UNIVERSITY EXECUTIVE
Conference Room, ECCI, High School Yards
9 April 2018, 10 am

AGENDA

1   Minute   **A**
To *approve* the Minute of the previous meeting held on 19 March 2018.

2   Matters Arising
To *raise* any matters arising.

3   Principal's Communications   **Verbal**
To *receive* an update from the Principal.

PRESENTATIONS

4   Data Education for All
To *receive* a presentation from Professor Judy Robertson, Chair in Digital Learning.

5   Digital Disruption and Higher Education: Threats and Opportunities
To *receive* a presentation from the Chief Information Officer and Librarian to the University.

STRATEGIC ITEM

6   Developing a University Strategy: Preventing and Responding to   **B**
Sexual Violence and Misconduct
To *approve* the proposal from the Deputy Secretary, Student Experience.

OPERATIONAL ITEMS

7   Planning Round   **C**
To *consider* a paper from the Deputy Secretary, Strategic Planning.

8   Finance Director's Report   **D**
To *consider and comment* on updates from the Deputy Director of Finance.

9   Distance Learning at Scale   **E**
To *consider* a paper from the Chief Information Officer and Librarian to the University.

10   Employee Loan Facility   **F**
To *approve* a paper from the Director of Human Resources.

11   Health and Safety Quarter 2 Report   **G**
To *consider and note* a report by the Director of Corporate Services.

ITEMS FOR NOTING OR FORMAL APPROVAL

12   **University Executive Communications**   **Verbal**
        To _note_ the key messages to be communicated.

13   **Any Other Business**   **Verbal**
        To _consider_ any other matters by UE members.

14   **Date of next meeting**
        Monday 14 May 2018 at 10 am in the Raeburn Room, Old College.

THE UNIVERSITY *of* EDINBURGH

UNIVERSITY EXECUTIVE

19 March 2018

[Draft] Minute

Present:	Peter Mathieson (Convener) Leigh Chalmers, Chris Cox, Gavin Douglas, Hugh Edmiston, Lee Hamill, Gary Jebb, Richard Kenway, Dorothy Miell, Gavin McLachlan, Andrew Morris, Jane Norman, Jeremy Robbins, David Robertson, James Saville, Jonathan Seckl, Tracey Slaven, Sarah Smith, Rob Tomlinson and Moira Whyte.
In attendance:	Fiona Boyd, Kirstie Graham, Lesley McAra (for item 3) and Barry Neilson (for item 5).
Apologies:	David Argyle, Ewen Cameron, David Gray, Charlie Jeffery, Phil McNaull and James Smith.

1   Minute   Paper A

The Minute of the meeting held on 12 February 2018 was approved.

2   Principal's Communications

The Principal reported on the recent senior management strategy session, which had provided an opportunity for constructive discussion on key issues and raised a number of areas that may progress through to the Executive in due course. He provided an overview of a recent Russell Group meeting where the following topics were aired: an update from the Office for Students, which was only applicable to English institutions but it was important to keep a watching brief; Institute for Fiscal Studies analysis of economic conditions; update on Brexit negotiations; UK Research Institute information on the focus of research funding through the industrial strategy challenge fund; and a useful overview and discussion on how the sector could articulate its values to society. The current industrial action over proposed changes to the USS pension was discussed and there was consideration on how to mitigate the impact on students, as far as possible, whilst being sensitive to the strength of feeling on the issue. The University's support for the continuation of negotiations and the establishment of an independent expert group was reiterated.

STRATEGIC ITEM

3   Strategy for Engaging the Public with Research   Paper B

The Assistant Principal Community Relations, spoke to her paper setting out a strategy for engaging the wider public with research. In discussion it

was noted that the re-shaping of the funding landscape was creating new drivers for universities to engage with their wider publics and contribute to economic, social and environmental prosperity in their locality and beyond, with the Research Excellence Framework (REF) emphasis on the impact of research broadened to include public engagement and understanding. The strategy recognised the work the University was already undertaking and proposed an infrastructure to support this, leading to better co-ordination and evaluation. Members were supportive of the proposed approach and commented on the need to digitally engage with the public and also to support staff in managing public responses. The strategy aligned with earlier discussion about communicating the University's values and the Executive was content to approve the strategy for implementation.

