, reward and support for teaching in academic careers alongside other parts of the academic role.

*Teaching and Academic Careers Project*

*Professor Jane Norman, Vice-Principal People and Culture and Professor Alan Murray, Assistant Principal Academic Support*

5. Professor Murray noted the remit and membership of the Task Group on Teaching and Academic Careers, further details of which are available on the Academic Services webpages: [www.ed.ac.uk/academic-services/projects/teaching-and-academic-careers/task-group](http://www.ed.ac.uk/academic-services/projects/teaching-and-academic-careers/task-group)

6. Professor Murray outlined the context in which the Task Group would conduct its work. He highlighted the strong focus on research at the University, including the fact that research achievements were easier to measure and were a strong driver for institutional success, while career paths for posts specialising in teaching were not as clear.

7. Professor Norman noted that the group had developed a set of draft principles, and that a consultation on them was underway. In Semester 2, the Task Group would consider how to translate the agreed principles into staffing policy and procedures, and would plan to make changes in time for 2019/20.

*Academic development for teaching: current position and possible futures*

*Dr Jon Turner, Director, Institute for Academic Development*

8. Dr Turner noted that provision would be needed for academic development in support of teaching at all stages and in the full range of teaching roles. Dr Turner highlighted the University's existing Continuing Professional Development (CPD) framework for learning and teaching. As a result of the framework, take-up of accredited CPD is growing and has had a positive reaction. The University may wish

to consider setting targets for take-up in future, to boost the numbers of staff with a teaching qualification, although there is a benefit to a scheme in which participants are intrinsically motivated. Dr Turner listed the different modes of academic development, noting that informal methods were as important as formal CPD.

9. A number of conceptual frameworks are in existence already which will be useful to the University as it explores alternative approaches to academic development for teaching, for example the Royal Academy of Engineers framework and Universitas 21, which cover teaching practice, the concept of collegiality and leadership in teaching, scholarly teaching and national/global leadership. These frameworks can be mapped against different types and levels of academic careers, and they can be useful in guiding promotion and academic development support.

#### *Issues for teaching-focused staff*

*Dr Kasia Banas, School of Philosophy, Psychology and Language Sciences*

10. Dr Banas reflected on her experience in a teaching-focused role, having progressed from part-time Teaching Fellow in Psychology to full-time Teaching Coordinator and then Senior Teaching Coordinator within four years. Dr Banas highlighted some challenges to staff members in teaching focused roles, such as the lack of clear progression routes and role models. A teaching focused career path would address several issues which Dr Banas had perceived: data from the National Student Survey had suggested that some students felt excluded by the research focus on the University. The career track for teachers would provide flexible opportunities for staff who wanted to focus on teaching, would increase student satisfaction, and would introduce consistency across Schools and Colleges.

#### *Discussion*

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

- Concern was expressed that the introduction of a teaching career track would result in the University losing its valuable link between research and teaching, noting in particular the fact that the curriculum was often based on the research conducted at the University. The view was expressed that the University could be doing more to support researchers to provide excellent teaching;
- A teaching career track could prompt a two-tier system of researchers and teachers; it was noted that a culture change within the University would be needed, involving a change in the language used, which would allow teaching to be viewed more positively;
- There were fewer incentives for academics to build a career based on teaching. The University would therefore need to focus on providing constructive ways for Schools to recognise good teaching and to enable promotion opportunities on the basis of teaching as well as research. Furthermore, there were far fewer internal grants available for teaching, and that the University should seek opportunities in this area, for example, by providing access to funding to attend conferences;
- Requests were made for a greater number of opportunities for teachers to share good practice;
- The University would need to support Heads of School and managers in addressing any conduct issues in teaching.

- Various comments were made in relation to how the University might support teachers to engage in continuing professional development; it was noted that practical support in relation to specific areas of teaching was helpful, and that there was scope for the Edinburgh Teaching Award to provide opportunities for development at various different levels;
- The request was made for Workload Allocation Models to provide an appropriate amount of time for staff to prepare for teaching;
- The teaching roles provided by tutors and demonstrators were noted; under the proposed initiative, it was suggested that consideration be given to educating PhD students in teaching practice as part of the curriculum, bearing in mind that some postgraduate tutors/demonstrators already had significant experience in this area.
- A number of teaching staff members were currently employed on guaranteed hours contracts, and it was noted that the University was undertaking a programme of work in collaboration with the University & College Union (UCU) to address the issue of staff on guaranteed hours contracts.
- The request was made for similar pathways for contract researchers to be considered as part of the proposals, since there was no clear career track and promotion opportunities for this group of staff members.

