



UNIVERSITY EXECUTIVE
Raeburn Room, Old College
19 March 2018, 10 am

AGENDA

- 1 **Minute** A
To approve the Minute of the previous meeting held on 12 February 2018.
- 2 **Matters Arising**
To raise any matters arising.
- 3 **Principal's Communications** Verbal
To receive an update from the Principal.

STRATEGIC ITEM

- 4 **Strategy for Engaging the Public with Research** B
To consider and discuss the proposed strategy from the Assistant Principal Community Relations.

OPERATIONAL ITEMS

- 5 **Athena SWAN Action Plan** C
To discuss the paper by the Vice-Principal People and Culture.
- 6 **Service Excellence Programme**
 - **Service Excellence Programme – Update** D
To consider and note a paper from the Service Excellence Programme Director.
 - **Core Systems (Phase 1) Procurement Governance** E
For noting.
- 7 **Finance Director's Report** F
To consider and comment on updates from the Director of Finance.
- 8 **General Data Protection Regulation: Implementation Overview** G
To consider and agree a paper from the Data Protection Officer.
- 9 **Research Policy Group** H
To note the report by the Vice-Principal Planning Resources and Research Policy.

ITEMS FOR NOTING OR FORMAL APPROVAL

- 10 **Fee Strategy Group** I
To approve.

- 11 University Executive Communications** **Verbal**
To note the key messages to be communicated.
- 12 Any Other Business** **Verbal**
To consider any other matters by UE members.
- 13 Date of next meeting**
Monday 9 April 2018 at 10 am in the Conference Room, ECCL, High School Yards.



UNIVERSITY EXECUTIVE

12 February 2018

[Draft] Minute

Present: Peter Mathieson (Convener)
David Argyle, Leigh Chalmers, Chris Cox, Gavin Douglas, Hugh Edmiston,
David Gray, Gary Jebb, Richard Kenway, Dorothy Miell, Gavin McLachlan,
Phil McNaull, Andrew Morris, Jane Norman, Jeremy Robbins,
David Robertson, James Saville, Jonathan Seckl, Tracey Slaven,
James Smith, Sarah Smith, Rob Tomlinson and Moira Whyte.

In attendance: Fiona Boyd and Kirstie Graham.

Apologies: Ewen Cameron and Charlie Jeffery.

1 University Executive Remit

Paper A

The Principal welcomed members to the first meeting of the University Executive and outlined the intention that there was a strategic purpose to every meeting alongside dealing with operational matters. The current membership and remit was approved, whilst noting that this may change over time. There was clarification that the Executive did not have a budget to allocate funding but could prioritise activity to inform the planning round.

2 Principal's Communications

The Principal reported on his positive first impressions of the University, noting it was in a strong place with an excellent international reputation. He reported on the expected industrial action by the University & College Union (UCU) in response to proposed changes to the Universities Superannuation Scheme (USS) noting that this was a national negotiation. The University was sensitive to the concerns of staff and recognised the strength of feeling on this issue. At its meeting on 5 February, Court had provided a steer that during the strike period the University should prioritise support for student teaching and support over other activities, to mitigate the impact on students as far as possible.

The Vice-Principal Planning, Resources & Research Policy reported a continuing increase in research awards, including a significant Marie Curie COFUND award for international early career researchers, the award of two prestigious Royal Academy of Engineering Research Chairs and a high rating in the recent MRC Confidence in Concept applications. The Deputy Secretary, Strategic Planning reported undergraduate student application statistics for 2018-19 entry noting these were stable, except for a fall in Scots domiciled applicants including SIMD20.

STRATEGIC ITEM

3 Widening Participation Strategy

Paper B

The Executive considered the guiding principles for the University's Widening Participation strategy, which had been developed following extensive consultation across the University. This had informed the development of a whole life approach to access, supporting students to thrive and succeed at the University, while taking a bolder, clearer and simplified approach to aspiration, early engagement and support for admission. Members were supportive of the 'bigger, bolder, clearer and simpler' approach and there was wide ranging discussion, which included the following points:

- The terminology could be further clarified and simplified, with the potential for confusion around 'academic thresholds' and 'academically necessary levels'.
- There should not be too narrow a focus on aspiration and admission at the expense of retention and attainment.
- The importance of academic leadership to drive change, with shared responsibility for embedding at all levels.
- The balance to be struck between local engagement versus working with partners in other geographic areas.
- Subject offer and choices at school level providing a barrier to application and more broadly a lack of alignment of the pre-Honours curriculum with the Scottish schools curriculum. A refreshed approach to the pre-Honours curriculum in some Schools was noted, with a greater focus on skills and the potential for more interdisciplinary work in this area.
- The role of the Centre for Open Learning in providing support, both face to face and on line, to address gaps in areas such as maths, chemistry, data and digital skills.
- Partnering in other geographic areas, particularly in the west, recognising the relative lack of geographic mobility of the SIMD20 intake that could potentially be supported by 2+2 models that required relocation at a later stage.

OPERATIONAL ITEMS

4 City Deal Update

Paper C

The Executive considered the paper that had been presented to the City Deal Sub-Group and Court, noting the positive potential of the City Deal in better engagement with the City, the Scottish and UK governments.

There was discussion on communication across the University, clarifying that this did not provide additional resource to Schools and Colleges but aligned with planned activity to articulate the vision of a 'porous' University working with stakeholders from industry and the public sector.

5 Finance Director's Report

Paper D

The Executive noted the December Management Accounts and Quarter 1 Full Year Forecast. There was discussion on the capital programme and the need to develop a formal, transparent capital prioritisation process to allow capital investments to be assessed and ranked. The Finance and Estates Departments were developing options, with recommendations to follow in due course.

The Transparent Approach to Costing (TRAC) Return for 2016/17 and Full Economic Cost (FEC) rates to be used this year, including the simplified approach to costing research applications, were approved.

