



UNIVERSITY EXECUTIVE  
Raeburn Room, Old College  
12 February 2018, 10 am

**AGENDA**

- 1 **University Executive Remit** A  
To approve the purpose and remit of the University Executive
- 2 **Principal's Communications** Verbal  
To receive an update from the Principal.

**SUBSTANTIVE ITEMS**

- 3 **Widening Participation Strategy** B  
To consider and approve a paper from the Deputy Secretary, Strategic Planning
- 4 **City Deal Update** C  
To receive an update from the Director of Corporate Services
- 5 **Finance Director's Report** D  
To consider and comment on updates by the Director of Finance
- 6 **General Data Protection Regulation Online Training** E  
To consider and agree a paper from the Deputy Secretary, Strategic Planning
- 7 **Lobbying Scotland Act 2016 – Briefing** F  
To consider and agree a paper from the Acting Director of Communications.
- 8 **Any Other Business** Verbal  
To consider any other matters by UE members.

**ITEMS FOR NOTING OR FORMAL APPROVAL**

- 9 **Lecture Recording - Summary of Use (Sept to Dec 2017)** G  
To note.
- 10 **Creation of new Chairs and renaming of existing Chairs** H  
To approve.
- 11 **Date of future meetings**  
The University Executive will next meet on 19 March 2018 at 10 am in the Raeburn Room, Old College.

**Meeting dates for the remainder of 2107/18, Monday at 10.00am:**

9 April 2018

14 May 2018

11 June 2018

**Proposed meeting dates for 2018/19, Tuesday at 10.00am:**

28 August 2018

25 September 2018

23 October 2018

20 November 2018

15 January 2019

19 February 2019

19 March 2019

23 April 2019

14 May 2019

25 June 2019

**12 University Executive Communications**

To note the key messages to be communicated.

**Verbal**



**UNIVERSITY EXECUTIVE**

**12 February 2018**

**University Executive Remit**

**Description of paper**

1. This paper set out the purpose, remit and membership of the University Executive.

**Action requested/Recommendation**

2. The University Executive is asked to formally approve its purpose, remit and membership.

**Background and context**

3. With the arrival of the Principal, Professor Peter Mathieson, the University adopted a new approach to senior staff meetings with the two existing bodies of Central Management Group and the Principal's Strategy Group replaced by a new body named the University Executive. The University Executive will meet monthly and will be supported by the Court Services Office.

**Discussion**

*Purpose and Remit*

4. The Executive's purpose is to contribute to the development of the University's strategic objectives and to oversee their implementation and delivery. Also, to act as a forum for decision-making and discussion of management and operational matters.

The Executive's remit is to:

- Develop the University's strategic objectives and support the Principal in overseeing their implementation and delivery
- Agree and oversee the implementation of policies, procedures and plans
- Develop and monitor delivery of University business planning objectives
- Manage and monitor organisational performance
- Facilitate and agree cross-University activity and communications
- Scrutinise items prior to submission to the University Court and its Committees
- Oversee other University operational committees and groups

*Membership*

Chair: Principal (or Senior Vice-Principal in absence of Principal)

Senior Vice-Principal

University Secretary

Head of College Arts, Humanities & Social Sciences

Head of College Medicine & Veterinary Medicine

Head of College Science & Engineering

Director of Corporate Services

Chief Information Officer

All Vice-Principals

Head of School Representatives x 3

Deputy Secretary, Strategic Planning  
Deputy Secretary, Student Experience  
Director of Finance  
Director of Estates  
Director of Human Resources  
Director of Legal Services  
Director of Communications and Marketing

### **Resource implications**

5. There are no direct resources implications associated with this paper.

### **Risk Management**

6. The University's approach is to minimise its exposure to reputational, compliance and financial risk, whilst accepting and encouraging an increased degree of risk in pursuit of its mission and objectives. The University Executive has a role in ensuring that the major risks associated with significant proposals put to it have been properly considered and can be appropriately managed and ensuring that corporate risks are properly managed.