12. The Principal thanked attendees for their contributions. He noted that the idea of developing a teaching career track would not reduce Edinburgh's status as a research-intensive University, nor divert resources away from research, but would seek to attain the same excellence in teaching alongside this.

#### *The Accessible and Inclusive Learning Policy*

*Introduction – Paddy Corscadden, Director, Student Disability Service and Eileen Xu, Students' Association Disabled Students' Officer*

13. Mr Corscadden introduced and officially relaunched the Policy. The Accessible and Inclusive Learning Policy was introduced in 2013 to increase the accessibility and inclusivity of learning and teaching for all students by mainstreaming a small number of adjustments. Disabled students regard the Policy as a positive development, promoting an inclusive environment while also making them feel less conspicuous. Awareness of and engagement with the Policy across the University remain limited and inconsistent, however, with some students reporting that their adjustments (covered by the Policy) have not been implemented. Students have reported the main issues as follows: lecturers not always using microphones in lectures; lecture outlines or slides not available at least 24 hours in advance; recording not being permitted in class. The University has a legal obligation to make reasonable adjustments to accommodate the needs of disabled students. This obligation is anticipatory and the Accessible and Inclusive Learning Policy helps the University fulfil this legal obligation. Ms Xu provided a personal perspective on the importance of the Policy to students with disabilities, in particular the availability of materials online.

#### *Enhancing the Student Experience – Approach and Action Plan*

*Introduction – Professor Charlie Jeffery, Senior Vice-Principal*

14. Professor Jeffery noted the University's disappointing results in the National Student Survey 2018; the results conclude that student satisfaction at the University

is nowhere near high enough, and that students have much too inconsistent an experience, both across and within Schools.

15. The apparent intractability of the student experience challenge, and its impacts on reputation and morale, require a change of approach. Senior colleagues across the University are concluding that the poor NSS results are symptomatic of deeply-engrained assumptions and patterns of behaviour that have an impact on how we deal with students, and how we value teaching relative to research. Changes must no longer just tackle 'symptoms' revealed by NSS, but their deeper causes.

16. Professor Jeffery introduced a Paper (S 18/19 1 A), which set out an approach for addressing these issues. The paper stated that all staff would work to meet the following expectations:

- That we need in all of our roles to cherish our students and work to ensure they have an outstanding experience
- That we need to achieve standards of performance in teaching equivalent to those in research

17. Professor Jeffery summarised a series of measures (set out in more detail the draft Student Experience Action Plan in the paper) designed to give effect to these expectations. Among the key actions were the following:

- The establishment of a Teaching and Academic Careers Working Group to ensure we have the right incentives and procedures in place to recognise teaching excellence in academic careers
- A Review of the Delivery of Advice and Support to Students which will explore changes to the Personal Tutor system alongside the changes to professional services for student support under development in the Service Excellence Programme
- A focus on enhancing Staff Experience in recognition of the interdependencies of quality of staff experience and quality of student experience
- A focus on ensuring an effective Student Voice through an enhanced and responsive representative system
- The appointment of a new Vice-Principal for Students to work alongside Heads of College and Support Group in delivering a high quality student experience and to take forward work on curriculum reform.

18. In discussion, the following points were made:

- The request was made for the Student Experience Action Plan to focus on areas which would release the administrative burden on academic staff, such as support for use of EUCLID, to allow greater focus on teaching development
- Issues around pre-honours years were highlighted, particularly in relation to class sizes, which are sometimes very large; it was noted that the University had grown its student numbers without having consciously adjusted teaching methods to accommodate this
- It was suggested that the University review the distribution of income associated with teaching by the resource allocation model

- It was noted that the University should find ways to ensure that the new student representation system would meet the needs of programmes with small numbers of students.
- It was noted that the Student Experience Action Plan should take into account the needs of the student body as a whole, and encompass provision for PGR students
- Plans for curriculum reform were enthusiastically supported, while noting that the reform project should include consideration of the logistical issues, such as administration of students' timetables, room bookings and allocation of tutors
- The work of Service Excellence in developing online systems to support improved services was welcomed, while emphasis was placed on the importance of having direct staff contact in student-facing roles.