OPERATIONAL ITEMS

4   Athena SWAN Action Plan   **Paper C**

The Vice-Principal People and Culture presented the draft Action Plan for the University's Athena SWAN Institutional Silver application for submission to the Equality Challenge Unit. It was noted that the University already had a silver award (the only University in Scotland to achieve this) and needed to demonstrate continuous improvement in order to retain this. The costings associated with the Action Plan were tabled and there was discussion of the extent to which these were additional spend or were already committed in the University's budget. It was agreed that this required clarification, however members were supportive of the proposal and approved the Action Plan.

5   Service Excellence Programme   **Paper D**
Core Systems (Phase 1) Procurement Governance   **Paper E**

The Service Excellence Programme Director spoke to these papers, which provided an update on Service Excellence Programme (SEP) and the Core Systems (Phase 1) Procurement Project to provide the underpinning technology for the HR and Finance Transformation parts of the SEP. The key recommendations and implementation for Finance and HR were noted and there was some discussion around the Student Administration & Support section of the SEP, where it was felt communication was essential to ensure buy-in across academic as well as professional services staff. It was reiterated that SEP was based on both cost efficiency and quality of service, with both weighted as equally important.

6   Finance Director's Report   **Paper F**

The paper reported on Period 6, the half way point for the University's financial year and showed an operating surplus to date favourable to the full year budgeted operating surplus. It was noted that with the potential

cost of pensions, the capital programme and other priorities there would be pressure on surpluses going forward and there needed to be a shared understanding of the priorities for the University and communication on the importance of generating a surplus to meet these.   There was an update on the financial controls project and the roll out of the new Expenses Policy, with a report on Key Travel's performance over 6 months to come to the May meeting of the Executive.

| 7 | **General Data Protection Regulation: Implementation Overview** | **Paper G** |

This progress update on compliance with the General Data Protection Regulation (GDPR) was noted and the actions to address Internal Audit recommendations were agreed. These were 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. The Executive noted the need to align the GDPR Champion role with the recently created Data Steward role.

| 8 | **Research Policy Group** | **Paper H** |

The Executive noted the report, including the increase in research grant applications and awards and the preparations for a mock REF exercise.

ITEMS FOR NOTING OR FORMAL APPROVAL

| 9 | **Fee Strategy Group** | **Paper I** |

The Executive approved the tuition fee proposals set out in the paper and noted routine fee approvals for 2018/19 taken by the Chair of the Fee Strategy Group.

10   Dates of Next Meeting

The University Executive will next meet on Monday 9 April 2018 at 10 am in the Conference Room, ECCI, High School Yards.

UNIVERSITY EXECUTIVE

9 April 2018

Developing a University Strategy: Preventing and Responding to Sexual Violence and Misconduct

Description of paper
1.   This paper outlines the background to recent work taking place across the UK university sector focusing on preventing and responding to sexual violence and misconduct, gender-based hate crime and harassment on campuses. It goes on to propose the establishment of a University of Edinburgh taskforce to develop a strategy and outlines a proposed programme of work in order that we respond effectively and meet our responsibilities in this area.

Action requested/Recommendation
2.   The University Executive is asked to note, discuss and approve the proposal.

Background and context
3.   Sexual violence and misconduct, gender-based hate crime and harassment remain significant challenges for universities both in the UK and abroad. In response to this concerning picture, in October 2016 Universities UK published a report with recommendations to universities on dealing with violence against women, harassment and hate crime affecting university students (UUK, Changing the Culture, October 2016). The recommendations were shaped by evidence gathered by a taskforce which was set up by Universities UK in 2015 to examine these issues. A "one year on" update of the report was published by UUK in March 2018, which highlighted that many HEIs need to develop strategies and programmes of work in order to respond effectively to gender-based violence and sexual violence.

4.   The University's Strategic Plan (2016) emphasises the UoE mission to "promote good health, economic growth, cultural understanding and social wellbeing". This is under-pinned by a commitment both to "ensure all staff and students achieve their potential by providing a supportive environment and learning culture"; and to "promote health and wellbeing for staff and students through a range of initiatives, facilities and support services". This proposal will enable to University to deliver on these strategy commitments.

Discussion
5.   The UUK taskforce consisted of university leaders, student representatives and academic experts and considered harassment in all its forms, but focused in particular on sexual violence and harassment. Their work revealed evidence of widespread incidents of harassment, hate crime and violence taking place at UK universities, which have a considerable and negative impact on student wellbeing, academic attainment, student retention, institutional reputation and future student recruitment. Students can only have a safe and positive experience if we all own this agenda.

6.   The taskforce also examined the guidance available to universities on managing situations where a student's behaviour may constitute a criminal offence, and

concluded that the existing guidance dating back to 1994 (known as the Zellick guidelines) required review- new guidelines were subsequently published.