### **Equality & Diversity**

7. The University is committed to equality and diversity across all its work. As membership of the University Executive is *ex officio*, equality and diversity issues are addressed through the University's ongoing commitment to attract a diverse work force as part of its Equality Outcomes Action Plan.

### **Next steps & Communication**

8. The University Executive purpose, remit and membership has already been communicated to internal stakeholders, approval of this paper formalises these arrangements.

### **Consultation**

9. All members and core contributors of papers to Central Management Group and the Principal's Strategy Group have been informed of these changes.

### **Further information**

#### **10. Authors**

Kirstie Graham, Court Services  
Fiona Boyd, Principal's Office  
31 January 2018

#### **Presenter**

Sarah Smith  
University Secretary

### **Freedom of Information**

11. This paper is open.



UNIVERSITY EXECUTIVE

12 February 2018

**Widening Participation Strategy**

**Description of paper**

1. This paper introduces the second draft of the guiding principles for the University of Edinburgh's Widening Participation strategy, reflecting discussion at Central Management Group (CMG) on 31 October 2017 and subsequent further consultation across the University. The draft document is appended to this paper.

**Action requested/Recommendation**

2. The University Executive is asked to endorse the guiding principles for the Widening Participation strategy and to provide feedback and approval to proceed with the final drafting of the strategy. It is intended that the strategy should progress to the April Court meeting for full approval allowing maximum impact on the 2019-20 recruitment cycle.

*Paragraphs 3 - 11 have been removed as exempt from release due to FOI.*

**Risk Management**

12. The strategy and consultation has been designed to minimise risks associated with the under-recruitment of students from disadvantaged and under-represented groups. This should mitigate reputation impacts and compliance threats to funding from the Scottish Funding Council.

*Paragraph 13 has been removed as exempt from release due to FOI.*

**Equality & Diversity**

14. The intention of the strategy is to support increased diversity within the student body. Key measures of success will include equality and diversity indicators in consultation with the Equality Outcomes Plan. It is recognised that improving SIMD20 intakes may worsen our gender balance. The development of 2+2 articulation programmes should specifically aim to address this issue.

*Paragraph 15 has been removed as exempt from release due to FOI.*

**Consultation**

16. University-wide and external consultation sessions took place from April to November 2017. The draft presented at CMG in October 2017 was also circulated widely throughout the University for feedback. The following committees have reviewed and provided feedback on an earlier draft of this strategy document:

- Widening Participation Strategy Group
- Student Recruitment Strategy Group
- Social Responsibility & Sustainability Committee
- Senate Learning & Teaching Committee
- College of Science & Engineering Professional Services Management Group
- College of Science & Engineering Learning & Teaching Committee

- College of Arts, Humanities & Social Sciences Recruitment and Admissions Committee
- College Undergraduate Learning and Teaching Committee (CAHSS)

**Further information**

Author

Katrina Castle and Laura Cattell  
Head(s) of Widening Participation  
Student Recruitment and Admissions  
2 February 2018

Presenter

Tracey Slaven  
Deputy Secretary Strategic Planning

**Freedom of Information**

17. Paper is closed - strategy development



UNIVERSITY EXECUTIVE

12 February 2018

City Deal Update

**Description of paper**

1. This paper provides a summary update on the process of moving towards a detailed agreement with the UK and Scottish Governments on the City Deal as a whole, and specifically on the Data Driven Innovation programme led by the University of Edinburgh, which forms a significant part of the City Deal.

**Action requested/Recommendation**

2. The University Executive is invited to note and discuss the contents of this paper.

*Paragraphs 3 - 18 have been removed as exempt from release due to FOI.*

**Risk Management**

19. The project team maintains a detailed risk register which is reviewed on a regular basis by the City Deal Executive Governance Group and has been circulated to Risk Management Committee for information.

**Equality & Diversity**

20. There are significant equality and diversity opportunities associated with the Data Driven Innovation programmes that we will develop over the next 10 years with partners from industry and the public sector associated in particular with the idea of 'inclusive' growth.

