THE UNIVERSITY *of* EDINBURGH

University Court
Raeburn Room, Old College
Monday, 18 February 2019

AGENDA

1   **Minute**   **A1**
To _approve_ the minute of the meeting held on 3 December 2018

2   **Matters Arising & Review of Action Log**   **A2**
To _raise_ any matters arising

3   **Principal's Report**   **B**
To _receive_ an update from the Principal

4   **University Leadership Structure**   **C**
To _approve_ a paper by the Principal

SUBSTANTIVE ITEMS

5   **Student Experience Plan**   **D**
To _consider_ a paper by the Senior Vice-Principal

6   **EUSA President's Report**   **E**
To _receive_ an update from the EUSA President

7   **Director of Finance's Report**   **F**
To _consider_ a paper by the Director of Finance

8   **Brexit Update**   **G**
To _consider_ a paper by the Deputy Secretary Strategic Planning

9   **External Effectiveness Review**   **H**
To _consider_ a paper presented by the Vice-Convener of Court and
Convener of Audit & Risk Committee

ITEMS FOR NOTING OR FORMAL APPROVAL

10   **Development & Alumni Annual Report**   **I**
To _note_

11   **Draft Ordinances: Senate, General Council & Court**   **J**
To _approve_

12   **Committee Reports**
- Exception Committee   **K1**
- USS Sub-Group   **Verbal**
- Policy & Resources Committee   **K2**
- Nominations Committee   **K3**
- Knowledge Strategy Committee   **K4**
- Senate   **K5**

13   Resolutions   L
To *approve*

14   Donations and Legacies   M
To *note*

15   Any Other Business
To *consider* any other matters

16   Date of Next Meeting
Monday, 29 April 2019

THE UNIVERSITY *of* EDINBURGH

UNIVERSITY COURT

3 December 2018

[DRAFT] Minute

Present:	Ann Henderson, Rector (in chair)
	The Principal, Peter Mathieson
	Anne Richards, Vice-Convener
	Edward Bowen, Chancellor's Assessor
	Frank Ross, Lord Provost of the City of Edinburgh
	Alan Brown, General Council Assessor
	Doreen Davidson, General Council Assessor
	Ritchie Walker, General Council Assessor
	Elizabeth Bomberg, Senate 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
	Robert Black, 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 Jonathan Seckl
	Vice-Principal David Robertson
	Gavin McLachlan, Chief Information Officer & Librarian to the University
	Phil McNaull, Director of Finance
	Lee Hamill, Deputy Director of Finance
	Tracey Slaven, Deputy Secretary, Strategic Planning
	Leigh Chalmers, Director of Legal Services
	Gary Jebb, Director of Estates
	Theresa Merrick, Director of Communications and Marketing
	James Saville, Director of Human Resources
	Lewis Allan, Head of Court Services
	David Newall, External Effectiveness Review Facilitator
	Vice-Principal Chris Cox (for Item 14)
Apologies:	None

1 Minute   Papers A1-2

The Minute of the meeting and the note of the seminar held on 1 October were approved.

2 Matters Arising & Review of Action Log   Paper A3

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: an away day held for senior staff and student sabbatical officers, with community building a key theme; the Universities Superannuation Scheme (USS), with the USS Trustee announcing that a new valuation will be undertaken; the Brexit-related resignation of the UK Minister of State for Universities; media coverage of some UK universities reported to be in financial difficulty; annual research income has increased to a record total of over £400 million, with all staff involved congratulated on this achievement; and, international activity – including a visit to the Zhejiang-Edinburgh Institute in Haining, China, and opportunities for collaborations with potential Chinese and Indian partners being explored. On behalf of Court, the Principal thanked Director of Finance Phil McNaull for his contribution to the University prior to his retirement at the close of the calendar year.

Members discussed the Principal's Question Time session with students; action taken to remove the University's logo used by non-affiliated social media accounts; contingency planning for Brexit scenarios; opportunities to enhance US-based development and alumni activities; and linking current students with Alumni Clubs.

SUBSTANTIVE ITEMS

4 Student and Staff Experience Action Plan   Paper C

Emerging proposals for an ambitious, multi-year programme of work to address concerns about the student and staff experience were reviewed. 8 themes have been identified, with a range of possible actions to shift practice and enhance student experience. It was noted that the action plan is not intended as a comprehensive set of staff experience actions, with the plan remaining student experience focused. Court discussed: the importance of regular communications with students and staff; linking physical and digital projects and connecting these with student and staff experience actions; and, improving digital offerings without depersonalising the learning experience. Noting that a more detailed and costed version of the plan is under development, the scale of ambition and direction of travel was supported.

5 EUSA President's Report   Paper D

The Students' Association President reported on recent developments. Members discussed NHS, University and EUSA support for students experiencing mental

health issues and transport provision between campuses, particularly the King's Buildings-Central Area shuttle bus service.

6 Strategic Plan 2016 Performance Measurement Framework   Paper E

An annual overview of progress using the Strategic Plan 2016 performance measurement framework was presented. The following points were raised:
- Positive performance in widening participation and research income was welcomed;
- Measures for undergraduates in graduate level employment six months after graduation and for operating surplus as a percentage of total income are within target parameters but marked as 'watching' indicators to match reporting in the Annual Report and Accounts;
- Measures of social and economic impact help demonstrate the positive community benefits of the University and this is under review;
- Reasons for the flat performance against the research income per academic measure will continue to be explored; and,
- Racial diversity will be considered within the forthcoming EDMARC (Equality Diversity Monitoring and Research Committee) report.

7 Audit & Risk Committee Annual Report   Paper F

The Convener of the Audit & Risk Committee presented the Annual Report to Court. The recommendations of an external review of the internal audit service were noted, with a co-source arrangement to be established, using an external provider to bolster and lead the in-house team and to provide additional specialist expertise. It was agreed that the report provides reasonable assurance that the University's internal control environment in 2017/18 was sufficiently adequate to allow approval of the Annual Report and Accounts.

8 Risk Management Post Year End Assurance Statement   Paper G

It was noted that no significant new events or material issues since the year end of 31 July 2018 that could impact on the ability of Court to approve the Annual Report and Accounts had been reported.

9 Finance
- **Finance Director's Report**   Paper H1

Updates on the first full year forecast review for 2018/18, early repayment of external debt, the latest iteration of the Ten Year Forecast, tuition fees income reporting and the overall long term borrowing position of the University were provided. The full year forecast review was discussed, with Court and Policy & Resources Committee to be kept informed of progress in improving the forecast position for the second and third years of the rolling three year plan. Ensuring that the portfolio return for capital projects exceeds borrowing costs was discussed, with capital prioritisation methodology under development. Volatility in the external environment and mitigating options were outlined, with budget holders working to identify cost savings as appropriate.

- **Annual Report and Accounts 2017/18** **Paper H2**

Following scrutiny by the Audit & Risk Committee and the Policy & Resources Committee, the Annual Report and Accounts for the year ended 31 July 2018 were presented for approval. The integrated reporting approach and its benefit in demonstrating performance to external funders was noted. Briefings held on the Annual Report and Accounts prior to the Court meeting were welcomed and it was requested that these continue in future years. Court thanked all staff for their contribution towards the financial performance of the University and those involved in producing the document. The Annual Report and Accounts 2017/18 was approved.

- **Letter of Representation** **Paper H3**

The Letter of Representation, to provide the External Auditors with a written declaration that the Annual Report and Accounts are sufficient and appropriate and without omission of material facts, and its signing by the Principal and Vice-Convener, was approved.

- **US GAAP Annual Report and Accounts 2017/18** **Paper H4**

The US GAAP Management Commentary and Financial Statements 2017/18 were approved, a restatement of the UK figures in US format.

- **Medium Term Treasury Proposal** **Paper H5**

The proposed strategy to invest surplus cash into asset-backed securities until planned use per the agreed capital plan was approved as set out in the paper.

- **Social Investments Update – Progress and Next Steps** **Paper H6**

The update was noted and revisions to the Delegated Authority Schedule and Treasury Mandate approved.

10 Student Accommodation Residential Strategy 2018-2028 Paper I

A proposed student accommodation residential strategy was reviewed, noting the intention to update the strategy on an annual basis. Members commented on: welcoming the intention to improve the socio-economic mix and geographical spread of student accommodation and the future integration with the emerging transport strategy; the proportion of family/couples accommodation – to be kept under review; the estimated proportion of incoming Edinburgh-based students who would wish to take University accommodation; opportunities for student co-operatives; and, community engagement with a student accommodation development currently in the City Council planning process. The Strategy was approved and work underway to procure additional accommodation supported.

11 Staff Survey Update Paper J

Results of the first all-staff engagement survey and initial next steps were considered. The following points were raised in discussion:

- The response should include communication of positive findings and be mindful of the need to prioritise and avoid initiative overload;
- Opportunity with large number of 'amber' responses to convert these to 'green' in future surveys and opportunity to address specific issues raised in different areas of the University;
- Managers should be fully engaged in responding to the survey, to avoid assumption that this is a central HR responsibility;
- Two-way engagement at all levels needed in considering responses and next steps;
- The visual presentation of the survey and detailed information provided at School/Directorate and subject/team level was welcomed;
- Guaranteed hours contracts were discussed, with management discussions continuing with Trade Unions.

ITEMS FOR NOTING OR FORMAL APPROVAL

12 Draft Ordinance: Composition of Court   **Paper K**

Responses received during the statutory consultation were considered and a final draft Ordinance was approved for submission to the Privy Council Office.

13 Governance Code: Remuneration   **Paper L**

[Alexander Tudhope and Eleri Connick recused themselves from the meeting for the duration of the item.]

Court approved: the expansion of Remuneration Committee's membership to include one staff member of Court and the Students' Association President with immediate effect; the appointment of Professor Alexander Tudhope as the Remuneration Committee staff member for a term of office to 31 July 2020; and, updates to the 'Remuneration Committee: Framework for Decision Making' document.

14 Development Trust   **Paper M**

Court approved: the amendment to the Trust Deed; the changes to the trusteeship of the Development Trust; and, the terms of the Minute of Amendment implementing the changes to the trusteeship of the Development Trust. Authority was delegated to the University Secretary to sign the Minute of Amendment.

15 Network Replacement Procurement Governance   **Paper N**

The procurement timeline was noted and approval granted for: the delegation of authority to the Principal for budget and contract approval; 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 & Librarian to the University.

16   Committee Reports
  - ### Court Universities Superannuation Scheme (USS) Sub-Group   **Paper O1**

The report was noted.

  - ### Policy & Resources Committee   **Paper O2**

The report was noted, with the Vice-Convener commenting on progress made across a number of strands of interest to Court: commercialisation, the investment landscape, student accommodation and transport. A final Core Systems Procurement paper is planned for submission to Exception Committee in January 2019.

  - ### Nominations Committee   **Paper O3**

The report was noted.

  - ### Remuneration Committee   **Paper O4**

The report was noted, with the Convener of Remuneration Committee commenting on the Committee's focus on equality and diversity and use of benchmarking.

  - ### Audit & Risk Committee   **Paper O5**

The report was noted and the Modern Slavery Statement 2017/18 approved.

  - ### Knowledge Strategy Committee   **Paper O6**

The report was noted.

  - ### Senate   **Paper O7**

The report was noted.

17   Resolutions   **Paper P**

The following draft resolution was referred to the General Council and Senate for observations: Draft Resolution No. 5/2019: Boards of Studies

The following resolutions were approved:
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 Politics of Anthropology and the Humanities

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

18   Donations and Legacies   **Paper Q**

Donations and legacies received by the Development Trust from 1 September to 12
November 2018 were noted.

19   Court Meeting Dates 2019/20   **Paper R**

Meeting dates for the 2019/20 academic year were approved:
- Monday 30 September 2019
- Monday 2 December 2019
- Monday 17 February 2020
- Monday 27 April 2020
- Monday 15 June 2020

20   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.

21   Any Other Business

It was noted that:
i) Any further Court members who wish to meet with the external effectiveness
review facilitator should contact the Court Services Office;
ii) Transport will be provided for those able to attend a reception in the Playfair
Library for long serving members of University staff immediately after the meeting;
iii) The draft Ordinance considered under Item 12 will be made available to the
Secretary of the General Council prior to the next Business Committee meeting.

22   Date of Next Meeting

Monday, 18 February 2019

UNIVERSITY COURT

18 February 2019

Principal's Report

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

Action requested/Recommendation
2. Court is asked 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. Court may be aware of my all-student and staff New Year message that I sent out on 8 January (although it might feel like some time ago now!) This message summarised my thoughts and plans as we start 2019. I consider our University to be one of the world's great universities but that does not mean that improvements cannot be made and I see particular scope for these in aspects of student and staff experience. Significant work is progressing in both of these areas, with some overlap between them, and I look forward to working with the University community to make progress over the rest of 2019 and beyond.

5. I have just completed a series of Town Hall meetings, supported by the University Secretary and other key staff, to speak to staff about the progress to date of the development of our new Strategic Plan. We had good engagement across the five campus sessions held, with around 600 people attending. There were many interesting questions raised, and points made, about how the plan is developing. I am pleased to say that people generally seemed positive about the approach being taken of a values-led ten year Strategic Plan. The many constructive comments will be fed into the ongoing work as we move forward with the consultation process and look towards potential deliverables.

6. This is also a good opportunity for me to say a few words about the capital prioritisation exercise which occupied many of us in the run up to Christmas and, particularly for Estates colleagues, beyond. Of course, this work is necessarily linked to the development of the Strategic Plan, as we need to understand our priorities, alongside consideration of our future size and shape, in order to make the right decisions about out capital spend. That said we made good progress in a series of intensive meetings during December and colleagues from Estates and Finance are working through the detail of the preferred options with Vice-Principal Seckl ahead of Estates Committee in March.