7. The UUK taskforce report included recommendations that:
    (a) Universities, working with students' unions, should take an institution-wide approach to tackling violence against women, harassment and hate crime and carry out a regular impact assessment of their approach, with visible senior-leadership.
    (b) Universities should embed a zero-tolerance approach to sexual violence, harassment and hate crime, highlighting up-front the behaviours that are expected from all students, as well as ensuring staff understand the importance of fostering a zero-tolerance culture.
    (c) Universities should develop a clear and accessible response procedure and centralised reporting system for dealing with incidents of violence, harassment or hate crime, working with relevant external agencies where appropriate.
    (d) Universities review their policies on managing situations where a student's disciplinary offence may constitute a criminal offence.
    (e) Universities develop and maintain partnership working (across the police, community leaders and specialist services) as a fundamental component of preventing and responding to violence against women, harassment and hate crime.

8. In response to this, working in partnership with EUSA, the University has taken a number of measures in working towards three strategic objectives, which are (a) to encourage more students to disclose to the University that they are survivors of sexual violence; (b) to reduce incidences of sexual violence over time through education and culture change; and (c) to support survivors better. Detailed guidance for staff and students on how support should be provided for survivors has been published on the University's website; a communications campaign has been refreshed and re-launched in partnership with EUSA; over 350 students were trained in the Bystander Approach in September 2017; on-line training on responding to disclosures of sexual violence has been commissioned for all University staff; and a further training programme for staff and students has been commissioned for semester 1 (2018/19) which is anticipated will engage over 1500 people in face-to-face sessions. The University is well engaged with a regional initiative which will strengthen partnerships with the other HEIs in Edinburgh, Police Scotland, NHS Lothian, NUS, the City of Edinburgh Council and Rape Crisis in tackling sexual violence in the city.

9. The key proposal of this paper is that the University should establish a taskforce to formulate a strategy and deliver on a work-programme in order that we respond effectively and achieve our strategic objectives in relation to sexual violence and gender-based violence. It is proposed that the task-force, with clear lines of governance and accountability, operates within the framework of the Equally Safe in Higher Education toolkit, and that membership includes representatives from across the University community, including EUSA, EU Sports Union, academic colleagues, accommodation, Human Resources, Communications and Marketing and security representatives- which will mean that it can adopt an institution-wide approach.

Resource implications

10. At this stage, no funding is being requested. However, there will be potentially significant resource requirements resulting if a proposed work programme is taken forward. In addition to staff time to develop actions there are also likely to be time demands arising from participation in training and development (this could apply to large numbers of staff across all grades and roles). Evidence from other institutions also suggest that (an) additional staffing role(s) may be required in support of 'care and support pathways'; funding for communication and publicity campaigns as well as the production of leaflets, guides and other resources.

Risk Management

11. There is a significant risk that the volume of disclosures of sexual harassment and sexual violence will continue to rise within the University community. In common with other universities across the UK, it is believed at this juncture that there is significant under-reporting of such incidents at the University, based on the evidence available. The University will need to be prepared for potential negative media coverage in relation to this.

Equality & Diversity

12. There are likely to be significant positive implications with regard to the discharge of our equality duties arising from such a programme of work. Once such a programme is finalised and approved, a full equality impact assessment should be carried out.

Next steps & Communication

13. Andy Shanks (Director of Student Wellbeing) has been asked to bring this paper to the attention of the University Executive. An agreed programme of work may extend beyond the scope of this Committee (it is likely for example that there will be actions and implications arising that will be of material interest to other Committees and areas of the University) and members are asked to suggest where responsibility for this work should lie. Andy Shanks will be responsible for convening the Taskforce within the University, and for overseeing this work as it develops.

Consultation

14. No other committees have reviewed this paper.

Further information

15. *Author*   *Presenter*
    Andy Shanks   Gavin Douglas
    Director of Student Wellbeing   Deputy Secretary, Student Experience
    29 March 2018

Freedom of Information

16. This paper is open.

UNIVERSITY EXECUTIVE

9 April 2018

Business Planning Round – EUSA and EUSU approvals

Description of paper
1.   This paper outlines current progress through the business planning cycle and provides detail on the business plans submitted by EUSA and EUSU for approval.

Action requested/Recommendation
2.   University Executive is asked to approve the proposed budget allocations for EUSA and EUSU, outlined in paragraphs 10 and 13.   The Executive is also asked to note current progress through the planning round and to comment on priorities at this stage.