19. The Principal thanked attendants for their constructive comments.

### Refreshing the University's Strategic Plan

*Introduction – Pauline Jones, Head of Strategic Performance and Research Policy*

20. Pauline Jones noted that the Strategic Plan would be refreshed in the forthcoming year. As part of the work to refresh the 2016 plan, the University would review its values, single out the 'big things' which would be specifically achieved, and identify the key disruptors which would change the approach; these disruptors include the implications of Brexit, Generation Z, the City Deal, and the Post-18 review.

21. The review would be conducted as follows:

- Undertaking a SWOT analysis
- Articulating strengths
- Identifying opportunities arising because of, and in spite of, the disruptors,
- Identifying priorities based on values.

22. In discussion, it was noted that the University should clarify its position in relation to the city, and the importance of robust financial planning was highlighted.

### President's Communications

23. The Principal announced the appointment of the University's new Finance Director: Lee Hamill, currently Deputy Director of Finance, will succeed Phil McNaull on 1 January 2019. Among his communications, the Principal noted the following: the external review of Senate and its committees, undertaken by Jennifer Barnes of Saxton Bampfylde, would take place in 2018/19; the City Deal had been signed over the summer; the University's research income had continued to increase; and a joint expert panel constructed of nominees from UCU and UUK had produced a report in the middle of September with recommendations around maintaining current levels of benefit for USS pensions. The Principal proposed that Senate discontinue the practice of conducting a Moment of Reflection at the beginning of its meetings. This was agreed by Senate members.



### Formal Business

#### Student Partnership Agreement Update

24. Professor Jeffery provided an overview of activity during 2017/18 to implement the Student Partnership Agreement and the themes for 2018/19, for which a fund of £7,000 had been allocated.

Senate noted that a showcase event would be held on 9 October 2018 to present outcomes from a number of projects carried out during 2017/18.

### Communications

#### Edinburgh University Students' Association Priorities for 2018/19

25. Senate noted the Students' Association Vice-President Education's priorities for the 2018/19. These included the following:

- Promoting a diverse curriculum
- Creating inclusive teaching environments
- Developing alternative approaches to learning.

#### Draft Ordinance – Composition of Court

26. Court presented to Senate the draft Ordinance to effect changes to the composition of the University Court to comply with the Higher Education Governance (Scotland) Act 2016. Senate noted that the draft Ordinance was open for comment during an 8 week statutory consultation period, which would conclude on Monday 26 November 2018.

### Resolutions

27. No observations were received on the draft resolutions No. 57/2018 – 64/2018.

### **Further information**

#### 28. Author

Theresa Sheppard  
Academic Services

#### Presenter

Professor Peter Mathieson  
Principal and Vice-Chancellor

### **Freedom of Information**

29. Open paper.



UNIVERSITY COURT

3 December 2018

Resolutions

**Description of paper**

1. This paper invites Court to refer a draft Resolution to simplify the Boards of Studies Terms of Reference 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 Resolution to the General Council and to Senate for observations:

Draft Resolution No. 5/2019: Board of Studies

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. 57/2018: Alteration of the title of the Chair of Melanoma Genetics and Drug Discovery

Resolution No. 58/2018: Alteration of the title of the Chair of Machine Learning

Resolution No. 59/2018: Alteration of the title of the Chair of Preclinical Ultrasound

Resolution No. 60/2018: Alteration of the title of the Chair of Paediatric Medicine

Resolution No. 61/2018: Foundation of a Personal Chair of Politics of the Muslim World

Resolution No. 62/2018: Foundation of a Personal Chair of Anthropology and the Humanities

Resolution No. 63/2018: Foundation of a Personal Chair of Particle Physics

**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 1966 Act gives University Court the following powers by resolution on the recommendation of / following consultation with Senate: "...to regulate and alter the constitution, composition, and number of the faculties and boards of studies, and to create new bodies of the same kind." The Boards of Studies Terms of Reference document is the mechanism by which Court fulfils these responsibilities. At present, it is a very detailed document, covering not only the matters specified by the Act, but also a range of more operational matters. As a result, as operational requirements

have shifted, the Terms of Reference document has become inconsistent in some respects both with the Policy and with practices in Schools.

6. The Curriculum and Student Progression Committee (CSPC) is responsible for the academic regulatory framework. At its meeting on 25 January 2018 CSPC approved proposals to consolidate and simplify existing documentation on programme and course approval, in order to support planned University-wide training for Conveners of Boards of Studies, and assist with other objectives e.g. compliance with Competition and Markets Authority requirements.