*Paragraph 21 has been removed as exempt from release due to FOI.*

**Consultation**

22. The Court City Deal Sub-Group met on 19 January and reviewed this paper, which also went to Court on 5 February 2018. The process set out in this paper is reviewed regularly by the City Deal Executive Governance Group chaired by the Principal.

**Further information**

23. Author

Professor Charlie Jeffery  
Senior Vice-Principal

Presenter

Mr Hugh Edmiston  
Director of Corporate Services

**Freedom of Information**

24. Closed – commercial in confidence.



UNIVERSITY EXECUTIVE

12 February 2018

Finance Director's Report

**Description of paper**

1. The paper reports the combined Period 5, December, University Management Accounts and Quarter 1 Full Year Forecast. It also summarises the finance aspects of recent activities on significant projects and initiatives updating on progress as appropriate.

**Action requested/Recommendation**

2. The University Executive is asked to comment on the latest update and members can use this report to brief their teams on Finance matters. The Executive is also asked to review and approve the Transparent Approach to Costing (TRAC) Return for 2016/17 and Full Economic Cost (FEC) rates to be used this year. In particular, the Executive is asked to approve the simplified University rate approach to costing Research applications.

*Paragraphs 3 - 30 have been removed as exempt from release due to FOI.*

**Risk Management**

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

**Equality & Diversity**

32. 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 & Communication**

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

**Consultation**

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

**Further information**

35. Author

Lee Hamill  
Deputy Director of Finance  
Lorna McLoughlin  
Head of FIRST (Financial  
Information, Reporting & Strategy  
Team)

Presenter

Phil McNaull  
Finance Director



29 January 2018

**Freedom of Information**

36. This paper should not be included in open business as its disclosure could substantially prejudice the commercial interests of the University.



UNIVERSITY EXECUTIVE

12 February 2018

**General Data Protection Regulation: Online Training**

**Description of Paper**

1. This paper alerts University Executive to the decision of the Information Commissioner (ICO) following a data breach at the University of Edinburgh in April 2017. As a consequence of that decision and the proximity of the General Data Protection Regulation (GDPR) in May 2018, the paper recommends that a new Data Protection training module becomes mandatory training for all staff.

**Action/Recommendation**

2. The University Executive is asked to consider the need for a mandatory Data Protection training module and to agree to its implementation.

**General Data Protection Regulation (GDPR) requirement**

3. In 4 May 2016, the General Data Protection Regulation was published in the Official Journal of the European Union and will come into force on 25 May 2018. The GDPR raises the overall level of compliance and introduces new requirements for data controllers and data processors. A key change is the increase in penalties for severe data protection breaches from the current maximum of £500,000 to a maximum of €20 million or 4% of annual turnover.

4. Central Management Group (CMG) considered a paper on the implementation of the GDPR in September 2017. Since then, implementation has made progress and considerable steps have been taken towards compliance. One requirement arising from the GDPR is that the Data Protection Officer must ensure data protection training is provided for all staff members handling personal data.

*April 2017 Data Breach – ICO Findings*

5. Between the beginning of April and 26 April, 4 incidents of theft occurred from locked offices in one School. The incidents were referred to Police Scotland and all individuals based in the offices as well as cleaning staff were interviewed.

6. The fourth incident was the notifiable breach. This involved a personal external hard disk used to back-up a laptop by a member of academic staff. Despite University policy and guidance, the device had not been encrypted. The theft was discovered by the academic when, having received the emails warning about security and the previous thefts, she checked her office and pedestal drawers. The external hard disk contained the student list for that year's Go Abroad programme (135 students), and information on previous applicants, with names, addresses, emergency contact details, passport numbers and medical conditions.

7. The ICO, as the UK Regulator for Data Protection, did not issue any sanction against the University in relation to the incident. Her reasoning was that our response – notifying the individuals affected by the breach, conducting a full and thorough investigation – was broadly appropriate and satisfactory, as well as that all necessary policies and procedures were in place. It was, however, specifically

pointed out that one response was insufficient, namely the fact that data protection training was not mandatory throughout the organisation.

8. The implied consequence of this finding is that when the next serious breach occurs, the Information Commissioner will assume that Data Protection training will have been made mandatory. If this is not the case, then this will constitute an aggravating factor in her consideration of the incident and any sanction.