Paragraphs 3 - 14 have been removed as exempt from release due to FOI.

Risk Management
15. The budget proposals for EUSA and EUSU take into account the University's risk appetite and, in the case of EUSA, are specifically intended to support continued improvement in the financial health of the organisation.

Equality & Diversity
16. Equality and diversity objectives are specifically prioritised within the business plans from both EUSA and EUSU.

Next steps & Communication
17. Subject to Court approval, the EUSA and EUSU resource allocations will be formally offered to the student bodies in the form of an award letter.

Consultation
18. The proposals for the EUSA and EUSU budget proposals follow discussion and challenge through the EUSA forum as well as the business planning triumvirate meetings.

Further Information
19. *Authors*
   Jonathan Seckl, Vice-Principal Planning, Resources and Research Policy
   Tracey Slaven, Deputy Secretary Strategic Planning
   Phil McNaull, Director of Finance
   4 April 2018

Presenter
Tracey Slaven,
Deputy Secretary Strategic Planning

Freedom of Information
20. This paper should be closed until completion of the business planning cycle.

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9 April 2018

Finance Director's Report

Description of paper

1. The paper reports the Period 7, January, University (excluding subsidiaries) Management Accounts and the Quarter 2 University Full Year Forecast for the year.

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

Risk Management

16. The University manages its financial risk by not breaching the Group risk appetite as described in its financial metrics; a key one of these is –that our unrestricted surplus should be at least 2% of gross income (the Finance Strategy provide a target surplus range of 3% - 5% to remain sustainable). The 2016/17 Financial Reports and the Quarter One Full Year Forecast demonstrate that we do not expect this indicator to be breached, however the first draft consolidation provided the early warning that has led to the three year plan revision

17. 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

18. 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

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

Consultation

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

Further information

21. *Author and Presenter*
    Lee Hamill
    Deputy Director of Finance

    Lorna McLoughlin
    Head of FIRST (Financial Information,
    Reporting & Strategy Team)
    29 March 2018

Freedom of Information

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

UNIVERSITY EXECUTIVE

9 April 2018

Distance Learning at Scale Governance Plan

Description of paper
1. This paper outlines the Governance Plan for the Distance Learning at Scale Pilot Phase 1.

Action requested/Recommendation
2. The Executive is invited to _approve_ the Distance Learning at Scale Governance Plan and Timeline and _comment_ on the outline of the Distance Learning at Scale strategy paper.

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

Risk Management
20. The risks associated with the Distance Learning at Scale pilot will be managed via routine project governance, with any key impacts being escalated as required.

21. This Governance Plan has been produced to mitigate the risk that appropriate approvals are not obtained in a timely manner and thus delaying the delivery of the University's DLAS capability. Agreeing the initial pilot governance timeline and the governance paths will ensure that appropriate consultations and approvals are sought and understood.

Equality & Diversity
22. There are no equality or diversity impacts resulting from this paper. An Equality Impact Assessment will be completed for the Distance Learning at Scale Pilot and comprehensive accessibility testing of systems will be undertaken during delivery of any new technology.

23. A benefit of this programme will be to widen access to education at the University.

Next steps/implications
Paragraphs 24 - 25 have been removed as exempt from release due to FOI.

Consultation
26. This paper has been produced in consultation with Tracey Slaven, Rebecca Gaukroger, Gavin McLachlan and Tom Ward.