7. In January senior staff spent a day considering the University's international activity looking at how it is co-ordinated across the University and the extent to which projects are aligned with overall University strategy. We set ourselves the tasks of understanding how things work at present, what works well and what less well, and the optimal pathways for decision making for the future. Work is in progress to consider what criteria and at what level decisions are taken throughout the organisation on whether, and how, international opportunities should be taken-up, risks mitigated, progress assessed and best practices spread.

8. Court members may not be aware that Vice-Principal Norman has tendered her resignation and will be moving on from the University at the end of May to be Dean of Health Sciences at the University of Bristol. Jane has been an exemplary colleague and I am particularly grateful for her leadership on Athena SWAN, supporting students with disabilities across campus, the Queens Anniversary Prize win on Women's health and most recently the Don't Cross the Line dignity and respect campaign. I wish her all the very best for the future: at least she is going to a University for which I have a great deal of affection and respect!

9. I would also like to let Court know that we have had a very strong field of applicants for the Vice-Principal Students role. We are currently at the long-listing stage; interviews are scheduled in early March.

10. In wider policy terms, we are waiting to hear the details of the Augar Review of post-18 Education funding, which is expected to report in February. There have been a number of leaks and we are anticipating a reduction in fee levels for Rest of UK students, but we know little so far about related funding or policy changes.

Selected meetings and events during December 2018 – February 2019
11. *University*
- Continuing my programme of School and Departmental visits with the Schools of Mathematics and Literatures, Languages and Cultures, and the Deanery of Clinical Sciences.
- Pleased to host a reception to recognise the contribution of long serving members of staff.
- Welcomed Sir Howard Bernstein to the University as part of the City Region Deal and Data Driven Innovation activities.
- Welcomed Professor Adrian Smith, Director of the Turing Institute, to the University with a tour of the Bayes Centre and positive discussion on synergies between the Turing Institute and the Data Driven Innovation programme.
- Opened the Technician Commitment Event in the McEwan Hall, demonstrating the value that the University holds for staff working in this area.
- Hosted a Service Excellence Reception to thank staff for their valuable contributions to this key project.
- Participated in my first University Carol Service in the McEwan Hall. Also, New College Christmas Carol service, Carols by Candlelight at the Usher Hall and the BBC's recording of the Christmas and New Year editions of Songs of Praise in McEwan Hall, the first time these have been held outside the Royal Albert Hall.

- Welcomed the Chancellor, HRH The Princess Royal, on a visit to the Business School as part of their 100 year anniversary of Business Degrees at the University.
- Hosted several Festive receptions for students and staff at Regent Terrace to thank them for the contribution they make to the University.
- Participated in the General Council Convener's Christmas Party and Edinburgh College of Art's Christmas Party.
- Participated in a dinner to celebrate Edinburgh's Christmas, hosted by the Lord Provost, Frank Ross, in the City Chambers.
- Welcomed the new cohort of visiting international students to the University.
- Gave a one year on follow-up interview to Ellen Blunsdon of the Student Newspaper. The resulting article can be seen here: http://www.studentnewspaper.org/interview-principal-peter-mathieson-on-his-first-year-in-office/
- Chaired an informative University Strategy Day on all matters International, which was attended by the Senior Leadership Team and members of the University Executive.
- Undertook five Strategic Plan/Values Town Hall sessions, one at each of our key sites.
- I was pleased to be asked to be guest speaker at the Graduates Association lunchtime talk.
- Participated in the College of Medicine and Veterinary Medicine 'Let's talk about Health' public lecture on 'New kidneys for old: a challenge for surgery and tissue engineering'.
- Welcomed attendees to the opening of the Edinburgh Innovations exhibition at Murchison House.
- Spoke at the re-opening of the Edinburgh College of Art Main Building celebration.
- Welcomed attendees of the Latin American Forum.
- Participated in a drinks reception which was part of an international and interdisciplinary two-day workshop on cross-disciplinary perspectives on model-independent searches, organised by Philosophy and co-sponsored by the Higgs Centre for Theoretical Physics and a European Research Council grant.
- Participated in the School Representative Forum, held by the University's Students' Association.
- Met with David and Molly Pyott.
- Spoke to the General Council and reported on the 2017-18 Annual Review and Accounts.
- Welcomed attendees and Oliver Dowden MP Minister for Implementation at a UK Cabinet Office Innovation Morning held in the Informatics Forum, with the theme of driving innovation.
- Gave the Royal College of Psychiatrists in Scotland President's Lecture on the 'Musings of a Kidney Doctor' at their winter meeting in Glasgow.

12. *Edinburgh and Scotland*
- Visited the Edinburgh North West, Central and East foodbank at New Lairdship Yards to meet volunteers and gain an understanding into how the University might help.

- Took part in the National Hanukkah Celebration in St Andrew's Square hosted by Chabad of Edinburgh.
- Gave the after dinner speech at the annual members' dinner of the Royal Company of Merchants of the City of Edinburgh.
- Participated in George Watson's College Education Forum, where we discussed 'Widening Access to University'.
- Met Nick Barley, Director, and Kat Shearer, Corporate Development Manager, of the Edinburgh International Book Festival.
- Took part in the Lord Provost of Edinburgh's Burns Supper, giving the Vote of Thanks.
- Continued discussions about areas of mutual interest in a one to one meeting with Andrew Kerr, Chief Executive of Edinburgh Council.
- Participated in the Confucius Institute's New Year Reception, held at Mansion House in the grounds of Edinburgh Zoo.
- Participated in the National Museum of Scotland's Gala Dinner.

13. *Sector*
- Participated in the Strategic Futures Group, attended by the Deputy First Minister and Cabinet Secretary for Education and Skills, John Swinney MSP, the Minister for Further Education, Higher Education, and Science Richard Lochhead MSP, Aileen McKechnie, Director, Advanced Learning & Science, and members of Universities Scotland and the Scottish Funding Council.
- On a trip to London I held separate meetings with Professor Adrian Smith, Director of the Turing Institute; Mark Tucker, Global Chairman of HSBC Group; and Chancellor Robert Jones of University of Illinois at Urbana Champaign (UIUC is our neighbour on the international campus of Zhejiang University and we discussed possible areas of collaboration in Hangzhou and more generally).
- Participated in the Russell Group dinner with Sir Mark Walport as guest speaker.
- Participated in the Universities UK Members meeting.
- Participated in a roundtable with Lord Duncan, Scotland Office arranged by Universities Scotland. Included in the discussions were Brexit, immigration, Industrial Strategy and UK Research & Innovation.
- Participated in a meeting at HM Treasury together with four other Russell Group Vice-Chancellors (I was the only one from a devolved nation) with Charles Roxburgh, Second Permanent Secretary, Financial Services, Growth and Infrastructure. The topic for discussion was "why we need sustainable funding for higher education".
- Participated in a Scottish Government Financial Services Advisory Board meeting, which the University hosted.
- Participated in the first meeting of the Advisory Board for the new Hub for Support for University and College for Care Experienced Students in South-East Scotland. The hub is comprised of a number of institutions working in collaboration; Edinburgh City Council, Edinburgh colleges and universities, and the Open University in Scotland. The Hub will inspire, encourage and support people of any age who have had experience of care to pursue and complete educational opportunities beyond secondary school.

- Participated in a meeting of Universities Scotland Funding Policy Group, which the University hosted on this occasion.
- Met Audrey Cumberford, the new Principal of Edinburgh College and enjoyed a campus tour.
- Participated in the Universities UK dinner discussion, hosted by Northumbria University.
- Participated in a roundtable dinner hosted by the University of the West of Scotland and Perrett Laver.
- Participated in the Carnegie Trust for the Universities of Scotland Trustees' meeting.
- Participated in the Russell Group Board meeting and Dinner, which included a discussion session with Dame Shirley Pearce DBE, a member of the Committee for Standards in Public Life who is now leading the review of the Teaching Excellence Framework (TEF).

14. *Public Affairs*
- Participated in the Scottish Leaders Forum Brexit Breakfast, which was attended by various Scottish Government officials, including Mike Russell MSP, Cabinet Secretary for Government Business and Constitutional Relations.
- Participated in a Burns supper hosted by the Prime Minister at 10 Downing Street.
- Participated in the Market Open Ceremony and Scottish Investment Seminar where the Rt Hon Nicola Sturgeon MSP, the First Minister of Scotland, launched ELITE Scotland, the London Stock Exchange Group's capital raising and business support initiative for high growth private businesses. Informatics Ventures showcased 13 companies from the Wayra UK and Engage Invest Explore cohorts.
- Participated in a conference aimed at Vice-Chancellors from the 17 universities to be designated as centres of excellence in cyber security at the National Cyber Security Centre. This focussed on how universities hosting Academic Centres of Excellence in Cyber Security might partner with one another and with the UK government to improve the UK's cyber security capacity and capability.
- Participated in the First Minister's National Advisory Council on Women and Girls, where the Rt Hon Nicola Sturgeon MSP, the First Minister of Scotland, was the keynote speaker.
- Participated in a Partner and Corporate Roundtable Discussion with Stephen Ingledew, CEO of FinTech Scotland organised by the Edinburgh Chamber of Commerce.
- Met with Kate Forbes MSP, Minister for Public Finances and Digital Economy, during her visit to the University, which included a tour of the Bayes Centre.

Resource implications
15. There are no specific resource implications associated with the paper.

Risk Management

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

Equality & Diversity

17. No specific Equality and Diversity issues are identified.

Next steps/implications

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

Consultation

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

Further information

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

21. _Author and Presenter_

    Principal and Vice-Chancellor Professor Peter Mathieson

    February 2019

Freedom of Information

22. Open paper.

THE UNIVERSITY *of* EDINBURGH

UNIVERSITY COURT

18 February 2019

University Leadership Structure

Description of paper
1. This paper clarifies the leadership structure of the University and addresses the question of the future role of the Vice-Principals and Assistant Principals

Background and context
Paragraph 2 has been removed as exempt from release due to FOI.

Action requested/Recommendation
3. Court is asked and recommended to approve the appointment, with immediate effect, of three new Vice-Principals, each for a three year term until 31 July 2022: Vice-Principal Strategic Change & Governance and University Secretary Ms Sarah Smith; Vice-Principal Business Development and Director of Corporate Services Mr Hugh Edmiston; Vice-Principal and Chief Information Officer Mr Gavin McLachlan.

4. Also to approve the extension of the term of office for three years beyond their current term, i.e. until 31 July 2022 for:
Senior Vice-Principal Charlie Jeffery; Vice-Principal Planning, Resources and Research Policy, Professor Jonathan Seckl; Vice-Principal High Performance Computing, Richard Kenway; Vice-Principal Data Science, Professor Andrew Morris; Vice-Principal Philanthropy and Advancement Mr Chris Cox; Vice-Principal International Professor James Smith; and Deputy Vice-Principal International Alan Mackay.

5. Court is also asked to note the two year extension, until 31 July 2021, for the remaining Assistant Principals and the terms of this extension.

Discussion
Paragraphs 6-20 have been removed as exempt from release due to FOI.

Resource implications
21. There are no specific new resource implications as costs will be met from within existing plans.

Risk Management
22. A clear management structure of the University is required to ensure that risk is minimised and policy areas are adequately managed across the senior staff.

Equality & Diversity
23. Consideration of Equality and Diversity issues has been made by those involved in these discussions including College and Central HR teams.

Next steps/implications
24. Any action required on the items noted will be taken forward by the appropriate member(s) of University staff.

Consultation

25. Consultation has taken place with those individuals involved and the relevant manager.

Further information

26. *Author and Presenter*

Principal and Vice-Chancellor Professor Peter Mathieson
February 2019

Freedom of Information

27. Closed paper.

THE UNIVERSITY of EDINBURGH

UNIVERSITY COURT

18 February 2019

Student Experience Plan

Description of paper

1. Since the last update to Court on the Student Experience Plan, we have continued to test details of the Plan with key audiences and through a "logic model" process. Very significant work has also been undertaken to develop more granular project plans and costings. This work will be completed within the next 6-8 weeks, allowing funding needs to be discussed, and calibrated against other expenditure priorities, as part of planning round discussions.

Action requested/Recommendation

2. Court is invited to note and discuss the update.

Background and context

3. The Student Experience Plan sets out how and in what areas we will deliver change in order to ensure that students at the University feel valued and cherished. The primary theme areas are in brief:

   a) Excellent teaching
   b) Inspiring curriculum
   c) Excellent support
   d) Excellent service
   e) Excellent facilities (including estate, IT and transport)
   f) Strong sense of community and belonging.
   g) Excellent organisation and management ("things run smoothly")

4. Much of the work in the Student Experience Plan is already underway: for example, work on teaching and academic careers; on reviewing joint degree programmes; on inter-campus transport options; on a number of service excellence initiatives. Some elements are new: for example, a review of workload allocation models; work on fostering a sense of community; on curriculum review; and on communications and leadership. This is true of the funding situation as well – some of the work is already funded, some is not and decisions will need to be taken about how and when to fund these.

5. For the first time the Plan brings existing and new initiatives together into a single framework that is ambitious and intended to be genuinely holistic in its approach to addressing student experience issues – and in due course related staff experience issues – at the University. It builds on and will continue to require concerted action through our Colleges and Schools, our Support Groups, and our representative student organisations EUSA (Students Association) and EUSU (Sports Union). The Student Experience Plan is a litmus test for our commitment to effective and deep partnership between the University and its student body.

Discussion

Links to staff experience

6.   A number of the areas in the Student Experience Plan will address staff experience issues, including questions of workload (eg having sufficient time to invest in professional development in teaching), recognition of excellence in teaching (by reviewing our promotions criteria), and facilities (staff face some of the same digital experience and customer service challenges as our students do). In addition, a Staff Experience Plan is being developed that will sit alongside the Student Experience Plan to ensure that our staff too feel valued and energised in their work.