6 General Data Protection Regulation (GDPR) Online Training

Paper E

The Executive noted the General Data Protection Regulation (GDPR) would come into force in May 2018, that there had been a notifiable breach in April 2017 and although the Information Commissioner's Office (ICO) did not apply a sanction it was noted that was no mandatory staff training, which could provide mitigation in the event of a future breach.

The Executive approved a mandatory Data Protection training module, requesting a joined up approach with current information security mandatory training and noting the importance of clarity on training recommendations and requirements for new and existing staff, with further thought to be given on the enforcement of any mandatory training.

7 Lobbying Scotland Act 2016 – Briefing

Paper F

The Executive noted the Lobbying (Scotland) Act 2016 and endorsed the decision that the University did not voluntarily register under the Act.

8 Pentland House

Paper I

The Executive noted that the University was considering entering into 20 year lease agreement for student accommodation and associated outdoor amenities at Pentland House (formally Chesser House). This would progress for consideration and approval through the formal governance routes, but members were invited to give a strategic steer to the approval process.

It was noted that up to 1700 additional bed spaces will be required by 2025/26 to support University student growth projections and widen the Post Graduate Taught (PGT) accommodation guarantee. The impact of

this on the City needed to be recognised, but there was concern about the location and whether this was the appropriate response to the issue.

It was noted that EUSA was supportive of the proposal as it would provide additional lower cost accommodation. Members noted it was important to provide a diverse offer in terms of affordability, but there should also be diversity within accommodation blocks to encourage mixing. There was a concern that the area and distance from the University could lead to a sense of segregation at odds with the University's commitment to building a community and it was felt this would not be an appropriate approach for first year undergraduates. The need for more bed space in the short term was recognised, but such opportunities required to be appropriately weighed to be sure they aligned with longer term aspirations.

These considerations were noted and would be taken into account in taking the proposal forward. It was agreed there would be consideration of the University's accommodation and transport strategies and the links between these at an Executive meeting this session.

ITEMS FOR NOTING OR FORMAL APPROVAL

9 Lecture Recording – Summary of Use (Sept – Dec 2017) Paper G

The Executive noted an update on take-up and usage of the new lecture recording service (Media Hopper Replay) on campus for semester 1 2017.

10 Creation of new Chair Paper H

The Executive approved the establishment of a Chair of Agricultural and Resource Economics in the College of Medicine and Veterinary Medicine.

11 Dates 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

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



UNIVERSITY EXECUTIVE

19 March 2018

Strategy for Engaging the Public with Research

Description of paper

1. This paper sets out a strategy for engaging the wider public with research. It is based on a draft strategy developed by former Vice-Principal Mary Bownes in collaboration with key stakeholders across the University and beyond. This draft has now been updated to ensure that it better articulates with, and adds value to, other engagement strategies and activities (including the Community Engagement Strategy, approved in May 2016 and now in the process of implementation). The revised Public Engagement Strategy is attached at Appendix 1.

Action requested/Recommendation

2. The University Executive is invited to discuss the paper and approve the strategy.

Background and context

3. The re-shaping of the funding landscape for higher education in the UK is creating new drivers for Universities to engage with their wider publics and seek more actively to contribute to economic, social and environmental prosperity in their locality and beyond. The Research Excellence Framework, in particular, has laid emphasis on the impact of research, and for the next REF cycle, the scope of impact has been broadened to include public engagement and understanding. Importantly REF2021 will give greater prominence than REF2014 to impact, weighting case studies at 25% of the total profile, up from 20%; and further guidance is to be issued on how public engagement can feature in such case studies, so as to encourage their submission. In REF2021, the structures and strategies that support impact will also be assessed as part of the environment narrative. Therefore, evidencing how public engagement is supported (in terms of institutional leadership and staff development) and evaluated (in terms of measuring the outcomes of such activity), will be a vital component of submissions.

4. The significance of public engagement with research is now recognised by RCUK, and funding applications too require a clear pathways to impact strategy. New bespoke funding opportunities for public engagement are also emerging, such as the recent RCUK SEE-PER Call with a total funding pot of £700K ¹, and the Natural Environment Research Council's call for projects to support stronger engagement between members of the public, environmental science and researchers². Furthermore, in recognition of the importance of public engagement to research and education, the National Coordinating Centre for Public Engagement has recently launched the 'Engage Watermark'³ which recognises excellence in institutional support for public engagement.

¹ http://www.rcuk.ac.uk/media/news/170420?mc_cid=3e14784c91&mc_eid=1e769a2c3c

² <http://www.nerc.ac.uk/about/whatwedo/engage/public/>

³ <https://www.publicengagement.ac.uk/work-with-us/engage-watermark/engage-watermark-award-levels>

5. Over the past decade, the University of Edinburgh has been a leader in public engagement, with strong partnerships built up with the other HEIs in Edinburgh through the auspices of the Beltane Beacon for Public Engagement (one of 6 funded by RCUK and the Wellcome Trust). The Beacons were established in 2008 to bridge the gap between researchers working at the cutting edge of science and the people that their research will affect. The success of the Edinburgh Beltane Beacon is exemplified by the deployment of public engagement professionals in a number of Schools across the University, the large number of REF impact case studies which referenced public engagement as one their pathways to impact (circa 50 out of 200 case studies and worth around £4m per annum to the University over the current REF cycle); and a strong income stream of research monies and sponsorship (of some £1.5m) since the inception of Beltane. Importantly, public engagement with research is one way in which the University's strategic objectives in research leadership can be achieved by: helping our research discoveries to be used, [and] realising the social, cultural, health and wealth benefits of our research, beyond its direct value to global knowledge and other academic researchers⁴