7. At its meeting on 20 September 2018, CSPC supported proposals to:

- immediately incorporate into the Programme and Course Approval and Management Policy the main aspects of the operation and remit of Boards of Studies that are currently set out in the Terms of Reference, without making any material changes to the provisions in the Terms of Reference.
- ask Court to simplify the Terms of Reference so that they regulate the small number of high-level Board of Studies matters as outlined in the Act and delegates responsibility for the regulation of other more operational matters to be delegated to CSPC.

8. A draft simplified Boards of Studies Terms of Reference document was developed for comment by CSPC members at the Committee's meeting on 22 November 2018. Minor changes were made to the draft in response to CSPC members' comments.

9. The changes proposed to the Board of Studies Terms of Reference will:

- Provide an appropriate level of governance;
- Reduce the excessive level of detail in the current document; and
- Support work undertaken to consolidate programme and course approval and management documentation.

10. A Draft Resolution has been formulated to deal with the recommended changes.

### **Discussion**

11. The summary of changes to the Boards of Studies Terms of Reference are as follows:

- Amended to focus on the matters specified in the 1966 Act.
- A reduction in detail of these matters to an appropriate level (so that Court establishes basic principles of good governance, while enabling CSPC to determine more detailed matters relating to the operation of Boards of Studies, and enabling CSPC to update these arrangements periodically).
- An explicit reference has been added that Boards of Studies are responsible for ensuring that proposals are academically appropriate, and for assessing whether they will contribute to a good student experience.

12. 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**

13. There are no resource implications.

### **Risk Management**

14. There are no key risks associated with the paper. The effective management of the University's portfolio of academic programmes of study is critical to mitigating the risk of failure to provide a high quality student experience impacting on reputation, recruitment and retention.

### **Equality & Diversity**

15. No major changes have been made to existing policy or practice. The Equality Impact Assessment has been updated.

### **Next steps/implications**

16. Senate and the General Council will be invited to comment on the draft Resolution and notice will be displayed on the Old College notice board and published on the web. The final Resolution will be referred to Court on 18 February 2019 for consideration and approval. Senate and the General Council will be informed of the approval of the final Resolution. The list of approved Resolutions is annually reviewed and published on the University's website.

17. Once the new Terms of Reference are in place, CSPC will undertake a more fundamental review of whether the current position on operation, remit and membership of Boards of Studies remains appropriate.

18. The Service Excellence Programme and Course Information Management project is likely to lead to proposals for changes to policy and business process, which CPSC will take account of when undertaking its review.

### **Consultation**

19. 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 as part of the wider exercise to consolidate programme and course approval and management documentation.

### **Further information**

#### **20. Authors**

Nichola Kett and Tom Ward, Academic Services

Kirstie Graham, Court Services

November 2018

### **Freedom of Information**

21. Open paper.



UNIVERSITY COURT

3 December 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 1 September 2018 to 12 November 2018.

**Action requested/Recommendation**

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

*Paragraphs 3-6 have been removed as exempt from release due to FOI.*

**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 and Advancement and Executive Director of Development and Alumni.

**Further information**

11. Author  
Gregor Hall, Finance Manager, Development & Alumni

**Freedom of Information**

12. Closed paper.



UNIVERSITY COURT

3 December 2018

Dates of 2019/20 Meetings

**Description of paper**

1. This paper proposes Court meeting dates for the 2019/20 academic year.

**Action requested/Recommendation**

2. Court is invited to approve the dates.

**Background and context**

3. The proposed meeting dates follow a similar pattern to those scheduled in recent years. These are two meetings in Semester 1 and three meetings in Semester 2.

**Discussion**

4. The proposed meeting dates are as follows:

2019/20

Monday 30 September 2019 (Seminar and Meeting)

Monday 2 December 2019 (Meeting)

Monday 17 February 2020 (Seminar and Meeting)

Monday 27 April 2020 (Meet the Court event and Meeting)

Monday 15 June 2020 (Meeting)

**Resource implications**

5. Court servicing costs are met from existing budgets.

**Risk Management**

6. Regular scheduling of Court meetings contributes to the good governance of the University. Meeting dates are scheduled 1 to 2 years in advance.

**Equality & Diversity**

7. No equality and diversity issues are anticipated.

**Next steps/implications**

8. A range of suitable meeting venues across the University will be reserved and invitations issued to Court members and attendees.

**Consultation**

9. Offices of the Principal, Vice-Convener of Court and University Secretary.

**Further information**

10. Author  
Lewis Allan, Head of Court Services

**Freedom of Information**

11. Open paper.