



**POLICY AND RESOURCES COMMITTEE**

**13 November 2017**

**Minute**

**Present:** Ms Anne Richards (Convener) (by telephone)  
The Principal  
University Secretary, Ms Sarah Smith  
Lady Susan Rice  
Vice-Principal Professor Jonathan Seckl  
Mr David Bentley  
Ms Alison Grant  
Dr Frank Armstrong  
Ms Doreen Davidson  
Mr Patrick Kilduff

**In attendance:** Mr Hugh Edmiston, Director of Corporate Services  
Ms Tracey Slaven, Deputy Secretary, Strategic Planning  
Ms Zoe Lewandowski, Director of Human Resources  
Mr Phil McNaul, Director of Finance  
Mr Gary Jebb, Director of Estates  
Dr Lewis Allan, Head of Court Services

**Apologies:** Professor Sarah Cooper  
Senior Vice-Principal Professor Charlie Jeffery

**1 Minute** **Paper A**

The minute of the meeting held on 4 September 2017 was approved.

**2 Matters Arising** **Verbal**

There were no matters arising.

**3 Principal's Communications** **Verbal**

The Principal reported on: the Remembrance Day service held at the Playfair Library; speeches by the Prime Minister and Leader of the Opposition at the CBI annual conference on 6 November; an invitation by the joint Parliamentary Select Committee on Human Rights to appear at an evidence session on freedom of speech in universities; the draft Scottish budget, expected on 14 December; and progress with the UK Dementia Research Institute centre established in Edinburgh.

The Principal agreed to discuss possible points to consider with the Student President prior to the Parliamentary evidence session.

## SUBSTANTIVE ITEMS

### 4 Strategic Planning

- **Strategic Plan 2012-16: Final Progress Report**

**Paper B1**

The Deputy Secretary, Strategic Planning, presented progress made against the targets and Key Performance Indicators (KPIs) within the University's 2012-16 Strategic Plan in areas where data was not available when presented to the Committee in November 2016. Members discussed activities undertaken to improve widening access and requested that the Court paper include an overview of progress made against all targets and KPIs over the period. It was agreed that the University has broadly achieved the targets and KPIs set out in the 2012-16 Strategic Plan.

- **Strategic Plan 2016: Performance Measurement Framework**

**Paper B2**

The first annual overview of progress using the Strategic Plan 2016 performance measurement framework was reviewed. The following points were considered:

- Noting the early stage in the new Strategic Plan, improvements in the National Student Survey and widening access measures were welcomed;
- Progress in developing economic and social impact measures and ongoing work to improve estates and industry partnership data;
- Monitoring longer term performance over multiple years;
- Improving the ratio of postgraduate research students to academic staff;
- Targets for online distance learning student numbers, additional to 'on campus' student number targets.

### 5 Finance

- **Finance Director's Report**

**Paper C1**

The Director of Finance presented the draft Annual Report and Accounts 2016/17, the analytical financial review 2016/17 and monthly management accounts for September. Noting that Audit & Risk Committee will provide detailed scrutiny prior to presentation to Court, the Committee welcomed the strong outturn for the year and noted the intention to improve in-year financial forecasting to enable more responsive expenditure planning. Internal communication of any sector-wide proposals relating to the Universities Superannuation Scheme was discussed, with the Committee to be kept informed of developments.

- **'Zero by 2040' Update**

**Paper C2**

An update on activity in support of the University's ambition to become carbon neutral by 2040 was reviewed. The initial options assessment undertaken by RELCO – the renewable and low carbon options group – was summarised, with one proposal for investments in solar energy to be taken forward as part of normal Estates Committee business. The solar

investment proposal and initial recommendations of the RELCO group were welcomed.

## **6 Low Carbon College**

**Paper D**

The Vice-Principal International presented a progress update on the partnership with Shanghai JiaoTong University (SJTU) to establish a Low Carbon College in Shanghai-Lingang. The intention to develop a detailed business case to underpin a Memorandum of Agreement with SJTU, with a University delegation visiting Shanghai from 11-13 December was noted. A summary update on the University's Chinese collaborations was requested for the January meeting.

## **7 City Deal Update**

**Paper E**

The Director of Corporate Services provided an update on the development of outline business cases for the six Data-Driven Innovation projects (World Class Data Infrastructure; the Bayes Centre; the Edinburgh Futures Institute at Quartermile; the Usher Institute; Easter Bush; and the National Robotarium) for submission to the UK government by mid-December. Plans to build project management and business development capacity to support the City Deal projects was discussed. It was noted that the risk register will be submitted to the Committee following review by the City Deal Executive Governance Group.

## **8 Estates**

### **• Edinburgh College of Art Masterplan**

**Paper F1**

A masterplan for the Edinburgh College of Art (ECA) to meet the future growth aspirations of ECA and consolidate on a single site at the Lauriston campus was reviewed. The Committee endorsed and recommended the masterplan for approval by Court, noted the outline business case financial modelling and living tax document and noted Estates Committee's approval of £750k funding to progress design works to redevelop workshops, improve connectivity to Evolution House, redevelop the former Fire Station entrance and the Hunter Building and public realm improvements.

### **• Quartermile**

**Paper F2**

The Director of Estates informed the Committee of initial discussions with Quartermile Ventures Ltd (QVL) regarding the potential acquisition of the gap site at the rear of the University-owned Edinburgh Futures Institute Quartermile site. The Committee:

- Noted the purchase price required to acquire the land;
- Noted the update on the central area study which incorporates a scenario for utilising the gap site unlocking the Estates Vision for the south side of George Square as well as facilitating growth of the Business School;
- Noted that the strategic acquisition would secure freehold of the site conditional on the University entering into a Development Agreement with QVL for a new academic facility of 10,000-12,000m<sup>2</sup> on the site;

- Endorsed and recommended to Court for approval the strategic acquisition of the gap site.

**9 Social Impact Pledge**

**Paper G**

The Assistant Principal Community Relations summarised progress in meeting the three social impact pledges for 2016/17 and presented three proposed social impact pledges for 2017/18: Homeless Health and Inclusion Centre; Digital Ambassadors; and, Student Social Enterprise. The 2017/18 pledges were approved and progress made to date welcomed.

**ITEMS FOR NOTING OR FORMAL APPROVAL**

**10 Investment Committee Terms of Reference & Statement of Investment Principles**

**Paper H**

A revised Terms of Reference for Investment Committee was approved and a Statement of Investment Principles governing the investment of resources both within the Endowment & Investment Fund and University Treasury balances recommended for approval by Court.

**11 Estates Committee Report**

**Paper I**

The report was noted.

**12 People Report**

**Paper J**

The report was noted.

**ADDITIONAL PAPER**

**13 Industry Strategy Update**

**Paper H**

Following an initial paper presented to the January 2017 meeting, the Director of Corporate Services provided an update on the development of a strategic funding model using pre-seed, seed and later stage venture/co-investment funding. The non-exclusive partnership agreement with Mercia Technologies and progress with the proposed Scottish FinTech Hub was discussed. It was agreed that the Commercialisation Sub-Group would meet on a regular basis to provide oversight of the implementation of the industry strategy, with Dr Frank Armstrong joining the Sub-Group.

**14 Any Other Business**

The Director of Corporate Services outlined possible student accommodation opportunities identified in response to recent growth in student numbers. Given likely time constraints, it was agreed that the first proposal would be circulated to the Estates Committee Sub-Group then, if the proposal was deemed non-standard in nature, to be circulated to

Policy & Resources Committee prior to submission to Exception Committee.

**15 Date of next meeting**

Friday, 19 January 2018 at 2.30pm