Leadership & accountability

7.   Both staff and student actions must be underpinned by effective leadership and accountability, with the Principal taking a lead that we expect to be replicated at all levels of the organisation. The Senior Leadership Team and the new Standing Committee of the University Executive will ensure effective accountability mechanisms. We will review the support we give for the development of leadership capabilities at all levels of the University including some roles, like that of Programme Director, where we have not systematically specified leadership attributes or offered leadership development programmes. The Plan will also be underpinned by clear, consistent and effective multi-channel communications across the University community.

Governance

8.   We have established a standing sub-committee of University Executive to have oversight of the Student Experience Plan. The sub-committee, chaired by the Senior Vice-Principal, met for the first time in January and will meet every 6 weeks. The sub-committee's remit is as follows:

- To assess progress on targets and goals set out in the Student Experience Plan;
- To challenge staff to seek proactive solutions when barriers to progress are identified;
- To escalate where resistance to implementation is identified;
- To evaluate costs relating to the implementation of the Plan; and,
- To be proactive in communicating the benefits of the Plan to students and staff.

"Logic modelling"

9.   A *logic model* is a visual illustration of a programme's resources, activities and expected outcomes. Logic models are increasingly used by government and public sector bodies to test and evaluate the robustness of planned major interventions (such as reducing smoking, or reducing the number of road traffic accidents) at an early stage in the plan.

10. A group of 30 senior stakeholders (including elected representatives from EUSA and EUSU) met in two workshops (December and January) facilitated by the University's Dr Ruth Jepson and her team from The Scottish Collaboration for Public Health Research to consider:

- The nature of the problem that we are seeking to solve;
- The root causes of that problem;

- How and why we think change will happen as a result of particular interventions

11. The outputs produced in those workshops broadly confirmed the same root causes as the Plan, but identified some new areas that we will consider in developing the Plan further including:

- Approaches to assessment;
- The student experience from first point of contact, not just arrival at the University;
- Information overload and poor information management;
- The influence of factors such as such as culture, religion, family, health and language in differentiating students' experience;
- The approaches to be taken to baselining and evaluating the impact of specific interventions.

Project planning

12. Significant work has been underway since late 2018 to develop project plans for each of the many project strands within each of the 7 main primary themes that are summarised above. To date this work has identified around 70 strands, each of which has been scoped in terms of:

- Benefits;
- Timescales;
- Resources / costs.

13. An overarching programme plan (Gantt chart) has also been created covering all 70 projects setting out milestones and enabling assessment of interdependencies, effective sequencing of actions, and review points. As this work is not yet finished, the total number of projects is likely to go above 70.

Resource implications
Approach to prioritisation
14. With 70+ individual project strands to date, costs will be significant and it is expected that we will need to prioritise activity (and likely not take forward some of the initiatives we are exploring) both to meet budgets and to deliver change in a controlled fashion. Each project will be assessed against a weighted set of criteria, i.e.:

- Clarity of the benefits articulated for student experience;
- Scale of the benefits for student experience (how many students will benefit?);
- Speed of delivery of benefits, with a balance between 'quick wins' and measures with medium term effects;
- Strength of articulation between activity and benefits;
- Cost of delivery.

Risk Management
15. 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

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

Next steps/implications

17. Once the detailed project plan has been finalised, costed and prioritised, the Plan will be presented to University Executive for review and approval. Funding for the Plan for the next 3 years (which is, as stated, expected to be significant) will be sought through the 2019/20 planning round.

Consultation

18. The Plan has been reviewed by University Executive and Senatus Learning & Teaching Committee. It has been discussed most recently at the Principal's Senior Leadership Team and was also presented to and discussed by the meeting of Senatus Academicus on 6 February.

19. Wider communications activity commenced with a summary of progress to date sent to all staff in week commencing 11 February, with an initial communication to all students following once we can confirm a number of early 'quick win' measures alongside the full ambition of the Plan. The Director of Communications & Marketing is developing a full communications plan using a wide range of communications methods appropriate to our different internal audiences.

Further information

20. *Authors*   *Presenter*
    Charlie Jeffery   Charlie Jeffery
    Senior Vice-Principal   Senior Vice-Principal

    Gavin Douglas
    Deputy Secretary Student Experience

Freedom of Information

21. Open paper.

UNIVERSITY COURT

18 February 2019

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 and to approve an amendment to the Students' Association Democracy Regulations included in Appendix 3.

3.   It is recommended that this information be considered to support other initiatives and projects designed to improve student satisfaction and enhance the student experience.

Discussion
Strategy Update
4.   This has been a particularly busy phase of work on our Strategic Plan. Our Plan Development Group (Senior Management Team and Officers) has now had 5 full day planning workshops. In November and December we held consultation sessions to test out our proposals so far with student groups (including Student Council), staff, the Strategic Development Subcommittee of our Trustee Board, and key University stakeholders. Our Trustee Board has now agreed our plan framework which sets out our ambition for the future, our principles and priorities for the 6 years to April 2025

5.   Our attention will now focus on planning at departmental level and development of local Key Performance Indicators (KPIs), and we are also currently developing our budget for 2019-20. These will be finalised and approved in March prior to the start of our financial year from 1 April.

6.   Alongside this work, and our financial forecasting, we have been progressing an organisational effectiveness review, with support from an external consultant. The review targets both more effective delivery of services, and seeks to identify some cost savings. This is a significant piece of work and will drive change in support of our strategic plan.

Estates projects
7.   Work continues on the Teviot Row House Project planning. Ongoing discussions regarding King's Buildings House are now dependant on the outcomes of the University's capital re-prioritisation process.

8.   In the shorter term we are undertaking work in Potterow Dome – popular as study space during the day, we have an internal capital project to improve the environment, and open up the current barrier between the upper and lower terraces,

making it more attractive and increasing the usable space. This work is being carried out by our own Estates team and will be completed in February.

9. *Commercial developments*
- **New Hummus and Pitta Bar**
  In response to student feedback and the need for healthier and vegan food options, we will be launching a new food concept in place of the Dome café. The offer which is vegan and dairy free is more on trend and in line with student needs. The model is a simple licensing agreement with a successful operator. Our staff have attended product and brand training in store and we believe that this concept will be extremely popular.

- **Teviot catering provision**
  We have recently launched new menus in Teviot to cater to student feedback and increase sales – this follows appointment of a new Chef in the autumn and further staff changes. Our menu changes include greater healthy ranges and products and respond to student needs and requests. Social media and customer feedback has been positive so far and we are closely monitoring the impact upon sales.

- **Festival preparations**
  We will shortly be running 6 recruitment days for our Festival team for 2019. This is a huge undertaking and normally happens across several events throughout the spring. This time we are consolidating resource into a smaller number of larger events, utilising staff from all teams across the organisation to facilitate our recruitment/assessment process which also provides good experience and insight for staff not directly involved in Festival. Recruiting all 500+ staff earlier provides better opportunity for training and development and will have a positive impact on customer experience.

- Site plans for our Fringe catering/bars offer at Teviot, Potterrow and Pleasance are being developed alongside the budgeting process. We have several changes planned to our operations partly to try and address the significant challenge and substantial financial impact of the Underbelly offer located in Bristo Square, and also as part of a continued drive to improve quality of our offer.

Annual Members' Survey outcomes

10. Our 2018/19 Annual Members' Survey ran during November/December. This was the last year of the survey in its current format as it follows the four-year cycle of our current Strategic Plan, allowing us to benchmark over its lifespan. Over the life of the survey, we have increased our response numbers by 200%, meaning we have feedback from a larger percentage of our membership. Our 2018/19 respondent number was 2,804.

- This year we introduced a new 'overall satisfaction with the Students' Association' question which yielded a very positive 87% rating.
- We have seen measurable improvements of up to 11% in satisfaction with our delivery of our Vision, Mission, Values and Goals over the life of our current Strategic Plan:

The Students Association:	2018/19	Improvement since 2015
Represents the needs of the student body	63%	+9%
Creates a sense of belonging for its members	56%	+11%
Promotes inclusivity	69%	+6%
Is welcoming friendly and helpful	73%	+7%
Contributes positively to my development at University	53%	+8%
Represents me	52%	+10%

- We have also seen satisfaction rates improve for Societies, Volunteering Service, Liberation Groups, Student Rep Groups and Campaigning and Student Activism (up to 12%) and maintained high levels of satisfaction with our Advice Place and Peer Learning and Support services (85%+ in all service elements).
- Our Commercial services have seen small satisfaction improvements in bars, catering and retail and satisfaction with the information our members receive from us has increased (up to 9%), however slightly less members than in 2015/16 feel they know what we are doing.
- Awareness of the existence, and the impact of, Sabbatical Officers and Course Reps has declined during the course of this survey. For School Reps this has increased slightly, from a low benchmark. Another area of less positive results is the awareness levels of our Advice Place service with our student members, although usage is growing. These results mark areas for further investigation and improvements.

11. *Finance Update*

Management Accounts 2018/19
December (Period 9)
2018/19

£ 000's

	Year to Date			
	Actual	Budget	Variance	Last Year
Trading	430	878	(448)	669
Block Grant	2,227	2,227	0	1,868
Total net income	2,657	3,105	(448)	2,537
Student Support Activities	(660)	(729)	70	(446)
Central costs	(2,142)	(2,228)	86	(2,016)
Total expenditure	(2,802)	(2,958)	155	(2,462)
Surplus / (deficit)	(145)	147	(292)	75

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

12. At the end of 2018 the Association is showing a significant adverse variance on the budgeted position. At the same time we have undertaken our Q3 forecast which

shows we should achieve an improvement on this position although still finishing the year with a small deficit. Our most challenging piece is around bars income, and festival income in particular which we attribute primarily to the return of Underbelly to Bristo Square, but with a significantly larger bars operation than previously. We continue to seek to address the current position through service developments and cost savings where we can, including on utilities and other central overheads – with a longer term organisational effectiveness review designed to deliver structures that offer substantial efficiency and opportunity to improve services and generate increased income over the coming years. Our budgeting process for 2019/20 is underway and seeks to present a substantially improved position for next year. In addition ongoing conversations regarding our new strategic plan and opportunities to realign/develop current commercial services, as well as develop new student-facing added-value services that also deliver income are progressing.

Cash Position and Balance Sheet
13. Cash balance through period 9 to 11 will be very close to that of 2017/18 but will worsen again from then on, however the threat of moving into overdraft this Financial Year whilst still dependant on actual trading conditions continues to look unlikely, particularly give the additional £200k grant received from the University. The full picture for 2019/20 will be clearer once the current Budget 2019/20 work is complete. We continue to work with our banker, Santander, to ensure that a facility will be in place if it is needed.

Digital Transformation Project
14. Our Digital Transformation Project is progressing with the first of the six sub-projects – a staff intranet – developing. The intranet will serve all staff and will be a one-stop-hub to house access points to key platforms (like rota and annual leave systems), quick links to key documents and resources, and news and useful operational information. The intranet will be launched before the end of this academic year. Also, in this time-frame we will be delivering our Email Communications and Digital media strategy project strands.

Representation of Trans and non-Binary students on campus: new student representative position
15. Our Student Council overwhelmingly approved proposals to amend our Democracy Regulations, to provide for an additional Liberation Representative for Trans and non-Binary students. This process requires approval at 2 consecutive Council meetings with 2/3^{rds} majority on each occasion – this change was approved by the November and December Student Council meetings and formally approved by our Trustee Board in January. The updated democracy regulation is attached for Court approval. This position will be open for election for the first time in our forthcoming elections.

Elections
16. Election nominations for our general elections, including the Sabbatical Officer positions, are now open. As well as increasing turnout, building on last year's success of our highest turnout for six years (despite snow and industrial action), we are aiming to increase the number of candidates across all positions as a way of building engagement. Nominations close on 21 February, followed by a week of preparation time and candidate support events, with campaigning beginning on

28 February and voting taking place from 4 – 7 March. We also run 3 key election events: Sabbatical Candidates' Question Time on 28 February, Liberation Candidates' Question Time on Friday 1 March, and our Results Celebration on Friday 8 March. Further details can be found at:
https://www.eusa.ed.ac.uk/representation/elections/2019/

Awards Season Development
17. Our **Student Awards** take place on 4 April, and for the first time this year we have combined two previous schemes – our Activities Awards which focussed solely on Societies' achievements, but which has grown from 100 – 400 attendees over the last four years, and our Impact Awards which highlighted the contribution of other student groups and individuals, including peer support, student representatives, international groups etc. A single, inclusive event enables us to concentrate the significant resource required to make these events successful, and also simplifies the offer for students. This year we hope to welcome student and university guests to our event which provides a fantastic showcase of our students' achievements and contributions to key aspects of student experience, and our role in supporting them, as well as a chance for students to come together and have a fantastic night. Our award categories this year are:
- o Community Mental Health and Wellbeing Award
- o Student-Staff Partnership Award
- o Contribution to the Local Community Award
- o Contribution to the Global Community Award
- o Place for All
- o Unsung Hero Award
- o Outstanding Contribution to the Student Experience
- o Student Leadership Award
- o Fostering Student Communities Award
- o Creating Change Award
- o Creativity and Innovation Award
- o Commitment to Sustainability Award
- o Student Collaboration Award

18. The Teaching Awards is now in its 10th year and is the culmination of a process of students nominating teaching and support staff as a way of shining a light on the value of good teaching. This provides a complement to our other campaigning and representation work on teaching, feedback and assessment. This scheme has gained significant traction, and over time has supported and maintained pressure on for example feedback improvement across the board, as well as providing another way of promoting the value of emerging and developing areas of work, such as diversifying the curriculum, and course co-creation, beginning to move some of these things from 'niche'/nice to have, to the mainstream. This year the ceremony takes place on 25 April in Teviot Row House.