Further information
27. _Author_   _Presenter_
    Nikki Stuart   Gavin McLachlan
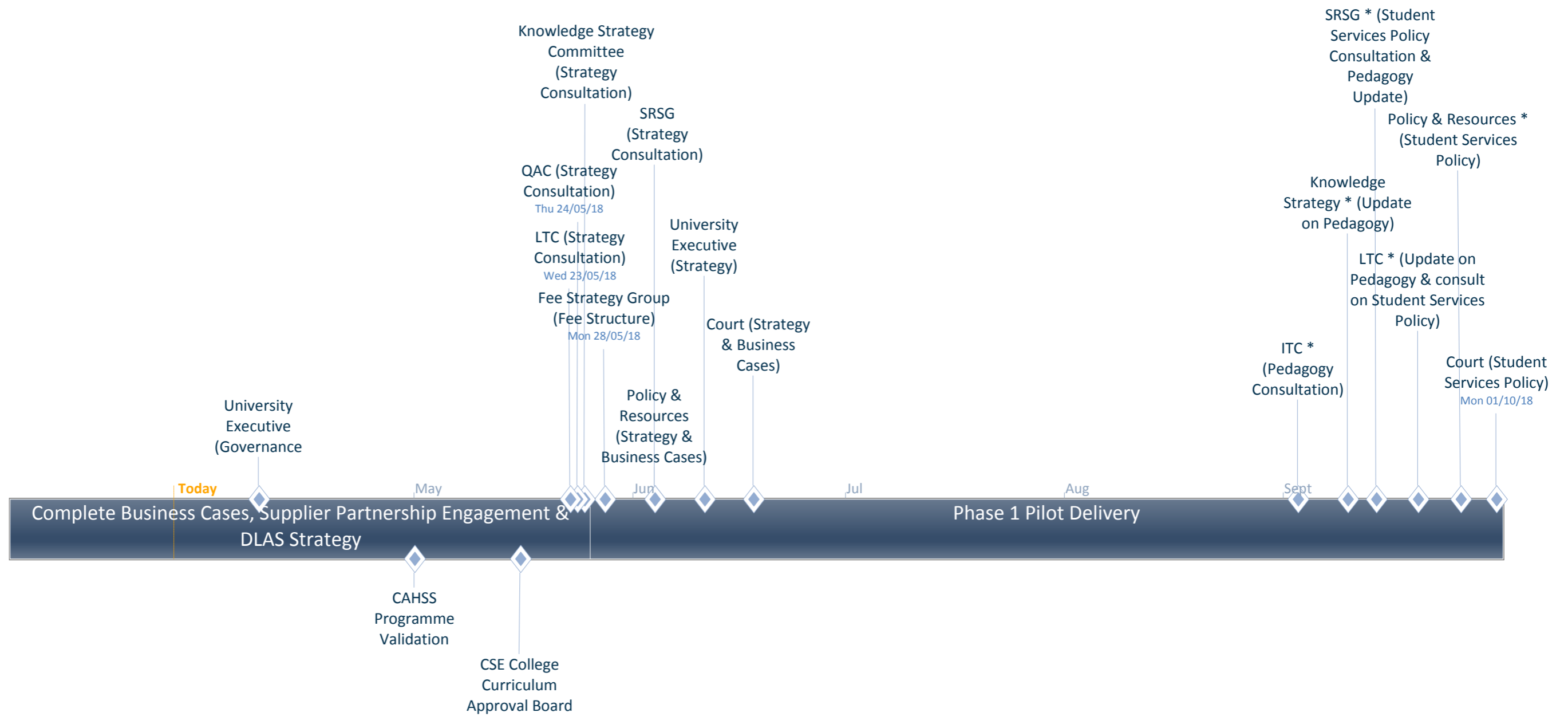   Distance Learning at Scale   Chief Information Officer
    Programme Manager

Jo Craiglee
Head of Knowledge Management & IS
Planning
9 April 2018

Freedom of Information
28. This paper is closed – commercial in confidence.

Appendix 1 Governance Timeline

Knowledge Strategy Committee (Strategy Consultation)

SRSG (Strategy Consultation)

QAC (Strategy Consultation)
Thu 24/05/18

LTC (Strategy Consultation)
Wed 23/05/18

University Executive (Strategy)

Fee Strategy Group (Fee Structure)
Mon 28/05/18

Court (Strategy & Business Cases)

University Executive (Governance

Policy & Resources (Strategy & Business Cases)

SRSG * (Student Services Policy Consultation & Pedagogy Update)

Policy & Resources * (Student Services Policy)

Knowledge Strategy * (Update on Pedagogy)

LTC * (Update on Pedagogy & consult on Student Services Policy)

ITC * (Pedagogy Consultation)

Court (Student Services Policy)
Mon 01/10/18

Today   May   Jun   Jul   Aug   Sept

Complete Business Cases, Supplier Partnership Engagement & DLAS Strategy

Phase 1 Pilot Delivery

CAHSS Programme Validation

CSE College Curriculum Approval Board

* Meeting dates for 18/19 are still to be confirmed for many groups so indicative dates have been given from some.

Consultations with EUSA, Student Systems and Administration and Disability Committee will take place outside the formal meeting schedules so are not represented on the timeline.