#### *University of Edinburgh's Data Protection Training*

9. The University's Data Protection Officer, Dr Rena Gertz, has recently completed development of an online training module. The module has been reviewed by a number of 'beta readers', including Internal Audit, and comments duly incorporated. Production of the training module is nearing completion and will be ready for roll-out by mid-February. The module should take no more than 40 minutes to complete.

10. Making the Data Protection training mandatory will also align with the mandatory rollout of Information Security training module. While not identical, the two issues are closely interlinked and interdependent. Having mandatory Data Protection Training in place will also be beneficial and provide an excellent defence in the case of third party challenges or complaints regarding the University's handling of personal data.

#### **Resource implications**

11. All GDPR implementation projects and processes are integrated into normal activities and are resourced locally. Information Services Group has prioritised implementation of the training module within the IS Applications division.

#### **Risk Management**

12. Compliance with the GDPR will be a statutory requirement. Failure to comply has potential financial and reputational impacts.

#### **Equality & Diversity**

13. Enhanced privacy and data protection, objectives of the GDPR, would be expected to support equality and diversity.

#### **Further information**

14. Author

Rena Gertz  
Data Protection Officer

Presenter

Tracey Slaven  
Deputy Secretary, Strategic Planning

#### **Freedom of Information**

15. The paper is open.



UNIVERSITY EXECUTIVE

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**The Lobbying (Scotland) Act 2016**

**Description of paper**

1. This paper analyses how the Lobbying (Scotland) Act 2016, and the subsequent Lobbying Register, and Code of Conduct relates to the operation of the University's day-to-day political engagement, and makes recommendations for potential actions.

**Action requested/Recommendation**

2. The University Executive is invited to note and discuss the paper and consider the recommendations in regard to voluntary registration, hosting events and a staff communication, before the Lobbying Register comes into force on 12 March 2018.

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

**Risk Management**

26. This proposal would be a risk-averse, yet proportionate, way for the University to deal with the potential risks to its reputation and compliance that could arise from the implementation of the Lobbying (Scotland) Act 2016.

**Equality & Diversity**

27. There are no equality and diversity considerations arising from this proposal

*Paragraphs 28 - 29 have been removed as exempt from release due to FOI.*

**Consultation**

30. This paper has been reviewed by the Senior Vice Principal, the Director of Legal Services and the Head of Stakeholder Relations. It has been approved by the Head of External Affairs, Communications and Marketing, and the Interim Director of Communications and Marketing.

**Further information**

31. Author

Gavin Donoghue  
Public Affairs Manager

Presenter

Rob Tomlinson  
Interim Director of Communications and  
Marketing

26 January 2018

**Freedom of Information**

32. Closed paper. Under the Freedom of Information exclusion that disclosure of the paper's contents would substantially prejudice the effective conduct of public affairs.



UNIVERSITY EXECUTIVE

12 February 2018

**Media Hopper Replay – Summary of Use (Sept to Dec 2017)**

**Description of paper**

1. For information, to provide an update on take-up and usage of the new lecture recording service (Replay) on campus for semester 1 2017.

**Action requested/Recommendation**

2. The University Executive is asked to note these initial numbers and the spread of usage across rooms and sites. The reported numbers show that numbers of recordings and interactions rose steadily across the semester. The number of recordings decreased in December as lectures ended, but use by students continued to rise as they prepared for revision and exams.

**Background and context**

3. The University seeks to enhance the student experience by providing recordings of lectures for students to revisit and review as part of their learning for each Course within their Programme of Study. This aligns with the Learning and Teaching Strategy that aims to ensure all students from all backgrounds achieve their potential by provision of a supportive environment and rich learning culture. It further aligns with the University's strategic objective of Leadership in Learning and its Digital Transformation development theme. The lecture recording service enhances and extends student provision and is in addition to the right granted to students within the Accessible and Inclusive Learning policy to record lecture audio (and, with permission, video) for their own personal learning.