Sabbatical Support and Development
19. Work has begun on planning for the next sabbatical year, with our changeover week (beginning on 27 May) and initial residential training planning underway following a detailed evaluation with the current team just before Christmas. At the same time, this is a key time of year for our support and development programme for the current team – individual 360 degree appraisals, with externally facilitated

feedback coaching sessions provide opportunity for the officers to reflect very practically and gain insight into their strengths and development areas – partly to support them for the rest of the year but also as a tool to support insight, reflection and self-awareness that enables them to consider their potential future paths and articulate their skills and strengths very clearly to future employers. In addition, our January officers/Senior Management Team reflection/planning away day focussed on the officers' objectives for the rest of the year as a way of identifying actions for them and those who support them to give them the best opportunity of success.

Give it a Go
20. Give it a Go took place from 14 - 20 January, and has fast become a highlight of the student calendar. Now in its 4th year, the week includes over 120 events and tasters, as a way of encouraging students to get involved in societies, sport and more if they haven't had a chance so far. It also supports the over 1,000 new students who arrive in January to find friends and have easy access to and visibility of a really wide range of student opportunities. GIAG is growing each year, and this year anecdotally events have been really well attended with our societies gaining increased membership as a direct result. A full evaluation report is being prepared which will provide concrete measures of success in due course – this will be presented to April's Court Meeting.

Student Experience
21. We have been pleased to contribute to the ongoing development and scoping of the Student Experience Action Plan which it is clear will shape strategic development at the University over the coming years. The Students' Association plays a clear role in supporting some key goals articulated in the plan, particularly around student voice, and student community, and it's clear that this will become a key project for next year's sabbatical team to begin to implement. Eleri will also be sitting on the Vice-Principal Students appointment panel which will be integral to lots of the student experience work beginning.

Students' Association and Edinburgh Global Partnerships
22. Work has begun with University colleagues within the Edinburgh Global team to determine key projects which the Students' Association and Edinburgh Global can partner on. Six key areas of work have been determined:
  i. International Student Mentor Programme
  ii. International Student Support
  iii. International Student Survey
  iv. Learning Abroad
  v. Advocacy and Campaigns
  vi. Events

23. With International Students now making up 45% of the University of Edinburgh student population, having these key areas of work will allow us to make huge strides in creating a better University experience for our international students.

Sabbatical Team Updates
24. An update on current key priorities for the Sabbatical Officers is given below:

- **Shenan Davis-Williams, Vice-President Activities and Services**, the first week of semester two saw 'Give It A Go week'* which has been full of exciting events and encourages students to get involved if they missed the opportunity in first semester. Shay has also been working with Andy Shanks (Director of Student Wellbeing) on organising a feedback session for students at the end of January so that they can tell us what the University and Students' Association do great and what can be improved when it comes to supporting student wellbeing. This semester Shay will be focussing on an anti-cyberbullying campaign, a Sports Day and a green Guide to encourage students to live more sustainably.

- **Georgie Harris, Vice-President Community**, has been working on organising student-led events for Sustain.Ed, the annual event highlighting all things to do with sustainability, which the University's Social Responsibility & Sustainability department is supporting. Georgie has also been continuing conversations around automatic voter registration and its hopeful roll-out for the next academic year.

- **Diva Mukherji, Vice-President Education**, is pleased to report on her current work with the School Reps to develop School and discipline specific "how to decolonize" guides. These would include testimonials and reading list suggestions, amongst other pieces, submitted from staff and students. We're also still working on reviewing the effectiveness of the University's current common marking schemes, and benchmarking them against best practice in other institutions.

- **Kai O'Doherty, Vice-President Welfare**, since November, they have worked with Eleri on a suicide prevention campaign, advanced work on mental health support on year abroad, and successfully lobbied Student Council to vote for the creation of a Trans & Non-Binary Liberation Officer. Work has also continued on improving processes at the University for survivors of sexual violence through the University's Sexual Violence Taskforce, updating the Code of Student Conduct along these lines, and continuing to expand #NoExcuse – our anti-sexual harassment campaign."

- **Paul Duffy, Sports President,** the Executive Committee are looking to change some of the committee roles to better align with our staffing structure and the Sports Union strategy. This would be with a particular focus on both new and international students, wellbeing and diversity and fundraising. Having signed a new 6-year partnership with both Sport & Exercise and Dreamsport (PlayerLayer). The Sports Union Ball 2018 was a huge success, with many attendees claiming it was the best one yet. It continues to be the largest University of Edinburgh social event with over 900 attendees at the dinner, and a further 900 at the after dinner. Everyone had a fantastic night as we celebrated the achievements throughout our sporting family. #WeAreEdinburgh - *A list of award winners can be found in the appendixes.* Whatever It Takes: https://www.youtube.com/watch?v=tSCkr9Khyfk Sports Union Ball Awards Shortlist: https://www.youtube.com/watch?v=aBjFqVT02gI

- **Eleri Connick, President**
  As President, I have continued work on the Graduate Discount with University colleagues within the Student Administration department. Currently, the 10% discount is only taken off the 'self-funded' proportion of the fee which does not take into account that loans are repayable. Working with colleagues within University Secretary's Group, particularly Communications & Marketing, and the Edinburgh College of Art Principal to look into selling ECA students' artwork on commission at the University Gift Shop, with an aim of having students work on sale before Graduations 2019. Providing a showcase to show the community that we are incredibly proud of our art students! Following a presentation at the Corporate Services Group staff day on #WeAreEdinburgh a number of projects to collaborate on have been identified including support for society and sports club treasurers from members of the University Finance department, the use of McEwan Hall fully paid for three times a year, and the sponsoring of young writers by Edinburgh University Press. 5000 #WeAreEdinburgh beanie hats have been ordered to give to student leaders from the Students' Association and Sports Union from Corporate Services Group funding

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

Risk Management
26. Not applicable.

Equality & Diversity
27. 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
28. There are no next steps to be taken as a result of this paper.

Consultation
29. 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
30. _Author and Presenter_
    Eleri Connick
    Edinburgh University Students' Association President
    February 2019

Freedom of Information
31. This paper is open.

Appendix 1: Give It a Go Week

VP Community, Georgie at Tea with Friends of the Postcards Society

Give 'Sustainable Gardening' a Go

President, Eleri, trying GIAG Beginner's Jazz

GIAG with Harry Potter Society's Feast

Appendix 2: The Sports Union Ball 2018 Winners

The Captain S.T. Garner award for Outstanding First Year Contribution to University Sport

Lucy Glover, Boat Club

The Ian Stevens Alumni Award for outstanding connections and commitment to Club Alumni

Swimming and Waterpolo Club

The President's Trophy for Team of the Year

Women's Fencing 1s

Executive Committee Awards for individuals who absolutely go above and beyond for their club and the Sports Union in every aspect of their activity.

Alix Brewster, Women's Hockey

Olivia Cheek, Netball

Paul McLaughlan, Futsal

Ben Murphy, Hare and Hounds

Julia Stenhouse, Sports Union

Luke Wiseman, Archery

Neil Campbell Shield for the most outstanding volunteer of the year.

Iain Campbell, Sports Union and Ultimate Frisbee

Vancouver Quaich for male athlete of the year.

Josh Armstrong, Boat Club

Colonel R.B. Campbell Award for most improved club.

Boxing Club

Pavilion Association Cup for the best publicity content and record.

Women's Football Club

Eva Bailey Cup for Female Athlete of the Year

Kathryn Greenslade

The Lilywhite Shield for Club of the Year

Hare and Hounds

Executive Award Winners

Josh Armstrong – Male Athlete of the Year with James Holmes (EUSU Hon. Secretary) and Sheriff Principal Ted Bowen.

Kathryn Greenslade – Female Athlete of the Year with Iain Campbell (EUSU Hon. Treasurer) and Deputy Secretary Tracey Slaven.

Julia Stenhouse (EUSU VP) and organiser of the Sports Union Ball.

Sports Union Executive Committee 2018/19

Awards Ceremony

Appendix 3

Amendments to Edinburgh University Students' Association Democracy Regulations.

Background

At its October meeting, Student Council was presented with an Extraordinary Motion that requested that the Students' Association amend its Democratic Regulations by introducing a fifth Liberation Officer. This position would become a newly elected position representing Trans & Non-Binary students studying at the University of Edinburgh.

Following our documented governance procedure as a regulatory change is an 'Extraordinary Motion', it must be passed by a 2/3 majority, and a regulatory change must successfully pass in this way at 2 consecutive Student Council meetings. At each vote, the motion was backed significantly; October 2019 97.4% in favour and November 2018 98.8% in favour.

The changes were ratified by our Board of Trustees on January 28th 2019.

Amendments:

a) Part 1, Section C: ii) b) delete the word "four" and insert in its place the word "five";
b) Part 1, Section C: ii) b) insert "5) Trans and Non-Binary Officer";
c) Part 2, Section A: i) a) 2) delete the word "four" and insert in its place the word "five";
d) Part 2, Section A: i) a) 2) insert "5) Trans and Non-Binary Officer";

The relevant extract from our Democracy Regulations with the changes highlighted is below:

Section C: Elected Officers

ii: The elected officers shall comprise:

a) The Sabbatical Officers, whose roles shall be outlined in the Sabbatical Officers regulation;
b) Five Liberation Officers;
   1)Women's Officer
   2)Black Minority Ethnic (BME) Officer
   3)LGBT+ Officer
   4)Disabled Officer
   5)Trans and Non-Binary Officer

Section A: Cross Campus Ballots

i: In the Second Semester there shall be a General Election which shall be a cross-campus ballot.

a) The following positions shall be elected at the General Election:
1) The Sabbatical Officers;
2) Five Liberation Officers;
   1)Women's Officers;
   2)Black Minority Ethnic (BME) Officer
   3)LGBT+ Officer
   4)Disabled Officer
   5)Trans and Non-Binary Officer

THE UNIVERSITY *of* EDINBURGH

UNIVERSITY COURT

18 February 2019

Director of Finance's Report

Description of paper
1.   The paper reports on the latest University management accounts (excluding subsidiaries) position up to the end of December 2018 (period five) and the latest iteration of the Ten Year Forecast (TYF).

Action requested/Recommendation
2.   Court is invited to review and comment on the latest update.

Background and context
3.   The paper provides a regular update on finance related issues for Court.

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

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

Risk Management
24. The University manages its financial risk by not breaching the Group risk appetite as described in its financial metrics. A key metric is that our unrestricted surplus should be at least 2% of total income (the current Finance Strategy provides a target surplus range of 3% - 5% to remain sustainable).

Paragraph 25 have been removed as exempt from release due to FOI.

Equality & Diversity
26. 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
27. We would welcome feedback as outlined in the discussion above.

Consultation
28. The paper has been reviewed by Lee Hamill, Director of Finance.

Further information
29. *Author*   *Presenter*
     Lorna McLoughlin   Lee Hamill
     Head of FIRST (Financial Information,   Director of Finance
     Reporting & Strategy Team)
     5 February 2019

Freedom of Information

30. Closed paper – commercially confidential.

UNIVERSITY COURT

18 February 2019

Brexit Update

Description of paper
1. The paper provides an update on the potential impacts associated with the transitional arrangements for Brexit given continuing uncertainty within 2 months of exit.

Action requested/Recommendation
2. Court is invited to note the areas of potential impact identified and to discuss any additional areas in which further mitigation might be investigated.

Paragraphs 3-24 have been removed as exempt from release due to FOI.

Next steps/implications
25. We will continue close discussions with Scottish Government on the direct funding and policy decisions for Higher Education. We will engage key partners in the sector in this activity. Corporate Services Group will continue to assess the risks and contingency actions required to mitigate any disruption in supplies following a no deal Brexit.

Further information
26. *Author & Presenter*
     Tracey Slaven
     Deputy Secretary, Strategic Planning
     8 February 2019

Freedom of Information
27. Closed. Our approach to mitigation of Brexit impacts on recruitment is commercially sensitive. Equally our exploration of other areas of risk is sensitive potentially impacting on relationships with partners and suppliers.

THE UNIVERSITY of EDINBURGH

UNIVERSITY COURT

18 February 2019

External Effectiveness Review

Description of paper
1. This paper provides the report of the external effectiveness review and a covering note from the Convener of Nominations Committee, which has acted as the working group during the course of the review.

Action requested/Recommendation
2. Court is invited to review the report, agree any associated actions and approve the report's publication on the University website.

Background and context
3. Court approved in June 2018 an external effectiveness review of Court and its committees, with the review facilitated by David Newall, former Secretary to Court & Director of Administration at the University of Glasgow and current Chair of the Board of Management at Glasgow Clyde College.

4. With the guidance of lead Court member Alan Johnston, David Newall conducted the review from September-December 2018, including interviewing a wide range of Court members and senior officers and attending Court and a number of committees in an observational capacity. An interim report was presented to Nominations Committee on 19 November and a final draft report on 28 January.

Discussion
5. The report is appended to this paper. This includes a number of points for Court to consider under each of the five themes of:
   - People
   - Structures and Processes
   - Conduct of Business
   - Effectiveness and Continuous Improvement
   - Openness and Accountability.

Covering note from Anne Richards, Convener of Nominations Committee
6. Firstly, I would like to thank David Newall for producing such a thoughtful and insightful report. It encapsulates a significant amount of work undertaken on a voluntary basis and will be of great benefit in considering how to manage and prioritise the governance challenges we'll face in the coming years. I would also like to thank Alan Johnston for acting as the lead Court member for the review, helping David to navigate our structures and advise on areas where his attention might be of greatest value to us.