Discussion

6. What added value will a Public Engagement Strategy bring?

(i) Short-comings in current models of delivery

Compliance with the RCUK Concordat for Engaging the Public with Research requires HEIs to develop a central University public engagement strategy, one which is seamlessly integrated into strategic planning and research support structures, and one which is predicated on strong and visible leadership within senior management. Recent reviews of support structures for researcher public engagement within the University of Edinburgh⁵, indicate that our leadership position amongst HEIs is somewhat fragile, and is not likely to be sustainable over the longer term. Particular risks identified are as follows:

- Quality control is a key issue in a context where there is limited systematic evaluation of engagement. Further work is need to determine 'what works' in supporting high-quality and high-impact public engagement, including critical reflection on the purposes of public engagement, how different disciplines define and measure success and the implications of this for evaluating interdisciplinary interventions. Furthermore, feedback from public engagement professionals in the University has consistently raised the question of how public engagement activities can be evaluated robustly enough to be able to contribute to pathways to impact statements in research grant applications and REF Impact case studies.
- There is limited coordination of effort across the University. Each College has a different approach to public engagement and has evolved a different strategy; there is a need for greater clarity regarding the level of central institutional support that is required to deliver key priorities (and to ensure that this support is delivered effectively and efficiently) and for better articulation to enable more agile responses to funding calls and engagement opportunities involving cross-College and inter-

⁴ <http://www.ed.ac.uk/governance-strategic-planning/strategic-planning/strategic-plan/strategic-objectives/leadership-in-research>

⁵ Three reviews have been undertaken: most recently by the AP Community Relations in assessing the future of the Beltane Network in the University of Edinburgh and in support of a bid to the SEE-PER call, completed July 2017; in 2015 as part of the entry requirements for the Biotechnology and Biological Sciences Research Council's Excellence with Impact Challenge, in which the University was 'runner-up'; and in 2012 for the purposes of the final report of the Edinburgh Beltane Beacon.

disciplinary research teams. Moreover there is a need for more systematic sharing of knowledge, skills and contacts relating to public policy engagement across Schools, particularly in science and medicine.

- Poor communication and lack of information (for both internal and external audiences) about engagement, risks multiple requests from different parts of the University going to same 'publics', and confusion amongst potential publics as to where to locate relevant researchers and to find out about forthcoming events. Relatedly there are major overlaps in terms of the 'publics' and 'communities' with which the University engages, with a great deal of researcher-public engagement focused on the community and community groups and a need for clear articulation between the community engagement strategy and support for researcher public engagement.
- There are myriad Memoranda of Understanding (MOUs) with external institutions linked to research, some of which are not registered centrally nor monitored by the University and some of which overlap. There is a risk that MOUs become personal fiefdoms, narrowing inappropriately the nature of engagement and opportunities for other staff members to become involved.
- Whilst the Beltane Network hosts a community of practice for public engagement professionals, this does not cover all researchers involved in outreach work.
- Much engagement that is underway is dependent on the motivation and creativity of individual staff members, and this raises issues of sustainability, particularly where researcher engagement involves vulnerable groups or those with protected characteristics.

(ii) How a public engagement strategy can address these shortcomings

The public engagement strategy is intended to bring greater articulation to extant activity (including the range of engagement strategies/activities which have now evolved across the university such as knowledge exchange; community and industry engagement), to ensure that PE is of highest, sustainable, quality. It will also drive a more tactical approach to interconnections with our wider publics and audiences for research, such that the reciprocal benefits from these interconnections can be maximised in terms of transformative impact for the public good, income generation, and institutional reputation.

Delivery of the strategy involves:

- A community of practice for researchers, to support deep learning around public engagement, highlight best practice and provide a context in which new inter-disciplinary synergies can emerge and flourish.
- A communications strategy which maps extant activity, communicates it effectively internally and externally, and provides a portal for the various publics to 'in-reach' to the University.
- An operational team to: provide expert advice on pathways to impact and REF impact case studies predicated on PE; build and monitor strategic partnerships and curate opportunities for PE; evaluate the wider impact of PE activities and cascade the learning from this to Schools and Colleges.
- A portfolio of bespoke training for public engagement professionals and researchers at all levels.
- Promoting, celebrating and incentivising PE with research by recognising such activity in workload allocation models, ensuring that it achieves its appropriate weighting in promotion criteria, and instigating prizes for PE.

(iii) Links to other strategic imperatives

Whilst the public engagement strategy links overtly to research, it also has the potential to support other key strategic initiatives. These include: Widening Participation (researcher-schools engagement can support the raising of attainment and aspiration amongst young people from the most impoverished communities, with the implementation of the public engagement strategy enabling better understanding of where and how to deploy our rich research resources to maximum effect); the outreach and engagement activities of the Edinburgh Futures Institute (the AP Community Relations is a member of the new 'Studio' group tasked with implementing the EFI vision); catalysing deeper researcher engagement (through skills development) between the University, industry, public sector partners and localities in support of the delivery of the City Deal.

7. Governance of public engagement

The implementation of the public engagement strategy will be led by the Assistant Principal Community Relations who reports directly to the Senior Vice Principal. A Strategic Coordinating Group will be formed comprising the directors of public engagement and/or knowledge exchange in each of the Colleges and a member of CAM, together with an operational team to oversee the day to day delivery of the strategy. Progress in implementing the strategy will be reported to RPG and an annual report produced for each of the Colleges highlighting how their resource contributions (see below) have been expended. Importantly the operational team will be required to interact with others responsible for delivering research impact for REF within the Colleges and the University Support Groups – including the structures that exist in CAHSS to support knowledge exchange and impact.