Appendix 2 Governance RACI Matrix

R – Responsible A – Approve C – Consult I - Inform The yellow shading denotes the final group with (n) showing the approval path, ie. A(1) then A(2).	Approvals of Distance Learning at Scale capability				Approvals of academic programme via DLAS			
	Overall DLAS Pilot Strategy & Business cases	New pedagogy and approaches to learning technology	Financial Investment in DLAS and Partnership Agreement	Policy for DLAS Student services & support	Agree Programme of Study and Design, development and approval of courses and programmes	Programme fee structure	Any variation from University Curriculum framework or regulations	Admissions and Student Recruitment processes and administration
DLAS Steering Group	R	R	R	R	R	R	R	R
University Court	A (3)		A (2)	A (2)				
University Executive	A(1)						I	
Policy and Resources Committee	A (2)		A (1)	A (1)				
Curriculum & Student Progression Committee							A (3) *If req.*	
Learning and Teaching Committee		A (3)		C				
Quality Assurance Committee (QAC)	C							
Student Recruitment Strategy Group	C	C		C				C
Knowledge Strategy Committee	C	C						
Fee Strategy Group						A (2)		
CAHSS Programme Validation Group					A (2)	A (1)	A (2)	A
CSE College Curriculum Approval Board					A (2)	A (1)	A (2)	A
Business School Board of Study					A (1)		A (1)	
Mathematics Board of Study					A (1)		A (1)	
School of Informatics Board of Study					A (1)		A (1)	
Information Technology Committee	C	C						
eLearning Group	C	C						
Disability Committee				C				C
Student Systems & Administration				C				C
EUSA				C				C

UNIVERSITY EXECUTIVE

9 April 2018

Financial Wellbeing – Employee Loan Facility

Description of paper
1.   A paper was presented to People Committee in the last quarter of 2016 that outlined the rational for adopting an employee loan facility. This updated paper, presented to People Committee on 27 February 2018, reports on the review of the market for this benefit. People Committee supported the employee loan facility via the preferred supplier at its meeting on 27 February 2018.

Action requested/Recommendation
2.   University Executive is asked to review the contents of this paper and approve the employee loan facility via the preferred supplier, Salary Finance.

Paragraphs 3 – 14 have been removed as exempt from release due to FOI.

Risk Management
15. Should the loan facility proceed, the launch will be done with a light touch taking care to convey factual representation of the loan facility without any deemed inducement.

16. In the event that an employee loan is refused, Salary Finance can offer smaller value loans to be repaid over a shorter time period. This gives the employee the opportunity to get rid of their highest cost debt and establish a good track record of repayments.   However if Salary Finance conclude that it would not be responsible to advance a loan to an applicant, they provide a range of interventions such as debt advice, debt management and access to sister company Clearscore's services which helps employees to see and understand their credit score.

Equality & Diversity
17. Due consideration has been given to equality and diversity when researching the implementation of the employee loan facility.

Next steps & Communication
18. If approved by University Executive, University HR Services Reward Group will proceed to implementation.

Consultation
19. This paper has been reviewed by James Saville (Interim Director of Human Resources).

Further information
20.   Further information on the matters contained in this paper is available from Louise Kidd, HR Partner Reward.

21. *Author*   *Presenter*
     Louise Kidd   James Saville

HR Partner Reward   Interim Director of HR
26 March 2018

Freedom of Information
22. Closed paper.

THE UNIVERSITY *of* EDINBURGH

UNIVERSITY EXECUTIVE

9 April 2018

**Health and Safety Quarterly Report: Quarter 2:
1 December 2017 – 28 February 2018**

Description of paper
1.   This paper provides a summary of health and safety related incidents that took place during the period 1 December 2017 to 28 February 2018, as well as relevant health and safety issues and developments, to provide information and assurance to the University Executive (UE) on the management of health and safety matters.

Action requested/Recommendation
2.   The Executive is asked to note the report, including the statistics included in the Appendices as illustrative of the University's accident and incident experience, and notes the issues and developments, which are also described in the Report for this Quarter.

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

Risk management
27. The University has a low risk appetite for both compliance risks and for people risks. Monitoring of health and safety accidents, diseases and incidents ensures that risks to health are being managed and provides an early warning of more serious issues. The appointment of a Risk Manager for the University is a very positive step towards enhancing our general performance in this area.

Equality & Diversity
28. This report raises no major equality and diversity implications, other than those associated with disabled evacuation. A report on progress with the Disabled Evacuation Project, was considered at the last meeting of CMG.

Consultation
29. This paper, with minor alterations, will also be presented to the next appropriate meeting of the Audit and Risk Committee.

Further information
30. *Author*   *Presenter*
      Alastair Reid   Hugh Edmiston
      Director of Health and Safety   Director of Corporate Services
      28 March 2018

Freedom of Information
31. This paper is closed as its disclosure would substantially prejudice the legal interests of any person or organisation.