7. David presented the final draft report to Nominations Committee on 28 January, where it received wholehearted support and agreement to present it to Court without amendment. We discussed how to take forward the report's points to consider and I felt it would be helpful to propose a small number of priority areas to focus our efforts upon.

8.   The first theme highlighted in the report is People and I agree with David's identification that this should be our number one priority. There will be a large turnover in the Court membership over the next few years and recruiting individuals with the

requisite skills and experience for a governing body of an organisation of the size and complexity of this University will be the top priority for Nominations Committee. This starts with our current recruitment exercise for up to four new Court members, the advert for which has recently been circulated to Court. The Committee will also consider succession planning for key Committee chairs, including shadowing opportunities.

9. A second proposed priority, covering both the Structures and Process and the Conduct of Business themes, is to improve time for discussion of key strategic items at Court meetings. A review of our current schedule of delegation of authority with the intent to increase delegations for approval of more routine items can help achieve this aim, with careful consideration of the appropriate balance between Court, its committees and the executive officers and executive committees of the University.

Resource implications
10. The report has been undertaken on an expenses only basis. Costs in implementing any of the points to consider are expected to be met from existing budgets.

Risk Management
11. It is important that the University has an effective Court and committee structure. An external effectiveness review allows for an independent assessment of the effectiveness of the University's corporate governance and is expectation for compliance with the Scottish Code of Good Higher Education Governance.

Equality & Diversity
12. Reviewing the diversity of Court membership is included in the agreed approach to the review.

Next steps/implications
13. If approved, the report will be published on the University website and agreed actions recorded and implemented.

Consultation
14. The report has been reviewed by Nominations Committee and Alan Johnston, lead Court member for the review.

Further information
15. *Authors*   *Presenter*
    Anne Richards   Anne Richards
    Convener of Nominations Committee   Convener of Nominations Committee

    Lewis Allan
    Head of Court Services

Freedom of Information
16. Open paper.

Governance Effectiveness Review - Report to Court

1. Purpose of the Report

I was appointed by Court as external facilitator to assist in reviewing the effectiveness of the University's governance. Per the Scottish Code of Good Higher Education Governance, Universities are expected to undertake an externally facilitated review of their governance effectiveness every five years. This report sets out the conclusions of the review and includes some suggestions for Court to consider.

2. Conduct of the Review

The Appendix describes how I conducted this review. I would like to thank everyone who contributed to it. Thank you especially to Lewis Allan and Evelyn Dunton for their help and advice throughout.

3. Overall position

In my view, the University's approach to governance is impressive. There are many areas of excellent practice, the relevant legal requirements are satisfactorily addressed, and the University complies with the guidance provided in the Governance Code.

4. Structure of the Report

This report is structured in terms of five themes:

.1 People

.2 Structures and Processes

.3 Conduct of Business

.4 Effectiveness and Continuous Improvement

.5 Openness and Accountability

Within each theme, I have: set out the ground covered by the review; identified aspects of governance practice that seem particularly strong; and flagged a few points for Court to consider. Of these, I think the points relating to the first theme, People, are the most significant.

David Newall, 10 December 2018

THEME 1 - PEOPLE

1.1   Coverage

For all Court members:

.1   The selection process
.2   Skills and experience
.3   Understanding of the role of governor
.4   Arrangements for induction
.5   Attendance record
.6   Process for reappointment and for removal
.7   Effective use of skills and experience
.8   Succession planning
.9   Diversity of membership

For senior officers of Court:

.10   Arrangements for appointment of the Vice-convener, the Principal and the Secretary
.11   The respective roles of the Rector and the Vice-convener
.12   Arrangements for the appointment of Committee chairs
.13   The role of the Senior Independent Member ('the Intermediary')

1.2   Areas of Strength

.1   An impressive Nominations Committee which takes a keen interest in Court appointments.

.2   The new approach to the appointment of General Council Assessors will be helpful in recruiting relevant skills and experience to Court.

.3   Some Court committees have been strengthened by co-opting external expertise.

.4   Senior executive staff commit time to providing induction arrangements that are tailored to suit each new member's needs.

.5   There is a strong attendance record, which is published in the Annual Report.

1.3   Points to Consider

.1   Court has some outstanding members who fulfil key positions as Committee chairs. Not only are they highly-skilled and experienced, but they have been in post for some years and have a deep understanding of Court business. Succession planning for these key positions is something that should be addressed soon. Court might consider providing an opportunity for successors to shadow the current appointees, either by allowing them to act as observers before their appointment starts, or by temporarily increasing the number of Court members, as is permitted by the relevant ordinance.

.2 A general point I would make is that the quality of governance is affected first and foremost by the calibre of the people involved. It is important to apply the same rigour in filling lay Court positions as is done in making a senior executive appointment. Be specific about the skills and experience that are sought, make sure the interview panel includes specialists who can assess these skills, and make an appointment only if there is a suitably qualified candidate.

.3 Given the scale of the University's estate and of the resources invested in it, I think it would be appropriate, when the opportunity arises, to appoint a Court member with expertise at a senior level in property management.

THEME 2 - STRUCTURES AND PROCESSES

2.1 Coverage

.1 Size of the governing body
.2 Existence of a clear lay majority
.3 Terms of office
.4 Committee structure
.5 Membership and remits of committees
.6 Frequency of meetings
.7 Scheme of delegation
.8 Suitably resourced and skilled secretariat

2.2 Areas of Strength

.1 There is a high level of confidence and trust in the University Secretary and the Court Secretariat.

.2 Through the Exception Committee, there is an excellent vehicle for responding to matters that need a prompt decision by Court.

.3 There is a comprehensive schedule of delegated authority, which is regularly reviewed by Court.

2.3 Points to Consider

.1 Court might commit to review its committees' terms of reference on a regular timescale, perhaps once every three years.

.2 Some parameters in the scheme of delegated authority could be revisited to reduce the number of items that require approval at a full meeting of Court. Currently:

- Court approves a capital plan, but Court's approval is then required for expenditure on all projects within that plan that cost more than £10M. In the context of the capital plan, the figure of £10M is in fact quite small (the corresponding figure at Glasgow University, which is two-thirds the size of Edinburgh, is £25M).

- All capital expenditure that is not anticipated in the capital plan requires Court approval. Court might agree to give P&RC delegated authority to sign off commitments up to an agreed threshold.

- Expenditure commitments of a non-capital nature require Court approval where they exceed £2M. Again, Court might agree to delegate authority to P&RC up to an agreed threshold.

THEME 3 - CONDUCT OF BUSINESS

3.1   Coverage

.1   Annual schedule of business
.2   Standing orders for the conduct of meetings
.3   Arrangements for determining the agenda
.4   Balance of agenda items, with sufficient focus on strategy
.5   Fit-for-purpose agenda papers
.6   Timeliness of papers
.7   Quality of minutes
.8   Effective chairing of meetings
.9   Quality of members' inputs
.10   The student voice
.11   Clear corporate decisions
.12   Candour and openness of executive officers
.13   Informed challenge to executive officers
.14   Management of conflicts of interest
.15   Conduct of Remuneration Committee business

3.2   Areas of Strength

.1 Court and its Committees are chaired effectively. In each meeting I attended, the Chair was on top of the business, had an inclusive style and brought each item to a clear conclusion.

.2 Senior executive managers are highly regarded by Court members, and felt to be accessible and willing to engage.

.3 Student business is given a prominent place on Court agendas, and an effective contribution is made by the EUSA office-bearers.

.4 Agenda papers for Court and its committees are well written, and provide Court with the information it needs. They generally include a concise summary and set out clearly what is sought from Court.

.5 Committee reports and minutes are of a uniform high quality.

.6 Action Logs are used effectively to identify what business is continuing and what has been closed off.

3.3 Points to Consider

.1 Court is large and is therefore not an easy forum in which to explore a complex issue, argue different viewpoints and come to a decision. As a result, it tends to be invited simply to note or to approve business. This can be frustrating for Court members, who want to add value and are afforded little scope to do so. It may sometimes be helpful to take major decisions to Court at an early formative stage, allowing governors input well before they are asked for final sign-off. Also, depending on the item of business, it may be possible to present Court with options from which it can make a choice.

.2 Court members should expect that, when an important matter is brought to them for decision, it will have first been considered by the executive management team. In looking at some items of Court business, I was concerned that the executive input was not visible. I think this reflects a former way of working and that the Principal is now insisting on executive input to all major Court decisions.

.3 My sense is that Court members could be more effective in the role of critical friends who ask tough questions of the executive. At Court on 3 December, there were several items (for example; the financial statements, the staff survey and the Remuneration Committee report) on which Court might have been more challenging.

THEME 4 - EFFECTIVENESS AND CONTINUOUS IMPROVEMENT

4.1 Coverage

.1 Clarity of Primary Responsibilities
.2 Court members' empathy with the University's mission and culture
.3 Awareness of relevant current developments
.4 Members' engagement in personal development
.5 Arrangements for performance review and feedback for all Court members
.6 Court's ownership of University strategy
.7 Monitoring / Benchmarking of University performance
.8 Court-determined Key Performance Indicators

.9 Effective governance of the quality of learning, teaching and assessment

.10 Effective oversight of staff engagement

.11 Effective financial management and sustainability

.12 Effective risk management

.13 Annual governance review

.14 Arrangements for the effectiveness review of Senate

.15 Court's evidenced commitment to continuous improvement

4.2 Areas of Strength

.1 Half-yearly seminars and ad hoc briefing sessions are used to help inform Court members of current developments.

.2 The quality of financial reporting to Court is excellent, including special briefings on the annual accounts.

.3 There are clearly defined Key Performance Indicators, with annual reporting.

.4 Management reports consistently seek to benchmark performance with other high-performing universities.

.5 Court has a strong focus on actions to improve the quality of the Student Experience.

.6 Each Court member has an annual developmental discussion with a senior Court colleague.

4.3 Points to Consider

.1 The Annual Effectiveness Review feels like an act of compliance: something that has to be done each year, but with no expectation that it will lead to change. Court might decide to expand the remit of a re-named 'Governance and Nominations Committee' to give it a responsibility for promoting continuous improvement of governance. Each year, the Committee could consider what shape the effectiveness review might have. It might involve questionnaires as in the recent past. Or it might consider lessons learned from a recent item of Court business. Or it might focus on an aspect of governance (such as the Appointments process, the Committee structure, or the suite of KPIs) and compare Edinburgh's practice with that of other universities. The important point would be to use the exercise in a constructive way.

.2 A high proportion of Court members are current students or staff, or former students. For many of them, Edinburgh will be the only university that they know well. In future recruitment Court might aim to appoint someone who has experience of governance in another high-performing university, in the UK or the US.

.3 I think Chairs (i.e. the Rector and the Committee Chairs) will appreciate receiving feedback on their effectiveness in chairing meetings. To some extent this may happen

already as part of the annual discussion that takes place with each Court member. It may be helpful though if, in each case, the person meeting with the Chair is provided in advance with inputs from members of the relevant committee.

THEME 5 - OPENNESS AND ACCOUNTABILITY

5.1   Coverage

Publication of the following:

  .1   Statement of Primary Responsibilities
  .2   University Strategic Plan
  .3   Annual Report and Financial Statements
  .4   Court minutes and agenda papers
  .5   Information on Court members and their skills / experience
  .6   Register of Interests
  .7   Outcomes of Effectiveness Reviews
  .8   Statement on compliance with the Code

5.2   Areas of strength

  .1   The University's website is informative on governance structures and responsibilities.

  .2   Compliance with the Governance Code has been clearly demonstrated.

  .3   The annual report and financial accounts is an excellent document.

5.3   Point to Consider

  .1   Court might reflect on how information on Court business is made public. The HE Governance Code (para 45), while acknowledging there is sometimes a need for confidentiality, nevertheless encourages universities to make Court papers widely available, in particular to staff and students. In reviewing the university website as a member of the public, I found it was often difficult to understand just what Court had been discussing. Minutes are provided in full, but they are concise rather than expansive. And the associated agenda papers are often made available in such an abbreviated state that they convey little information.

DN, 10.12.18

Conduct of the Review

Key contacts

Lewis Allan, Clerk to Court, briefed me on how Court and its Committees operate, and provided me with access to key documents and to resources on the website.

Evelyn Dunton, Court Services Officer, organised my schedule of meetings and was my first point of contact throughout.

Alan Johnston, Chair of Audit & Risk Committee, gave me valuable advice on the approach and initial comments on the Draft Interim and Draft Final Reports.

One-to-one discussions

Court members
Sarah Cooper
Jo Craiglee
Eleri Connick
Doreen Davidson
Perdita Fraser
Ann Henderson
Alan Johnston
Peter Mathieson
Kai O'Doherty
Claire Phillips
Susan Rice
Anne Richards
Ritchie Walker

University officers
Gary Jebb
Phil McNaull
Jonathan Seckl
Sarah Smith

Committee attendance

Policy & Resources Committee (19 November)
Nominations Committee (19 November)
Audit & Risk Committee (22 November)
Court (3 December)

UNIVERSITY COURT

18 February 2019

Development & Alumni Annual Report for 2017/18

Description of paper
1. This paper reports on the University's philanthropic and alumni relations activities for the 2017/18 academic year and provides an interim update on progress in 2018/19.

Action requested/Recommendation
2. Court is invited to note and comment on any of the discussion elements of the report.

Paragraphs 3-22 have been removed as exempt from release due to FOI.

Resource implications
23. None

Risk Management
24. There are no risks associated with this paper.

Equality & Diversity
25. No specific Equality and Diversity issues are identified.

Next steps/implications
26. None

Further information
27. *Author and Presenter*
 Chris Cox
 Vice-Principal Philanthropy and Advancement

Freedom of Information
28. Closed paper.