8. Critical success factors

(i) For the University's publics

- The University works with its wider publics to co-design, produce and communicate research which solves real life problems and is transformative
- External stakeholders know how to access research based information from the University, and find relevant researchers
- The wider public have access to information about events, public lectures and other engagement activities

(ii) For the University

- The University evolves stronger and clearer pathways to research impact, with increased success rates in funding applications
- Public engagement activities contribute to a range of research impact case studies for REF 2021 and future exercises
- The public engagement operational team is a strategic resource to kick-start new inter-disciplinary research initiatives that have a public engagement component and to provide the training in support of a new cadre of researchers who can drive the deeper forms of engagement needed to deliver major projects

Resource implications

9. The delivery of the strategy requires two posts which will comprise the operational team: Public Engagement Coordinator (1 FTE); Public Engagement Manager (0.5 FTE). These are being fully funded by the Colleges and appointments have now been made.

Risk Management

10. The risks of not properly investing in the public engagement strategy are:

- Reputational damage as a result of failure to deliver imperatives in the University's strategic plan relating to research leadership (in terms of the use and impacts of research beyond the academy)
- Reputational damage as a result of incoherent, poor quality, non-sustainable engagement activity
- Uncoordinated engagement delivers single objectives only – meaning more resources are expended overall as objectives are pursued in isolation
- Lack of ability to deliver or confirm delivery of government policies and objectives with consequent loss of political capital and capacity to influence
- Loss of opportunities to generate research impact and its implications for the success of funding applications and REF related monies

Equality & Diversity

11. By maximising the impact of research and ensuring its accessibility, the public engagement strategy will enhance equality of opportunity and make a positive contribution to wider society. Equality Impact Assessments will be undertaken for the new public engagement activity which is evolved on implementation of the strategy.

Next steps & Communication

12. The Assistant Principal Community Relations will be responsible for implementation of the strategy, including a work package on internal and external communication which forms a core element of the strategy itself (see appendix 1).

Consultation

13. The strategy was developed in consultation with: the Beltane Public Engagement Network; senior public engagement staff within each of the Colleges; IS; a Chancellor's Fellow with expertise in public engagement from CSE; and a representative from National Museums Scotland.

14. The draft strategy was reviewed at the meeting of the Social Responsibility and Sustainability Committee (31 August 2017) and at a subsequent meeting between the Assistant Principal Community Relations and the Vice- Principal Planning, Resources and Research Policy. It was also submitted for review to Central Management Group (31 October), which recommended that a slighted revised version be placed before Research Policy Group (RPG). The Strategy has now been approved by RPG at its meeting of 7 December 2017.

Further information

15.

Author and Presenter

Professor Lesley McAra

Assistant Principal Community Relations

5 February 2018

Freedom of Information

16. Open

APPENDIX 1

STRATEGY FOR SUPPORTING PUBLIC ENGAGEMENT WITH RESEARCH

SCOPE

This document sets out a strategy for supporting public engagement with research across the University of Edinburgh. It contributes to the University's aim of 'Delivering Impact for Society' by putting in place the mechanisms to enable the widest possible range of audiences to understand and make use of our research, and to ensure that our research is placed *in the service of* communities locally and internationally (an attribute of a civic University that sets the cultural tone for engagement)⁶.

Whilst PE can be considered as a form of knowledge exchange (KE), the target audience is more diverse than typical KE activities and the core-objectives of the engagement are more wide-ranging. This diversity requires the researcher to understand and assess the best means of engagement and to seek the most appropriate University support.

AIM

The overall aim is to embed a culture of public engagement with research at the University of Edinburgh and, in so-doing, to enable the University to have a reputation for engagement and impact that matches its reputation for world-class research.

WHO ARE THE PUBLIC(S)?

The public is diverse and plural, and includes but is not limited to: individuals, political groups and leaders; business and business leaders; civil servants and policy makers; charities; community-based and voluntary groups (see Annex 1). Whilst the appropriate public(s) will differ for each research programme, we will actively seek to engage with people, institutions and communities who can directly benefit from the research, those most affected by the research outcomes, those who can act as translators or facilitators, and those who are generally curious about the research area.

HOW WILL WE ENGAGE?

Public engagement encapsulates diverse approaches including communication, consultation, participation and co-creation: approaches which need to be tailored to the needs of particular audiences and research programmes and delivered to a high standard to be effective. A key feature of public engagement activities is that they should be accessible and mutually beneficial for the researcher(s) and the public groups involved, enabling people to make informed decisions in their private, professional and public lives and providing researchers with new perspectives on, and stakeholders in, their work. As such, PE activity will lead directly to the development of the long-term and deeper relationships and partnerships that are needed to create meaningful positive impact. Engagement, therefore, is intended to be a transformative process.

Methods of engagement will include:

- Science shops⁷ and citizens' science
- Deliberative, interactive and participatory methods, including citizens' juries
- Festivals, shows, exhibitions and performance
- Bespoke and co-curated community events and public group sessions
- Broadcast, film and print media
- Popular publications
- Social media, blogs, and websites
- Massive Open Online Courses (MOOCs)

⁶ http://www.ed.ac.uk/files/atoms/files/strategic_plan_2016.pdf

⁷ <http://www.livingknowledge.org/science-shops/about-science-shops/>

- Policy Delphi⁸

In essence, our excellent researchers will be found not only on campus, but also online, at festivals, in museums and galleries, on TV and radio, at shopping and community centres, in schools and colleges, in cafés and pubs, and in Scottish and other parliamentary think tanks.