4. The lecture recording project aims to roll out lecture recording facilities to 400 centrally managed teaching spaces over a three year period. We are using usage data to inform the development of the service to ensure that high quality support is provided for staff and students.

**Report**

*Headlines*

5. Colleagues are able to link lecture recordings to their course space in the LEARN Virtual Learning Environment (VLE). There are 4700 courses in LEARN. In Semester 1, 1,500 courses linked via the VLE to Media Hopper Replay. Over 6,000 recordings were made (see figure 1). Many colleagues chose to schedule their recordings in advance, choosing greater efficiency and reliability.

6. December was the highest month so far for replaying content – over 70,000 hours reflecting very strong usage for exam revision. This pattern was also reflected with the 'old' service (see figure 2) and has been evidenced via other universities.

- Peak viewing took place during the first week of December, with two spikes:
  - Monday 4 Dec 4,043 views
  - Thursday 7 Dec 4,203 views

7. Replay is very popular with students with 190,000 student views to the end of December.

*School Use*

8. The majority of Schools have now made recordings using Replay. Ten Schools have made over 200 recordings since Replay was launched.

9. The highest users are as follows:

- School of Engineering      889 recordings completed
- Business School            586 recordings completed
- School of Informatics      450 recordings completed
- School of Law                417 recordings completed

10. Collectively, these four Schools account for over 100,000 student interactions and 39% of all School use to date.

11. The lowest users are as follows:

- Deanery of Molecular, Genetic & Population Health Sciences    0 recordings
- School of History, Classics and Archaeology                            5 recordings
- Deanery of Clinical Science    32 recordings

12. For Semester 2, the communications plan to support the expansion of the service aims to ensure messages reflect the local context, are tailored and timely, and disseminated via School communications channels. This signals a shift to communicating more directly with academic colleagues who may not have engaged with lecture recording previously, or have concerns about it. This is being facilitated via a series of School visits and continuing engagement with School Learning Technologists as well as members of the Academic User Group. An institution-wide consultation is underway to support the development of a robust lecture recording policy.

## Media Hopper Replay Service Reporting – Academic Year 17/18 (figure 1)

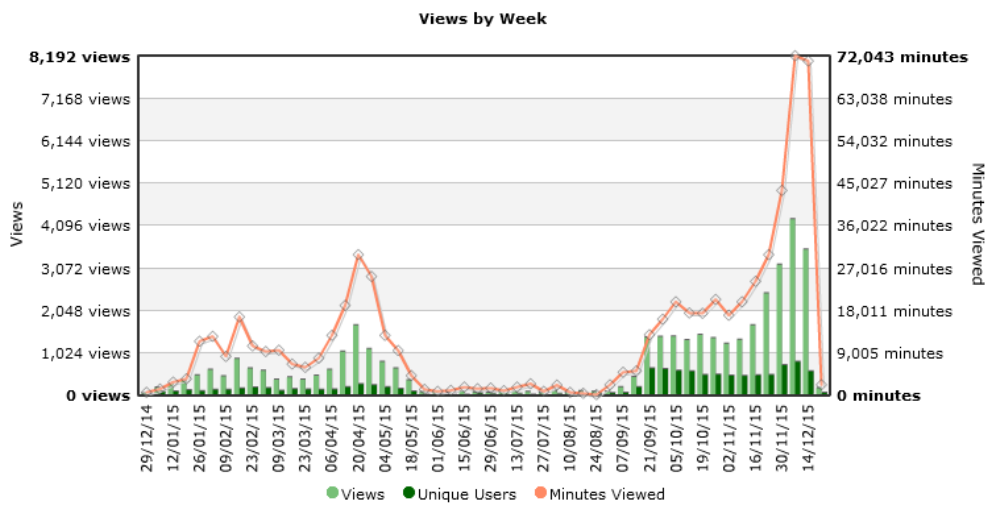


[Link to Media Hopper Replay Service Reporting](#)

## Service Report 2015 – showing exam revision spike in December (figure 2)

Minutes viewed data current as of: 22/12/2015 16:49:20 (GMT Standard Time)

[Download](#)



**Resource implications**

13. None related to this snapshot update report.

**Risk Management**

14. None related to this snapshot update report.

**Equality & Diversity**

15. None related to this snapshot update report.

**Next steps & Communication**

16. Information Services Group will continue to provide snapshot updates at regular intervals for University Committees as appropriate.