THE UNIVERSITY *of* EDINBURGH

UNIVERSITY COURT

18 February 2019

Draft Ordinances: Senate, General Council and Court

Description of paper

1. As part of our changes to achieve compliance with the Higher Education Governance (Scotland) Act 2016 (hereafter, the 'Governance Act'), this paper provides draft Ordinances for the Senatus Academicus (or Senate) and General Council for transmission for statutory consultation. Approval for a minor amendment to the draft Composition of Court Ordinance is also sought.

Action requested/Recommendation

2. Court is invited to:
    *   consider the following draft Ordinances and approve their transmission for statutory consultation:
        i)   Composition of the Senatus Academicus (Appendix 1)
        ii)   General Council Membership and Registration (Appendix 2)
        iii) Election of Chancellor and Chairing of General Council Meetings (Appendix 3)
    *   approve a minor amendment to the Composition of Court Ordinance (Appendix 4) and delegate authority to the University Secretary to agree any further non-material changes to the Ordinance if requested by the Scottish Government or Privy Council.

Background and context

Procedure for making and revoking Ordinances

3. The procedure for revoking and replacing an Ordinance is for:
    i.   the University to consult informally with Scottish Government officials and legal advisers on the proposed changes;
    ii. a consultation with Court, Senate, General Council and any other interested parties to take place before submission of a final draft to Court;
    iii. the Ordinance to be submitted to the Privy Council Office, which will formally ask for approval from the Scottish Universities Committee, consisting of the First Minister, Lord Advocate and the Lord President of the Court of Session;
    iv. the Ordinance is submitted for final approval by HM The Queen at a meeting of the Privy Council, known as Her Majesty in Council.

Senate Ordinance

4. The Governance Act requires that Scottish universities ensure that more than 50 per cent of Senate members are elected, and that elected student members make up at least 10 per cent of the total membership of Senate, up to a total of 30 members. The current composition of Senate, set out in Table 1 overleaf, does not meet these requirements.

Table 1: Current composition of Senate

Senate Membership	Current number of members (as at 1 August 2018)
The Principal *(ex officio)*	1
All Professors of the University who hold an established or Personal Chair *(ex officio)*	711
Elected Readers, Senior Lecturers, and Lecturers	63
Elected representatives of University Demonstrators and Research Staff	9
Elected student representatives - associate members	6
Ex Officio members not in any categories above	19
Total Membership	**809**

5.   Senate has agreed in principle to a new Governance Act-compliant composition, set out in Table 2 below. This was subject to a University-wide consultation of academic staff and students, and received the support of the majority.

Table 2: Proposed new composition of Senate

Position	Membership
Principal *(ex officio)*	1
Ex officio appointments	Approximately 70 anticipated, with a cap of 80
Elected academic staff (Professorial pool)	100
Elected academic staff (Other)	100
Elected students	30
Total	**Approximately 300**

6. A new Senate Ordinance has since been drafted and refined in various iterations with Scottish Government legal advisers. We have now reached 'informal agreement' with the Scottish Government on the Ordinance and can proceed to the formal approval stage. The new Ordinance is summarised in the Discussion section below.

General Council Ordinances
7.   The General Council consists of graduates, academic staff and members of the University Court. The composition of the University Court includes three General Council Assessors, who must be members of the General Council, provided that they are not staff or students at the University. As part of the new composition of Court, Court and the General Council agreed that the three positions should be retained in modified form, with appointments made by Court on the advice of a joint Court-General Council Selection Panel following an open recruitment process, rather than by election. Two General Council Ordinances require revision to remove references to the election process and we have now reached 'informal agreement' with the Scottish Government on these revisions and can proceed to the formal approval stage. The revisions are summarised in the Discussion section below.

Court Ordinance

8. Court approved in December a final draft Composition of Court Ordinance to submit to the Scottish Government and Privy Council Office. Scottish Government legal advisers have now confirmed that they are content with the final draft aside from one minor legal point – set out in the Discussion section below.

Discussion

Senate Ordinance

9. The current composition of the Senate is set out in University of Edinburgh Ordinance 204, amended by Ordinance 206. As there are so many changes required to the composition, it is proposed to revoke both Ordinances and replace them with one new Ordinance (included in Appendix 1) rather than amend the existing Ordinances.

10. The new Ordinance closely follows the terms of the Governance Act and sets out how the University will comply with these terms. It contains a more basic level of information than the current Ordinance, so that it will not become out of date quickly, while having sufficient information to establish key principles regarding the composition of Senate and demonstrate compliance. The new Ordinance contains the following:

- The number of *ex officio* members, naming those office bearers specified under the Act;
- The total number of elected members (which will be more than 50 per cent), specifying that there will be a professorial pool and a pool of other academic staff;
- The number of students who will be elected members of Senate (30);
- The term of office of members;
- The timing of elections;
- Validity of proceedings.

11. The following drafting decisions have been taken while drafting the Ordinance.

Decision	Rationale
Ex officio members of Senate will include the Principal, Heads of College and Heads of School of the University and will not exceed 80 in total. (Section 2)	The Principal, Heads of College and Heads of School have been specifically named as e*x officio* members under the new Ordinance because membership of the Principal and Heads of School is specified in the Act, and Heads of College have a key role as academic leaders.

A cap of 80 places on the overall number of *ex officio* members has been imposed to ensure that the balance between *ex officio* members and elected members remains consistent with the model of around 300 members. (Senate, February 2018) |
| Removal of automatic membership of professorial members of Senate. Inclusion of 200 academic staff members of Senate, 100 of which | Although all professors would no longer become members automatically, Senate has concluded that the 100 places for elected professorial members should be sufficient to accommodate current levels of attendance of professors at Senate, and allow for |

shall be held by elected professors and 100 of which shall be held by elected non-professorial academic staff members of the University. (Section 3)	good cross-University representation. The division of 100 members in each academic staff member category will provide a suitable balance between academic leaders and the academic community as a whole. (Senate May 2017)
Removal of the 'University Demonstrators and members of the academic research staff' category. (Ordinance 204)	University Demonstrators and academic research staff will be eligible to stand under the elected non-professorial academic staff membership category. Senate has decided against creating sub-divisions in this category because distinctions by staff type will quickly become unusable while academic roles are steadily evolving, and it will prioritise certain categories of academic staff over others (Senate May 2018).
Inclusion of 30 student members on Senate (Section 5)	This fulfils the requirement of the Act for the proportion of student members on Senate.
The term of office of three years for academic staff members and one year for student members (Sections 4 and 6)	The three-year term of office has worked well for elected academic staff members under the current Senate; it allows sufficient turnover, which means that regular opportunity is available for academic staff members to stand for membership, and it acknowledges the short-term nature of some academic contracts. The term of office for student members will be one year; as those elected will also be elected to Students' Association positions, which have one year terms of office. (Senate May 2018)
Annual elections of Senate members (Sections 7 and 8)	An annual turnover of members has been agreed to ensure that opportunities to stand for Senate membership will occur on a regular basis (Senate May 2018)
Removal of the procedure for election of Senate members (Ordinance 204)	This is a level of detail which is more appropriate for inclusion in election regulations.

General Council Ordinances: Minor Amendment to Ordinance 202 (General Council Membership and Registration) – included in Appendix 2
12. Ordinance 202 makes a brief reference to the right of any member of the General Council to vote for a General Council Assessor to the University Court. The amendment removes this reference as the positions will now be appointed following an open recruitment process rather than by election. The amendment does not impact on Ordinance 186 (General Council Membership and Registration), which Ordinance 202 amends. No other amendments to Ordinance 202 are proposed aside from removing a reference to the use of a fax machine, which is out of date.

4

General Council Ordinances: Replacement of Ordinance 210 (Election of Chancellor and General Council Assessors and Chairing of General Council Meetings) – included in Appendix 3

13. Ordinance 210 contains requirements for the election of General Council Assessors to the University Court. Given the number of references, including in the title of the Ordinance itself, and in the introductory statements, it is proposed to revoke and replace the Ordinance with a new version with omits references to the election of General Council Assessors but leaves the other sections regarding the election of the Chancellor and the chairing of General Council meetings unchanged.

Court Ordinance

14. Following Court approval in December, the Scottish Government initially confirmed that it was content with the new Composition of Court Ordinance. We subsequently received contact from a Scottish Government legal adviser stating that they had become aware of a previous interpretation made by Scottish Government legal advisers regarding the use of the word 'assessor' that should be addressed before submission to the Privy Council.

15. Initially, we were not planning to use the word 'assessor' in the new Ordinance for consistency of terminology, although the term could still be used if preferred. However, the Scottish Government asked us to include the term as it features in primary legislation so the draft Ordinance approved by Court in December included the following sentence:

The persons appointed under sub-paragraphs 1(d) [person elected by all academic staff], 1(e) [person elected by all professional services staff], 1(h) [persons elected by Senate], 1(j) [person appointed by City of Edinburgh Council], 1(k) [General Council positions] and 1(l) [Chancellor's Assessor] are assessors for the purposes of the Universities (Scotland) Acts 1889 and 1966.

16. The effect of the new legal advice is that term 'assessor' should only be used in the Ordinance for positions which feature in earlier primary legislation and not to the two positions featured in the new Governance Act – 1(d) person elected by all academic staff and 1(e) person elected by all professional services staff – as otherwise the time, place and manner of election of the two positions would have to be specified in Ordinance. This would be needlessly restrictive as such detail is usually in election regulations which Court can approve without requiring Privy Council approval and likely require us to begin the full consultation process again. Recognising that this would be undesirable, the Scottish Government legal adviser has suggested the following wording to remove the references:

The provisions of the Universities (Scotland) Acts 1889 and 1966 which apply to assessors apply to the persons appointed under sections 1(h), 1(j), 1(k) and 1(l).

17. As the new wording will have no effect on the two positions, who can still be referred to as 'assessors', it is recommended that Court approve this minor amendment. The revised draft Ordinance with this change marked is included in Appendix 4 for context. To avoid any further minor legal amendments that may emerge from the Scottish Government or Privy Council delaying progress it is recommended that Court delegate authority for approval of any further non-material changes to the University Secretary.

Resource implications

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

Risk Management

19. 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 Ordinances will help ensure that the University is compliant with the Governance Act before the deadline of the end of 2020.

Equality & Diversity

20. 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

21. The draft Senate and General Council Ordinances will be available for public consultation and will be reviewed by Senate and the General Council. A paper will be submitted to the June Court meeting reporting on responses received and will include final draft Ordinances. If Court is content, the Ordinances will then be submitted to the Privy Council Office for approval by the Scottish Universities Committee and by Her Majesty in Council.

Consultation

22. The draft Senate and General Council Ordinances have been reviewed informally by Scottish Government officials and legal advisers and will now be subject to open consultation with Senate, the General Council and other interested parties. The draft Court Ordinance has already been subject to a full consultation process and is in the final stages of approval.

Further information

23. *Authors*   *Presenter*
    Lewis Allan and Kirstie Graham   Sarah Smith
    Court Services Office   University Secretary
    February 2019

Freedom of Information

24. Open paper.

[DRAFT] UNIVERSITY OF EDINBURGH ORDINANCE NO *XXX*

COMPOSITION OF THE SENATUS ACADEMICUS

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

WHEREAS the Universities (Scotland) Act 1966, Schedule 2, Part I, paragraph 1, empowers the University Court to amend the composition of the Senatus Academicus, which is at present regulated by the Universities (Scotland) Act 1858, Section 5, and by University of Edinburgh Ordinance No. 204 (Composition of the Senatus Academicus) as amended by University of Edinburgh Ordinance No. 206 (Composition of the Senatus Academicus – Amendment of Ordinance No. 204):

AND WHEREAS the University Court deems it expedient to amend the composition of the Senatus Academicus 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 paragraphs 1 and 4 of Part I of Schedule 2 to that Act, hereby statutes and ordains:

1.	The Principal of the University shall preside at any meeting of the Senatus Academicus.

2.	The University Court will specify posts or offices, the holders of which shall be members of the Senatus Academicus during their tenure of that post or office, provided that such specified offices:
	a. include the Principal, Heads of Colleges and Heads of Schools of the University in accordance with section 15 of the Higher Education Governance (Scotland) Act 2016;
	b. do not exceed 80 in total.

3.	Academic staff members who hold appointments from the University Court, as attested by a contract of employment issued by the University, shall elect from their own number to serve as members of the Senatus Academicus provided:
	a. that the total number of such members shall be 200, 100 of whom shall be elected Professors of the University, and 100 of whom shall be elected non-Professorial academic staff members of the University;
	b. that the academic staff members to be elected to membership of the Senatus Academicus in terms of section 3 of this Ordinance shall not include any academic staff members who hold any of the posts or offices referred to in section 2 of this Ordinance.

4.	An academic staff member elected under section 3 of this Ordinance shall remain a member of the Senatus Academicus for a period determined by the Senatus Academicus and not exceeding three years from the first day of August of the year of election and shall be eligible for re-election for the same period provided that:
	a. an academic staff member elected under section 3 of this Ordinance shall demit office on ceasing to hold a contract of employment issued by the University;
	b. an academic staff member elected under section 3 of this Ordinance may resign membership at any time.

5.	Students at the University shall elect 30 persons from their own number to serve as members of Senatus Academicus, in accordance with section 15 of the Higher Education Governance (Scotland) Act 2016.

6.   A student member elected under section 5 of this Ordinance shall remain a member of the Senatus Academicus for a period of one year from a date which shall from time to time be determined by the University Court on the recommendation of the Senatus Academicus, and shall be eligible for re-election for the same period provided that:
   a. a student member elected under section 5 of this Ordinance shall demit office on ceasing to be a student at the University;
   b. a student member elected under section 5 of this Ordinance may resign membership at any time.