OUR VISION FOR 2021: KEY OBJECTIVES

PUBLICS	RESEARCHERS	MANAGEMENT
<ul style="list-style-type: none"> • Are aware of the value to them of the relevant world class research being carried out by the University • Can find and access this research and researchers from across the University • Are engaged in dialogue, (where possible and appropriate) about research that affects them directly • Have their views respected and sought out by our researchers • Individuals, communities, and institutions, both at home and internationally, can benefit from being involved in research relevant to them 	<ul style="list-style-type: none"> • Are confident, able and keen to engage stakeholders and publics with their work in some form • Understand the reasons for and value of engagement activities for their research area and society and be able to track its impact • Feel supported to undertake public engagement activities and that quality engagement is recognised, rewarded and incentivised by their colleagues, school and college • Are able to develop sustainable and meaningful relationships and partnerships with public group(s) 	<ul style="list-style-type: none"> • Provides senior leadership and role models • Recognises, celebrates, rewards, incentivises and promotes high quality public engagement • Coordinates the recording and development of engagement activities, outputs and outcomes by ensuring that our research activities, outputs and (where appropriate) our researchers are accessible to the public both online and in person • Supports the professional development of researchers and professional PE staff to enable quality engagement activities

HOW? ACHIEVING THE VISION

OBJECTIVE	ACTIONS
Providing senior leadership and role models	<ul style="list-style-type: none"> • The appointment of a new “champion” at VP/AP level who will also work closely with the Community Engagement and Edinburgh Global agendas and be a member of RPG • Institute a Strategic Coordination Group chaired by the new champion which will include the directors of public engagement in each of the three Colleges. This group will work with the College public engagement and knowledge exchange and impact committees, and the Social Responsibility and Sustainability Committee to ensure the embedding of the PE strategy and that it articulates with other engagement strategies (including KE and community engagement) • Create a central operational team (comprising a Public Engagement Coordinator and a Public Engagement Officer, located in IAD in the first instance) to provide expert advice, training and support for public engagement professionals and researchers, and form strategic networks and alliances with the aim of curating opportunities for engagement. • Ensure public engagement is a standing item on the agenda of University research and knowledge exchange committees (at all levels including Schools)

⁸ <https://www.projectsmart.co.uk/delphi-technique-a-step-by-step-guide.php>

Collaborate across Schools, Colleges, institutes and services to share resources and good practice and deliver a positive experience for members of the public	<ul style="list-style-type: none"> Maintaining extant support networks (including the Edinburgh Public Engagement Forum (for public engagement professional staff) and the Beltane Public Engagement Network and extending them to develop a community of practice for all research active staff and doctoral students
Celebrating and incentivising good practice	<ul style="list-style-type: none"> Ensure public engagement activities are appropriately weighted in promotion cases Provide prizes University-wide, such as the Tam Dalyell Prize for Science Communication Provide prizes at school level for public engagement activities, as already practised by the School of Biological Sciences and the Roslin Institute Recognise staff and students who win external prizes and awards in both internal and external newsletters
Recognising the time commitment	<ul style="list-style-type: none"> Ensure job descriptions include public engagement activities Ensure public engagement activities and development is clearly accounted for in academic workload models
Support funding applications and REF impact case studies	<ul style="list-style-type: none"> Provide a central university service to support pathways to impact components of funding applications and REF impact case studies which involve PE
Map, monitor and record activities and evidence of impact	<ul style="list-style-type: none"> Enable each researcher to record all relevant public engagement activity and outcomes on PURE Develop and monitor impact of memoranda of understanding with key local and Scottish institutions and beyond In collaboration with the Community Engagement Programme create a “public” portal for the University web pages; this will highlight public facing information about research, public-focused events and related activities
Map and show what support is available in staff resources, personal development and opportunities	<ul style="list-style-type: none"> In collaboration with the Community Engagement Programme, create school and university wide intranet pages showing PE staff contacts and where to find support Include and clearly identify public engagement training and personal development opportunities on the IAD web pages, create a regular cycle of training opportunities to support researcher career development and planning

WHEN? ACTIVITY PLAN

ACTIVITY	START DATE	REVIEW DATE	COMPLETION DATE
University Strategic Coordination Group	March 2018 – membership to be established	April 2018 – Group to have had first meeting	n/a
Operational Team	Contracts for staff issued in Dec 2017	January 2018– Group to have had first meeting	n/a
Public engagement activities recorded on PURE	Summer 2018 – Schools to establish routine methods for recording public engagement activity	Oct 2018 – HEBCI return date to provide a check of the information recorded in PURE	Oct 2019 – All public engagement activities to be recorded on PURE
Create a “public” portal for the University’s web pages	April 2018 – Strategic Coordination Group to develop requirements in collaboration with the Community Engagement Programme	July 2018 –version of PE components of the portal ready for test	Dec 2018 – Web portal to be launched