**Consultation**

17. This paper has not been to any other Committee.

**Further information**

18. Author

Melissa Highton  
Director, Learning Teaching &  
Web Services  
Information Services Group  
31 January 2018

Presenter

Gavin McLachlan,  
Chief Information Officer

**Freedom of Information**

19. Open paper.





UNIVERSITY EXECUTIVE

12 February 2018

**Proposal to establish a new Chair in the Royal (Dick) School of Veterinary Studies**

**Description of paper**

1. The Global Academy for Agriculture and Food Security at the Royal (Dick) School of Veterinary Studies wishes to establish a new Chair of Agricultural and Resource Economics.

**Action requested/Recommendation**

2. The University Executive is asked to approve the establishment of this new Chair.

**Background and context**

3. The process to create new substantive Chairs requires University Executive approval (as the successor body to Central Management Group). In taking this forward, Schools must seek the approval of their Head of College outlining in full the reasons for the investment and the financial implications of such a request. This has been completed, noting the alignment of this Chair with School, College and University strategy.

**Discussion**

4. The Royal (Dick) School of Veterinary Studies wish to establish this new Chair in order to provide intellectual vision and strategic direction for agricultural sustainability research and teaching at the Royal (Dick) School of Veterinary Studies.

**Resource implications**

5. Funding for the Chair will be met by the Global Academy for Agriculture and Food Security's core budget.

**Risk Management**

6. There are no significant risks associated with the establishment of this Chair.

**Equality & Diversity**

7. Good practice in respect of equality and diversity has been followed in the appointment of this Chair.

**Next steps/implications**

8. If these proposals are approved, Resolutions will be drafted to formally establish the Chair.

**Consultation**

9. As Interim Head of College for MVM, Professor David Argyle is content with the paper.

**Further information**

10. Author  
Cat Eastwood  
College HR: MVM  
1 February 2018

Presenter  
Professor David Argyle, Interim Head of  
College, MVM

**Freedom of Information**

11. Open paper.



UNIVERSITY EXECUTIVE

12 February 2018

Pentland House

**Description of paper**

1. This paper reports on the discussions which have been held to date with the owner of the Pentland House (formally Chesser House) site with a view to entering into 20 year lease agreement for student accommodation and associated outdoor amenities and seeks approval to proceed with further discussion and finalisation of Heads of Terms (HoTs) in relation to this.

**Action requested/Recommendation**

2. The University Executive is asked to:

- note the refurbishment opportunity of an existing office block to form Pentland House and the progress of the discussions with the developer;
- consider the proposal to proceed with finalisation of Heads of Terms with the developer for a 20 year lease on student accommodation;
- consider whether the University should enter into a 20 year lease for the development subject to agreement of satisfactory Heads of Terms. This will require formal approval, via Estates Committee, by Court/Exception Committee;
- note that Agreement to Lease documentation would be prepared in line with the Heads of Terms;
- note the corporate investment appraisal model prepared by Accommodation, Catering and Events (ACE) is currently under review by the Business Planning team.

*Paragraphs 3 - 26 have been removed as exempt from release due to FOI.*

**Risk Management**

27. A full risk register will be prepared for the project but the high level risks with mitigation are issued as an Appendix 4.

**Equality & Diversity**

28. Equality and Diversity will be considered at each stage in the project development.

*Paragraph 29 has been removed as exempt from release due to FOI.*

**Consultation**

30. This paper has been prepared in consultation with the Estates Department.

**31. Further information**

Author

Richard Kington  
Director of Accommodation, Catering  
and Events

Presenter

Hugh Edmiston  
Director of Corporate Services

Michelle Christian  
Assistant Director of Accommodation,  
Catering and Events  
Steven Poliri  
Estates Development

**Freedom of Information**

32. Paper should remain closed until agreements have been signed with the developer and the main contractor has been appointed.