7.   Elections for academic staff members shall be held annually on dates to be fixed by the Senatus Academicus to fill vacancies for elected members occurring in the normal course and shall be conducted in accordance with the rules determined by the University Court in accordance with section 16 of the Higher Education Governance (Scotland) Act 2016 and on the recommendation of the Senatus Academicus.

8.   Elections for student members shall be held annually on dates to be fixed by the Senatus Academicus to fill vacancies for elected members occurring in the normal course. Elections for student members shall be conducted by the Students' Association, under the supervision of the Senatus Academicus, in accordance with rules made by the University Court, in accordance with section 16 of the Higher Education Governance (Scotland) Act 2016.

9.   The number of members elected under sections 3 and 5 of this Ordinance shall comprise more than 50 per cent of the membership of the Senatus Academicus in accordance with section 15 of the Higher Education Governance (Scotland) Act 2016.

10.   In accordance with section 17 of the Higher Education Governance (Scotland) Act 2016, the validity of the proceedings of the Senatus Academicus shall not be affected by any:
   a. vacancy in membership (or category of membership);
   b. defect in the appointment of a member.

11.   On the date on which this Ordinance comes into force, Ordinance No. 204 (Composition of the Senatus Academicus) and Ordinance No. 206 (Composition of the Senatus Academicus – Amendment of Ordinance No. 204) shall be revoked.

12.   This Ordinance shall come into force after its approval by Her Majesty in Council on a date to be determined by the University Court acting upon the recommendation of the Senatus Academicus.

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 the Writing (Scotland) Act 1995.

Member of the University Court

University Secretary

Approved by Order in Council, dated XXXX

Appendix 2 – Draft Amending Ordinance to amend Ordinance No. 202

[DRAFT] UNIVERSITY OF EDINBURGH ORDINANCE No. *XXX*

AMENDMENT OF ORDINANCE 202
(GENERAL COUNCIL MEMBERSHIP AND REGISTRATION:
AMENDMENT OF ORDINANCE No 186)

At Edinburgh, the *xxx* day of *xxx*, Two thousand and *xxx*.

WHEREAS the University Court deems it expedient to amend the conditions under which the register of members of the General Council is to be maintained:

THEREFORE the University Court of the University of Edinburgh, in exercise of the powers conferred upon it by Section 3 of the Universities (Scotland) Act 1966, and with particular reference to paragraphs 1 and 5 of Part I of Schedule 2 to that Act, hereby statutes and ordains:

1. In section 1 of the said Ordinance 202, the fourth sentence be amended to omit the word 'fax' and the final sentence be amended to omit the words 'or of a General Council Assessor to the University Court'.

2. This Ordinance shall come into force on the date on which it is approved by Her Majesty in Council.

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.

Member of the University Court

University Secretary

Approved by Order in Council, dated *xxx*

Appendix 2 – Extant Ordinance No. 202 with proposed changes marked

UNIVERSITY OF EDINBURGH ORDINANCE No 202

GENERAL COUNCIL MEMBERSHIP AND REGISTRATION:
AMENDMENT OF ORDINANCE No 186

At Edinburgh, the Twenty-fifth day of March, Two thousand and two.

WHEREAS the Universities (Scotland) Act 1966, Section 10(1), provides that the University Court shall cause to be maintained a register of members of the General Council in accordance with provisions to be prescribed by Ordinance:

AND WHEREAS in terms of Sections 3 of the said Act and of paragraphs 1 and 5 of Part I of Schedule 2 thereto, the University Court has power to amend by Ordinance the composition, powers, and functions of, *inter alia*, the General Council, and to prescribe the conditions under which the register of members of the General Council is to be maintained:

AND WHEREAS the University Court deems it expedient to amend the conditions under which the register of members of the General Council is to be maintained:

THEREFORE the University Court of the University of Edinburgh, in exercise of the powers conferred upon it by Section 3 of the Universities (Scotland) Act 1966, and with particular reference to paragraphs 1 and 5 of Part I of Schedule 2 to that Act, hereby statutes and ordains:

1.   The Register of Members of the General Council shall be maintained on computer. The Registrar shall arrange for the annual revision of the Register of Members, and for this purpose the Register shall be closed on 10 December each year, or on such other date as the University Court may determine. The revised Register of Members shall be available to members for inspection in the University Library and in the office of the Registrar in a form to be determined by the University Court but which shall exclude addresses.   It shall be open to an individual to enquire by telephone, email, post, ~~fax~~ or in person whether his or her name and other details are included in the Register, but no information shall be divulged without satisfactory proof of the identity of the correspondent or caller. Subject to the provisions of Section 6 of Ordinance No 186, the revised Register of Members shall then be conclusive evidence during the twelve months immediately following 10 December of the right of any member of the General Council to vote in the election of the Chancellor ~~or of a General Council Assessor to the University Court~~ or in any other business in respect of which a vote may be required at meetings of the General Council.

2.   Section 5 of Ordinance No 186 (General Council Membership and Registration) is hereby revoked.

3.   This Ordinance shall come into force on the date on which it is approved by Her Majesty in Council.

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.

Member of the University Court

Secretary to the University

Approved by Order in Council, dated 16 July 2002.

[DRAFT] UNIVERSITY OF EDINBURGH ORDINANCE No. *XXX*

ELECTION OF CHANCELLOR AND CHAIRING OF GENERAL COUNCIL MEETINGS

At Edinburgh, the *xxx* day of *xxx*, Two thousand and *xxx*.

WHEREAS the Universities (Scotland) Act 1966, Schedule 2, Part I, paragraph 1 empowers the University Court to amend the composition, powers and functions *inter alia* of the General Council and Schedule 2, Part I, paragraph 3 of that Act empowers the University Court to fulfil the purposes *inter alia* of section 14 of the Universities (Scotland) Act 1889 and section 14(4) of that Act includes as one of the purposes *inter alia* to regulate the time, place and manner of presenting and electing University officers:

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 paragraphs 1 and 3 of Part I of Schedule 2 to that Act, hereby statutes and ordains:

Meetings of the General Council

1.   At the meetings of the General Council, the Chancellor, whom failing the Rector, whom failing the Principal, whom failing the Chancellor's Assessor shall preside; and in the absence of all the said Officials the Chair shall be elected by the meeting, provided that, at any meeting of the Council held in furtherance of electing an Assessor or Assessors to the University Court, no member of the Senatus Academicus, member of staff of the University of Edinburgh or matriculated student of the University of Edinburgh shall preside. The Chair shall have a deliberative and a casting vote, and in case of an equality of votes, the Chair or any one appointed by the University Court to act for the Chair as hereinafter provided, shall have a casting vote. The Chair of the meeting shall decide all points of order.

Election of a Chancellor

2.   (1) The Chancellor shall be elected for life by members of the General Council whose details are contained within the General Council Register by means of a single transferable vote system. The election shall be conducted in accordance with this Ordinance and arrangements   determined from time to time by the Business Committee of the General Council.

(2) When a vacancy occurs in the office of Chancellor, the Business Committee of the General Council shall fix the date by which nominations for a successor shall be received, hereinafter called the nomination day, such date to be no fewer than 90 days from the date of the vacancy. The Secretary of the General Council shall intimate the nomination day and the conditions for the nomination of candidates in accordance with the arrangements determined from time to time by the Business Committee of the General Council. No person who is a member of staff of the University of Edinburgh or who is a matriculated student of the University of Edinburgh shall be eligible for nomination for election as Chancellor.

(3) The result of the election shall be transmitted to the Secretary of the University Court as soon as it is established and the said Secretary shall disseminate the said result within the University.

Validity of an election

3.   The validity of any election held in terms of this Ordinance shall not be affected by any defect in the procedure carrying out such election unless on the application of a candidate or an individual designated by the candidate to represent them to the Secretary of the General Council prior to the results of the election being declared, the Convener or Acting Convener of the Business Committee of the General Council shall after due enquiry declare the election invalid.

Incapacity of Chair or Secretary

4.   If the Chair of a meeting or the Secretary of the General Council is incapacitated by illness or otherwise from discharging the duties in reference to an election imposed by this Ordinance, or if the office of Secretary becomes vacant, the University Court in the case of the Chair of the meeting, and the Business Committee in the case of the Secretary, shall appoint a person to discharge such duties and the person so appointed shall, so far as the purposes of the election are concerned, act as, and be deemed to be, Chair of the meeting or Secretary, as the case may be.

Revocation of Ordinances

5.   On the date on which this Ordinance comes into force, Ordinance No. 210 (Election of Chancellor and General Council Assessors and Chairing of General Council Meetings) shall be revoked.

Effective date

7.   This Ordinance shall come into force on the date on which it is approved by Her Majesty in Council.

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.

Member of the University Court

University Secretary

Approved by Order in Council, dated *xxx*

Appendix 3 – Existing Ordinance No. 210 with proposed changes marked

UNIVERSITY OF EDINBURGH ORDINANCE No. ~~210~~

ELECTION OF CHANCELLOR ~~AND GENERAL COUNCIL ASSESSORS~~ AND CHAIRING OF GENERAL COUNCIL MEETINGS

At Edinburgh, the ~~Twentieth day of June~~, Two thousand and ~~eleven~~.

WHEREAS the Universities (Scotland) Act 1966, Schedule 2, Part I, paragraph 1 empowers the University Court to amend the composition, powers and functions *inter alia* of the General Council and Schedule 2, Part I, paragraph 3 of that Act empowers the University Court to fulfil the purposes *inter alia* of section 14 of the Universities (Scotland) Act 1889 and section 14(4) of that Act includes as one of the purposes *inter alia* to regulate the time, place and manner of presenting and electing University officers:

~~AND WHEREAS the University Court on the recommendation of the General Council deems it expedient to alter the arrangements for the election of the Chancellor and for the election of Assessors nominated by the General Council to serve on the University Court as presently governed by University of Edinburgh Ordinance No. 198 as amended by University of Edinburgh Ordinance No. 205;~~

THEREFORE the University Court, in exercise of the powers conferred upon it by Section~~s~~ 3 ~~and 4~~ of the Universities (Scotland) Act 1966, and with particular reference to paragraphs 1 and 3 of Part I of Schedule 2 to that Act, hereby statutes and ordains:

Meetings of the General Council

1. At the meetings of the General Council, the Chancellor, whom failing the Rector, whom failing the Principal, whom failing the Chancellor's Assessor shall preside; and in the absence of all the said Officials the Chair shall be elected by the meeting, provided that, at any meeting of the Council held in furtherance of electing an Assessor or Assessors to the University Court, no member of the Senatus Academicus, member of staff of the University of Edinburgh or matriculated student of the University of Edinburgh shall preside. The Chair shall have a deliberative and a casting vote, and in case of an equality of votes, the Chair or any one appointed by the University Court to act for the Chair as hereinafter provided, shall have a casting vote. The Chair of the meeting shall decide all points of order.

Election of a Chancellor

2.   (1) The Chancellor shall be elected for life by members of the General Council whose details   are contained within the General Council Register by means of a single transferable vote system. The election shall be conducted in accordance with this Ordinance and arrangements   determined from time to time by the Business Committee of the General Council.

(2) When a vacancy occurs in the office of Chancellor, the Business Committee of the General Council shall fix the date by which nominations for a successor shall be received, hereinafter called the nomination day, such date to be no fewer than 90 days from the date of the vacancy. The Secretary of the General Council shall intimate the nomination day and the conditions for the nomination of candidates in accordance with the arrangements determined from time to time by the Business Committee of the General Council. No person who is a member of staff of the University of Edinburgh or who is a matriculated student of the University of Edinburgh shall be eligible for nomination for election as Chancellor.

(3) The result of the election shall be transmitted to the Secretary of the University Court as soon as it is established and the said Secretary shall disseminate the said result within the University.

~~Election of General Council Assessors~~

~~3.~~   ~~(1) In the ordinary course and rotation, Assessors shall be elected every two years by members of the General Council whose details are contained within the General Council Register, other than those who are also members of the Senatus Academicus of the University of Edinburgh. The Assessors shall be elected in accordance with this Ordinance and arrangements for the election of General Council Assessors as determined   from time to time by the Business Committee of the General Council.~~

~~(2) Only members of the General Council can be nominated for election as a General Council Assessor. No member of the Senatus Academicus or member of staff of the University of Edinburgh or a matriculated student of the University of Edinburgh shall be eligible for nomination for election as a General Council Assessor not withstanding that they may be a member of the General Council.~~

~~(3) Assessors shall be elected to serve for a period of office of four years and while eligible for re- nomination shall only be eligible for re-nomination for one consecutive period of office.~~

~~(4) In the case of a vacancy arising from the resignation, death or legal incapacity of an Assessor or upon an elected Assessor becoming a member of the Senatus Academicus, a member of staff of the University of Edinburgh or a matriculated student of the University of Edinburgh, the Business Committee of the General Council shall determine the appropriate course of action.~~

~~(5) The result of an election shall be transmitted to the Secretary of the University Court as soon as it is established and the said Secretary shall disseminate the said result within the University.~~

Validity of an election

4.   The validity of any election held in terms of this Ordinance shall not be affected by any defect in the procedure carrying out such election unless on the application of a candidate or an individual designated by the candidate to represent them to the Secretary of the General Council prior to the results of the election being declared, the Convener or Acting Convener of the Business Committee of the General Council shall after due enquiry declare the election invalid.

Incapacity of Chair or Secretary

5.   If the Chair of a meeting or the Secretary of the General Council is incapacitated by illness or otherwise from discharging the duties in reference to an election imposed by this Ordinance, or if the office of Secretary becomes vacant, the University Court in the case of the Chair of the meeting, and the Business Committee in the case of the Secretary, shall appoint a person to discharge such duties and the person so appointed shall, so far as the purposes of the election are concerned, act as, and be deemed to be, Chair of the meeting or Secretary, as the case may be.