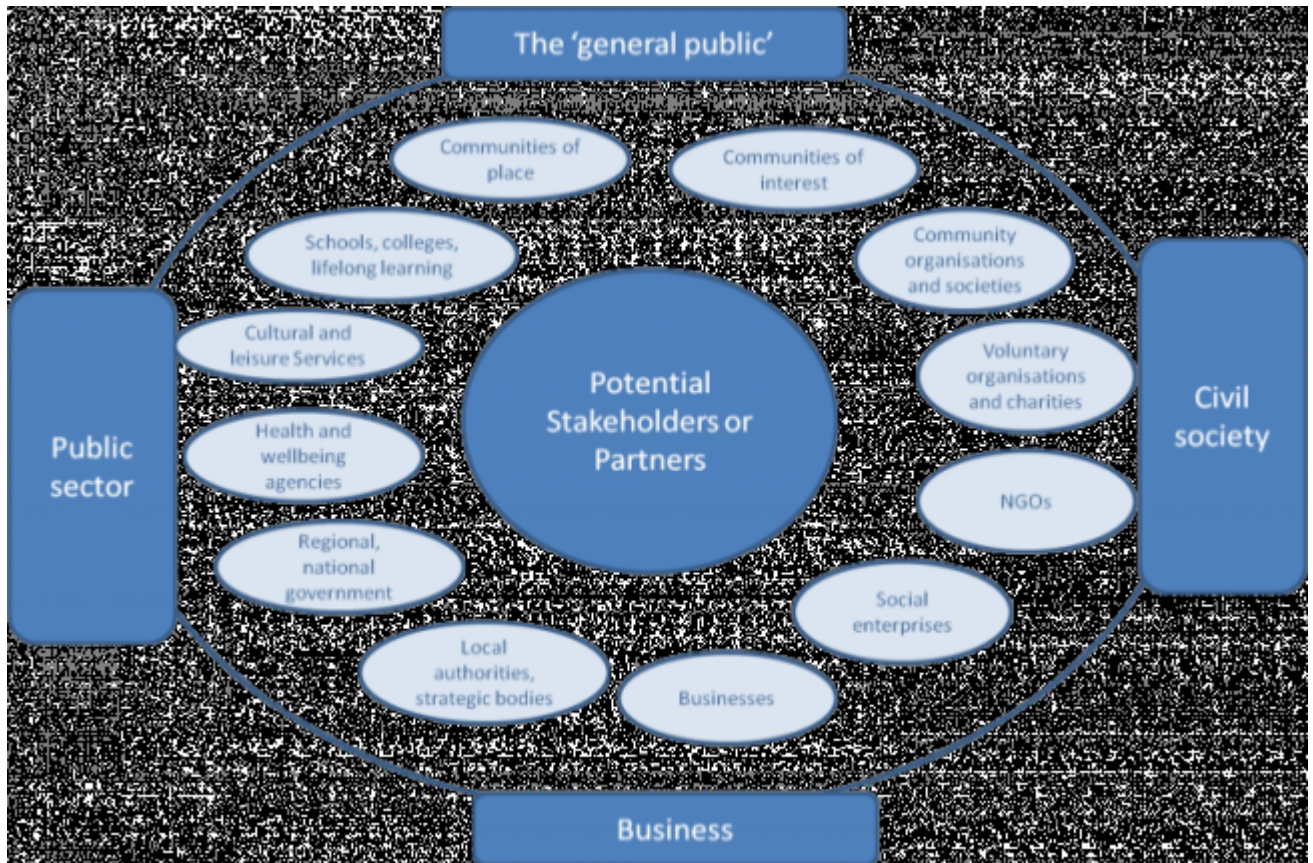
Ensure public engagement is integrated into the academic workload model	June 2018 Strategic Coordination Group to develop requirements	August 2018 – draft recommendations available	Dec 2019 – public engagement integrated into all Schools’ workload models
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KEY PERFORMANCE INDICATORS (KPIs)

Suggested KPIs include:

- Time allocation reported (baseline to be determined once discussions on workload allocation complete)
- Number of staff undergoing/requesting training or personal development to support PE activities (target 100% of new staff with research related contracts, including early career academics, undergo training as part of induction)
- Public engagement activities captured on PURE (baseline to be determined once planned changes to PURE have been implemented by the University and guidance given to schools on recording methods)
- The University’s wider publics access information about research as measured through data analytics
- Income generation targets linked to funding applications with ‘pathways to impact’ components (to be determined following discussions with EI on appropriate baseline from 2016/17)
- Number of REF impact case studies which feature PE (new baseline still to be established as current REF guidance is that there will be fewer case studies overall – 25% of impact case studies included public engagement component in 2014)

ANNEX 1
Who are the publics?



Source: <https://www.publicengagement.ac.uk/explore-it/who-are-public>



UNIVERSITY EXECUTIVE

19 March 2018

Athena SWAN Institutional Silver Submission – Draft Action Plan

Description of paper

1. This paper presents the draft Action Plan which forms part of the University's Athena SWAN (AS) Institutional Silver application, due for submission to the Equality Challenge Unit (ECU) by 30 April 2018.

2. The draft text to accompany the Action Plan is available at: <https://tinyurl.com/y8fko7hs>. Further work to improve the quality of the application will be undertaken over the coming weeks prior to submission.

Action requested/Recommendation

3. The University Executive is asked to approve the Action Plan.

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

Risk Management

9. The University needs to maintain an Institutional AS Award at least at Bronze level. Failure to do so means that Schools will not be able to attain or retain Departmental AS awards.

Equality & Diversity

10. In seeking to support the advancement of gender equality, this paper has positive implications for equality and diversity matters.

Paragraph 11 has been removed as exempt from release due to FOI.

Consultation

12. The Advancing Gender Equality Steering Group is the Self-Assessment Team for the AS Institutional Silver submission and has been central to the preparation of the Action Plan and accompanying submission document. We have also consulted with the Principal, Heads of Colleges and Support Groups, and the HR Executive.

Further information

13. <u>Author</u>	<u>Presenter</u>
Dr Caroline Wallace	Vice Principal Norman
Senior Partner – Equality, Diversity & Inclusion, UHRS	People & Culture
7 March 2018	

Freedom of Information

14. In accordance with ECU guidance, we request that this paper is not published prior to the announcement of the result of the AS submission, expected in September. If successful, the final submission will be made publicly available on the University website.



UNIVERSITY EXECUTIVE

19 March 2018

Service Excellence Programme - Update

Description of paper

1. This paper provides the University Executive with an update on the Service Excellence Programme.

Action requested/Recommendation

2. The University Executive is invited to note the paper.

Paragraphs 3 - 16 have been removed as exempt from release due to FOI.

Risk Management

17. A detailed Programme risk, issues and dependency register has been established and is being managed on an ongoing basis and reviewed at least weekly.

Further information

18. Please contact Barry Neilson, Service Excellence Programme Director (barry.neilson@ed.ac.uk) and further information is available at the website: <http://www.ed.ac.uk/university-secretary-group/service-excellence-programme>

19. Author and Presenter

Barry Neilson
Service Excellence Programme Director
Jennifer Milne
Deputy CIO
19 March 2018

Freedom of Information

20. Closed



UNIVERSITY EXECUTIVE

19 March 2018

Core Systems (Phase 1) Procurement Governance

Description of paper

1. This paper outlines the stages of the Core Systems (Phase 1) Procurement Project and associated Governance Engagement Plan and Timeline as approved by Knowledge Strategy Committee.

Action requested/Recommendation

2. The University Executive is invited to note the procurement timeline summary as approved by Knowledge Strategy Committee.

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

Resource implications

13. There are no identified resource implications relating directly to the governance route or timeline for the Core Systems (Phase 1) Procurement Project.

Risk Management

14. The risks identified will be managed via routine project governance, with any key impacts being escalated as required.

Equality & Diversity

15. There are no equality or diversity impacts resulting from this paper. An Equality Impact Assessment has been completed for the Core Systems (Phase 1) Procurement Project and comprehensive accessibility testing of systems is planned during evaluation of detailed responses.

Next steps/implications

16. The procurement project will continue as planned and University Executive will be kept up to date with progress.

Consultation

17. This paper was previously endorsed by Knowledge Strategy Committee and noted at Information Technology Committee.

Further information

18. Author

Jennifer Milne
Deputy CIO
12 March 2018

Presenter

Gavin McLachlan
Chief Information Officer and Librarian to the
University

Freedom of Information

19. Closed paper.



UNIVERSITY EXECUTIVE

19 March 2018

Finance Director's Report

Description of paper

1. The paper reports the Period 6, January, University (excluding subsidiaries) Management Accounts. 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 invited to comment on the latest update and members can use this report to brief their teams on Finance matters.

Paragraphs 3 - 39 have been removed as exempt from release due to FOI.

Risk Management

40. 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

41. 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

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

Consultation

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

Further information

44. Author

Lee Hamill
Deputy Director of Finance
Lorna McLoughlin
Head of FIRST (Financial Information,
Reporting & Strategy Team)
Julia Miflin
Management Accountant
Finance Strategic Projects
6 March 2018

Presenter

Lee Hamill
Deputy Director of Finance

Freedom of Information

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



UNIVERSITY EXECUTIVE

19 March 2018

General Data Protection Regulation: Implementation Overview

Description of Paper

1. This paper provides an update to the University Executive on compliance with the General Data Protection Regulation (GDPR).

Action Requested

2. The University Executive is asked to note the current status of the implementation of the GDPR and to agree the actions to address Internal Audit recommendations (paragraph 8); in relation to the establishment of a Steering Committee for the project, including the identification of a senior management lead, and the acceleration of the appointment process for the GDPR Champions.

Background and context

3. The University Executive discussed the issue of compliance with the GDPR at its last meeting and approved the introduction of mandatory training for staff. This paper gives an update of the current status of the implementation of the GDPR and accompanies and supplements Internal Audit's report on progress. The Internal Audit report is attached as Appendix 1.

Discussion

4. All implementation measures have now been initiated with some being completed and many in advanced stages of progress.

5. At this time, the following implementation measures have been completed:

- Meetings with Heads of Colleges and Schools, Directors of Professional Services (DoPS), all School Administration teams and with Development & Alumni (D&A) have taken place.
- Templates for privacy notices, data protection impact assessments and the relevant guidance documents have been written and are already in use.
- GDPR-compliant contract clauses have been constructed for inclusion in new contracts and data sharing/processing agreements.
- A procedure for reporting data protection breaches has been drafted and is ready to be implemented.
- A new data protection policy has been drafted and will replace the current policy on 25 May 2018 when the GDPR comes into force.
- The online data protection training module for all staff members has been completed. University Executive agreed, at its meeting on 12 February 2018, that the training should be implemented alongside IS security training as a mandatory requirement on all staff.

6. The following implementation measures are in progress:

- Work on the privacy notice which will be made available to students upon matriculation is progressing. An estimated completion date is mid-March.
- The first two completed Data Processing Registers from within CAHSS and CSE have been made available to all other Schools to provide exemplars. Schools will now only need to do an audit as to which of the categories of

personal data listed in the two templates they use and copy these across to their Register, and list any additional categories. The DPO assists with these processes.

- The Data Processing Register for Student Systems is also progressing and a completion date of the end of March is estimated.
- A supplementary online training module for research staff will be written when the Data Protection Bill 2017-19 has completed its parliamentary process and received Royal Assent (expected in April 2018). It is expected that clarification regarding the regulation of research will be established through the final steps of the Bill approval process.
- The DPO is liaising with Communications and Marketing (CAM) on the development of a University-wide GDPR Communication Strategy; including specific guidance to academics regarding GDPR compliance. The Institute for Academic Development (IAD) will also be engaged in this process.

Expected Completion Schedule

Communications	
Meetings with Heads of Colleges and Schools, Directors and Managers	Completed
Transparency	
Privacy notice roll-out throughout University	Completed
Accountability	
Data Processing Register	In progress, completion expected May 2018
Breach notification	Completed, ready to implement.
Guidance	completed
Policy	completed
Data Protection by design and default	
Privacy Impact Assessment tool	Paper version completed, Online tool will be out to tender in March 2018
Privacy Impact Assessment guidance	Completed
Information Security	Ongoing
Website	
Creating the data protection website	In progress
Data Protection Network	
Establishing DP Champions	In progress, completion expected March 2018
Training	
Creating DP Training on LEARN	Completed
Data Sharing/Processing Agreements	
Creating new agreements	Ongoing
Reviewing existing agreements	In progress, completion expected May 2018
Areas awaiting further legislation	
Derogations in the GDPR	April 2018

Individuals with Particular Contributions

7. A number of individuals have provided particularly helpful contributions to the progress of GDPR implementation:

Julie Anderson, PPLS	Marise Bucucoglu, ACCORD
Andrew Crossland, Student Systems	Lynda Hutchison, GaSP
Lesley Elliott, Student Systems	Colin Bathgate, HR
Jamie Morton, Student Systems	Joanna Williams, HR
Niall Bradley, CAM	Colan Mehaffey, ISG
Philip Graham, CAM	Alex Carter, ISG
Victoria Dishon, CSE	David Williamson, ISG
Joy Candlish, CSE	David Creighton-Offord, ISG
Victoria Bennett, CMVM	Ross Ward, ISG
	Rachel Hosker, Archives
	Dominic Tate, Library

Responding to Internal Audit Report

8. Internal Audit has completed the planned review of preparations for implementation of GDPR. The Audit report confirms positive progress with preparations for compliance with the GDPR but reinforces the importance of clear ownership and responsibility for compliance within our devolved structures and recommends acceleration of the process of identifying local Champions and a Steering Board with oversight across the various implementation projects.