Appendix 3 – Existing Ordinance No. 210 with proposed changes marked

Revocation of Ordinances

6.   On the date on which this Ordinance comes into force, ~~Ordinance No. 198 (Election of Chancellor and General Council Assessors) and Ordinance No. 205 (Election of General Council Assessors - Amendment of Ordinance No. 198) shall be revoked.~~Ordinance No. 210 (Election of Chancellor and General Council Assessors and Chairing of General Council Meetings) shall be revoked.

Effective date

7.   This Ordinance shall come into force on the date on which it is approved by Her Majesty in Council.

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 ~~Sir Timothy O'Shea~~Peter Mathieson

Member of the University Court

~~Dr Kim Waldron~~ Sarah Smith

University Secretary

Approved by Order in Council, dated ~~12 October 2011.~~

[DRAFT] UNIVERSITY OF EDINBURGH ORDINANCE No. 211

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 and12 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) 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 who will not be a member of staff or student of the University; and
(m) such persons, not usually exceeding seven in number and up to a maximum of nine, as may be appointed by the University Court, who will not be members of staff or students of the University.

2.   The provisions of the Universities (Scotland) Acts 1889 and 1966 which apply to assessors apply to the persons appointed under ~~sub-paragraphs~~sections ~~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 2 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

18 February 2019

Exception Committee Report

Committee Name

1. Exception Committee.

Date of Meeting

2. The Committee considered business via electronic communications concluded on 16 January 2019.

Action Required

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

Key Points

Core Systems (Phase 1) Procurement
Paragraphs 4-6 have been removed as exempt from release due to FOI.

Full Minute

7. The papers considered are available at:
https://www.wiki.ed.ac.uk/display/UCC/Exception+Committee

Equality & Diversity

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

Further information

9. *Author*   *Presenter*
    Lewis Allan   Anne Richards
    Head of Court Services   Convener of Exception Committee

Freedom of Information

10. Closed paper.

THE UNIVERSITY of EDINBURGH

UNIVERSITY COURT

18 February 2019

Policy & Resources Committee Report

Committee Name
1. Policy & Resources Committee.

Date of Meeting
2. 28 January 2018

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

Paragraphs 4-10 have been removed as exempt from release due to FOI.

Full minute
11. 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
12. Issues related to equality and diversity were considered within each paper as appropriate.

Further information
13. *Author*   *Presenter*
    Lewis Allan   Anne Richards
    Head of Court Services   Convener, Policy & Resources Committee

Freedom of Information
14. Closed paper.

UNIVERSITY COURT

18 February 2019

Nominations Committee Report

Committee Name
1. Nominations Committee.

Date of Meeting
2. 28 January 2019

Action Required
3. Court is invited to note the key items discussed at the meeting as detailed below and to approve an amendment to Court's Standing Orders to allow for newly appointed Co-opted Court members to be appointed for a term of office of up to four years (presently three), subject to satisfactory appraisal and any probationary periods that may be applied. This is for consistency with the new General Council Court positions, which are being jointly advertised alongside Co-opted vacancies and are required to have a four year term of office.

Paragraphs 4-9 have been removed as exempt from release due to FOI.

Full minute
10. 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
11. Issues related to equality and diversity were considered within each paper as appropriate.

Further information
12. *Author*   *Presenter*
     Lewis Allan   Anne Richards
     Head of Court Services   Convener, Nominations Committee

Freedom of Information
13. Closed paper.

UNIVERSITY COURT

18 February 2019

Knowledge Strategy Committee Report

Committee Name
1. Knowledge Strategy Committee.

Date of Meeting
2. 18 January 2019

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

Key points
Information Services Group Plan
4. The Chief Information Officer presented the emerging key components for the Information Services Group's annual planning round submission. Key challenges and opportunities were highlighted, including:
- Challenges: Brexit, Plan S, ageing IT estate ('technical debt'), compliance and rising IT costs, information security, heritage collections risk;
- Opportunities: Distance Learning at Scale, student experience, digital transformation, core systems, City Region Deal, business intelligence and analysis.

5. In discussing prioritisation, the Committee noted student support for live mapping availability of study spaces and the subtitling of recorded lectures. Integration of the City Region Deal's data-driven innovation programme into 'core' University activities and the digitisation of library materials were also noted. Further updates on the planning round submission were requested.

Distance Learning at Scale Showcase
6. The Committee received a demonstration of the visual outputs for the first Distance Learning at Scale (DLAS) programme, an MSc in Business Analytics. The following points were raised in discussion:
- The re-usable design template and overall approach of building in re-usability in all aspects was welcomed;
- DLAS courses are not intended to replace existing online courses, whether online Masters degrees or Massive Open Online Courses (MOOCs) but MOOCs can feed in to DLAS courses and those running existing online Masters degrees may choose to take up the DLAS design template;
- DLAS is in a pilot phase to test the business model and approach taken, with the Committee to be kept updated on progress.

Student and Staff Experience Action Plan
7. An update on the development of a student and staff experience action plan was reviewed. Work to standardise the University's Virtual Learning Environment and improve the proportion of reading lists available electronically is ongoing, with significant progress made in lecture capture, with around 85% of lectures now being

recorded. The Committee discussed demand for lecture capture from Masters-level international students who use small teaching spaces not fitted with lecture capture equipment. The new approach taken and use of logic modelling was supported.

Plan S
8. The likely impact of a new initiative from major research funders to accelerate the transition to full and immediate open access to research publications, known as Plan S, was considered. The following points were raised in discussion:
- Copyright procedures will be reviewed to ensure that they are Plan S compliant;
- Clear communication with academic staff is vital given the compressed timetable and concerns that Plan S may restrict freedom to publish in some highly regarded academic journals and with some book publishers that choose not to comply with Plan S and make a full transition to open access;
- A further paper may follow on DORA (San Francisco Declaration on Research Assessment);
- Possible effects on the Research Excellence Framework (REF) and international university league tables are under review;
- 70% of research in the College of Arts, Humanities and Social Sciences is not funded by direct grants from external funders and any indirect effects from Plan S will need to be considered, although the immediate focus will be on compliance in research that is directly affected.

Library Materials Budget: Long Term Planning
9. An update on the review of the model used to divide the overall Library material budget between central funds and the three Colleges was presented. The Committee discussed potential Plan S costs and the effect of currency fluctuations on the library materials budget given the large foreign currency-denominated purchases.

Information Security Strategy
10. A draft Information Security Strategy was considered prior to submission to the University Executive. Links with the City Region Deal, the extent to which mandatory information security training is enforced, access to University systems by staff who have recently left the University and best practice in password protection was discussed. It was agreed to invite the Chair of the newly formed Data Ethics group linked to the City Region Deal to present to the Committee at a future meeting.

Other issues
11. Updates on the core systems procurement, network replacement procurement and information security were reviewed

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*   *Presenter*
     Lewis Allan   Doreen Davidson
     Head of Court Services   Convener, Knowledge Strategy Committee

Freedom of Information

15. Open paper.

THE UNIVERSITY *of* EDINBURGH

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UNIVERSITY COURT

18 February 2019

Senatus Academicus Report

Committee Name
1. e-Senate.

Date of Meeting
2. 15 – 23 January 2019.

Action Required
3. To note the key points from the e-Senate meeting.

Key points
Review of the Structure of the Senate Committees
4. Senate noted that a review of the structure of the Senate Committees has been agreed by the Principal, with the last such review having taken place in 2009-10. A task group convened by the Senior Vice-Principal will manage the review. The findings and recommendations will be presented to the Senate meeting of 29 May.

Draft Resolutions
5. No observations were received on the draft resolutions*:*

Draft Resolution No. 1/2019: Foundation of a Chair of Inorganic Chemistry
Draft Resolution No. 2/2019: Alteration of the Title of the Chair of Mathematics (third)
Draft Resolution No. 3/2019: Foundation of a Chair of General Practice
Draft Resolution No. 4/2019: Foundation of a Chair of Primary Care and
                                     Multimorbidity

Agenda and Papers
6. http://www.ed.ac.uk/schools-departments/academic-services/committees/senate/agendas-papers

Equality & Diversity
7. No key implications for equality and diversity were raised by Senate. All paper authors are asked to consider and identify equality and diversity implications.

Further information
8*. Author*
    Theresa Sheppard
    Academic Services

Freedom of Information
9. Open paper.

THE UNIVERSITY *of* EDINBURGH

UNIVERSITY COURT

18 February 2019

Resolutions

Description of paper
1. This paper invites Court to refer a draft Resolution to the General Council, Senate and any other interested party for observations and to approve Resolutions to establish Chairs in accordance with 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. 7/2019: Code of Student Conduct.

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. 64/2018: Foundation of a David Hume Chair of Economics
Resolution No. 1/2019:   Foundation of a Chair of Inorganic Chemistry
Resolution No. 2/2019:   Alteration of the Title of the Chair of Mathematics (third)
Resolution No. 3/2019:   Foundation of a Chair of General Practice
Resolution No. 4/2019:   Foundation of a Chair of Primary Care and Multimorbidity
Resolution No. 5/2019:   Boards of Studies

Background and context
4. The Universities (Scotland) Act 1966 enabled the University Court to exercise by Resolution a wide range of powers, including the institution of new degrees and degree regulations and the prescription of disciplinary procedures. The Act sets out the procedure for making Resolutions and stipulates that Senatus Academicus, the General Council and any other body or person having an interest require to be consulted on draft Resolutions throughout the period of one month, with the months of August and September not taken into account when calculating the consultation period.

5.   Senatus Academicus has formal responsibility to superintend the discipline of the University. The Code of Student Conduct provides the University's policy and procedure for handling allegations of misconduct against students of the University. Senatus Academicus has delegated responsibility for the Code of Student Conduct to Curriculum and Student Progression Committee (CSPC). CSPC has undertaken a periodic review of the Code of Student Conduct and approved amendments to the Code. The amendments are designed in particular to equip the Code to deal more appropriately with allegations of serious misconduct.

6.   A draft Resolution has been formulated to deal with the amendments to the Code of Student Conduct.

Discussion

7. The key changes to the *Code of Student Conduct* are as follows:

- The Code makes specific reference to sexual violence or abuse of a member of the University community as an offence under the Code.
- The Code makes specific reference to bullying of a member of the University community as an offence under the Code.
- The Code indicates that harassment, discrimination, or victimisation of a member of the University community on the grounds of gender identity is an offence under the Code.
- The Code makes clear that offences outside of a University context which raise questions about a student's fitness to remain a member of the University community, or suggest that a student poses a threat to other members of the University community may be regarded as an offence under the Code.
- The quorum for meetings of the Student Discipline Committee is reduced from six members to five.
- The Code makes reference to the Respondent (i.e. the student accused of breaching the Code), and the Reporting Party, who has raised the allegation against the Respondent.
- The Code provides more flexible routes for students to raise allegations of misconduct.
- The Code clarifies that two Conduct Investigators may be appointed to investigate a case, where this is considered appropriate.
- The Code clarifies the approach taken by the University to suspend students subject to investigation on a precautionary basis.
- The Code permits students to bring an additional supporter (a specialist provider of health or wellbeing support) with them to meetings held as part of the disciplinary procedure.
- The Code clarifies the role of the Conduct Investigator and of the Student Discipline Committee in determining whether an offence has taken place, and whether that offence constitutes a breach of the Code.
- The Code extends the right to place a student on probation for up to three months as a penalty to Student Discipline Officers.
- The Code clarifies that the Student Discipline Committee may decide a case based on written representations, where the student accused of misconduct waives their right to an in-person or virtual hearing.
- The Code includes a process for dealing with requests by the Respondent to postpone a hearing of the Student Discipline Committee.
- The Code explains the right of the Convener of the Student Discipline Committee to make special arrangements for witnesses to give evidence from a separate location (e.g. via video link), and to withdraw the right of the Respondent to cross-examine a witness or witnesses where this would not be appropriate in the circumstances of the case (e.g. in cases relating to allegations of sexual misconduct).
- The Code provides greater clarity regarding who is in attendance for which parts of a hearing of the Student Discipline Committee, and the contribution of witnesses to a hearing.
- The Code clarifies what information will be provided to the Reporting Party in a case about the progress and outcome of the case.

8. The full text of the Resolutions is at:
https://www.wiki.ed.ac.uk/display/UCC/University+Court

Resource implications
9. CSPC has considered in detail the resource implications associated with the amendments to the Code of Student Conduct.

Risk Management
10. CSPC has been provided with a risk assessment relating to the amendments to the Code of Student Conduct and regards the level of risk as acceptable.

Equality & Diversity
11. CSPC has discussed in detail the equality and diversity implications of the amendments to the Code of Student Conduct. These amendments have the potential to deliver a positive impact from an equality perspective.

Next steps/implications
12. 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 17 June 2019 for consideration and approval. Senate and the General Council will be informed of the approval of final Resolutions. The list of approved Resolutions is annually reviewed and published on the University's website.

Consultation
13. Academic Services have consulted widely on the amendments to the Code of Student Conduct among staff and the Students' Association. The University's Legal Services department have also provided legal advice on the amendments.

Further information
14. *Authors*
    Adam Bunni, Academic Services
    Kirstie Graham, Court Services
    February 2019

Freedom of Information
15. Open paper.

THE UNIVERSITY *of* EDINBURGH

UNIVERSITY COURT

18 February 2019

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 13 November 2018 to 25 January 2019.

Action requested/Recommendation
2.   Court is invited to note the legacies and donations received.

Background and context
3.   This report sets out the legacies and donations received by the University of Edinburgh Development Trust from 13 November 2018 to 25 January 2019. During this period the Development Trust received £6.4m in cash donations, legacies and gift aid.

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

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

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

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

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

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

Further information
11. *Author*
    Gregor Hall
    Finance Manager,
    Development & Alumni

Freedom of Information
12. Closed paper.