9. The University Executive is asked to endorse the creation of a Steering Group lead by a member of senior management and to encourage Colleges and Support Groups to consider the creation, as per approach in the College of Science and Engineering, of appropriate structures to support local GDPR projects. Acceleration of the appointment of GDPR Champions is identified in the Internal Report as critical to addressing the university-wide resourcing of GDPR implementation and the current “single point of failure” inherent in focusing all responsibility through the DPO post-holder.

10. The Internal Audit report and an update on progress with GDPR implementation was due to be considered at the Audit and Risk Committee (ARC) on 1 March 2018. Unfortunately, as a result of the University closure during the Red Met Office Snow Warning, that meeting was cancelled and discussion on the GDPR paper delayed until the next ARC meeting.

Resources

11. All GDPR implementation projects and processes are integrated into normal planning and are resourced locally. ISG has prioritised implementation within IS Applications workload.

Risk Management

12. Compliance with the GDPR will be a statutory requirement. Failure to comply having potentially 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 information14. Author & Presenter

Dr Rena Gertz

Data Protection Officer

12 March 2018

Freedom of Information

15. This paper is open. Appendix 1 is closed.



UNIVERSITY EXECUTIVE

19 March 2018

Research Policy Group (RPG) Report

Research Policy Group

1. RPG has met so three times so far in 2017-18 (15 September; 7 December; 26 February) and the REF2021 Board has met once (1 December).

Action requested

2. The University Executive is invited to note the key developments

Background and context

3. RPG meets five times a year to discuss University-wide research policy issues and to receive reports from its defined-life subgroups. RPG reports to the University Executive.

4. The REF2021 Board started meeting in Dec 2017. Its membership includes the 3 Heads of Colleges, 3 College research deans/REF leads, the Directors of HR, Finance, Planning and Student Systems and Administration, the REF manager, as well as key support staff in attendance.

Discussion

Paragraph 5 has been removed as exempt from release due to FOI.

Resource implications

6. Support for REF preparations is the subject of a combined request submitted to the current Annual Planning Round from GASP, the Colleges and Information Services.

Risk Management

7. RPG are always mindful that being at the leading edge in the creation of knowledge and making to society means ensuring University staff understand the inherent risks and take sensible measures to mitigate them in line with the University's threefold appetite for risk in respect of reputation, compliance and finances.

Equality & Diversity

8. No general equality and diversity issues are raised in respect of the points above. Concerning REF preparations, (paragraph 5.4 and 5.5), GASP will continue to work with HR and UCU to maintain fair and equitable approach to all staff.

9. The revision of the HR policy on academic misconduct (para 5, final bullet point) has involved UCU.

Further information

10. Confirmed minutes of RPG meetings are available from <https://www.ed.ac.uk/governance-strategic-planning/research/rpg>. Information about how the University is preparing for REF2021 is can be seen by all staff from a wiki

site that can be accessed from <https://www.ed.ac.uk/governance-strategic-planning/research/ref2021>.

11. Author

Dr Susan Cooper
Governance and Strategic
Planning
9 March 2018

Presenter

Professor Jonathan Seckl,
Vice- Principal Planning, Resources and
Research Policy

Freedom of Information

12. This paper is open except for paragraphs 5 which should not be included published on the web because disclosure could substantially prejudice the commercial interests of the University.



UNIVERSITY EXECUTIVE

19 March 2018

Report from Fee Strategy Group 8 February 2018

Description of paper

1. This paper sets out the recommendations from the Fee Strategy Group meeting of 8 February 2018 which the University Executive is asked to approve or note as appropriate. The paper also sets out action taken by the Chair since the last FSG report to Central Management Group on 31 October 2017.

Action requested/Recommendation

2. The University Executive is asked to consider and approve the tuition fee proposals outlined and to note routine fee approvals for 2018/19 taken by the Chair of the Fee Strategy Group. The University Executive is asked to note that they will also be asked to approve unregulated fees for 2019/20 following an extraordinary meeting of Fee Strategy Group on 29 March 2018.

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

Risk Management

12. The proposals for fee rates included in the paper takes into account the University's appetite for financial risk as well as student experience and reputation.

Equality & Diversity

13. Equality and diversity issues are considered as part of the on-going monitoring of fee levels by the Fee Strategy Group and its Secretary. We do not consider that an EIA is required.

Next steps & Communication

14. Once endorsed, the fees will be published by Scholarships and Student Funding Services and on School and other websites as well as in promotional literature.

Consultation

15. The paper has been reviewed by Tracey Slaven, Deputy Secretary Strategic Planning

Further information

16. Further information can be obtained from Peter Phillips, Deputy Director of Planning, GaSP (tel: 50-8139, email: Peter.Phillips@ed.ac.uk)

17. Author

Jennifer McGregor
Governance and Strategic Planning
12 March 2018

Presenter

Tracey Slaven
Governance and Strategic Planning

Freedom of Information

18. This paper should be closed and disclosure would substantially prejudice the commercial interests of the University until the fee rates are published.