



UNIVERSITY EXECUTIVE
Raeburn Room, Old College
22 October 2018, 10 am

AGENDA

- 1 **Minute** A1
To approve the Minute of the previous meeting held on 25 September 2018
- 2 **Matters Arising & Action Log**
To raise any matters arising
- 3 **Principal's Communications** Verbal
To receive an update from the Principal

DISCUSSION ITEMS

- 4 **Review of Delivery of Advice and Support to Students** B
To approve the paper from the Deputy Secretary, Student Experience.
- 5 **Service Excellence & Core Systems Procurement Updates** C1, C2
To discuss the papers from the Service Excellence Programme Director & Chief Information Officer.
- 6 **Finance Director's Report** D
To consider the report from the Director of Finance.
- 7 **UK/EU Undergraduate Student Recruitment Trends & Targets 2019/20** E
To approve the paper from the Deputy Secretary, Strategic Planning.

ITEMS FOR NOTING OR FORMAL APPROVAL

- 8 **Fee Strategy Group** F
To approve.
- 9 **Proposals for Chair Establishment and Changes** G1
G2
To approve.
- 10 **Health and Safety Quarterly Report: Quarter 4: 1 June 2018 – 31 August 2018** H
To note.
- 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

Tuesday, 20 November 2018 at 10 am in the Raeburn Room, Old College.



UNIVERSITY EXECUTIVE

25 September 2018

[Draft] Minute

Present: Charlie Jeffery (Convener)
David Argyle, Eleri Connick Leigh Chalmers, Chris Cox, Gavin Douglas,
Hugh Edmiston, Gary Jebb, Gavin McLachlan, Phil McNaull,
Theresa Merrick, Dorothy Miell, Jane Norman, James Saville,
Jonathan Seckl, Tracey Slaven (from item 5), Sarah Smith and Moira Whyte.

In attendance: Jennifer McGregor (for item 6), Lee Hamill, Fiona Boyd and Kirstie Graham.

Apologies: Peter Mathieson, David Gray, Richard Kenway, Wendy Loretto,
Andrew Morris, Dave Robertson and James Smith.

1 Minute

Paper A

The Minute of the meeting held on 28 August 2018 was approved, subject to a rewording at point 7.

2 Principal's Communications

The Senior Vice-Principal reported on the following: Baillie Gifford has pledged to fund a Chair in Data and AI Ethics and associated programme of postdoctoral and postgraduate research for ten years through a gift of £5m; the University has a partnership with the Scottish Government to work with UNICEF on data analytics relating to childhood; the City Deal Data-Driven innovation initiative has been launched; a recent successful visit to Singapore; the series of roadshows on pensions delivered by Mercer, which had been well received by staff; the Joint Expert Panel on the Universities Superannuation Scheme had published its recommendations and University UK was currently consulting to provide the employer response.

DISCUSSION ITEMS

3 Student Experience Approach and Action Plan

Paper B

The Executive considered the proposed approach to tackling deep-seated cultural challenges impacting on student experience and an associated action plan, with headline actions including:

- The establishment of a Teaching and Academic Careers Working Group to ensure we have the right incentives and procedures in place to recognise teaching excellence in academic careers
- A Review of the Delivery of Advice and Support to Students which will explore changes to the Personal Tutor system alongside the

changes to professional services for student support under development in the Service Excellence Programme

- A focus on enhancing Staff Experience in recognition of the interdependencies of quality of staff experience and quality of student experience
- A focus on ensuring an effective Student Voice through an enhanced and responsive representative system.
- The appointment of a new Vice-Principal for Students to work alongside Heads of College and Support Group in delivering a high quality student experience and to take forward work on curriculum reform.

There was broad discussion of the issues raised in the paper, with endorsement of the need for collective responsibility and accountability, balanced by concerns that the actions alone may not be sufficient to deliver the change we need to see. The new Vice-Principal role was noted and it was considered important that this role was seen to be working alongside Colleges, Schools and Professional Service groups to co-ordinate and embed action, with each level responsible for delivery. It was noted that the job description was currently being developed and would be shared with the Heads of Colleges.

The action plan was being taken forward to Court on 1 October and Senate on 3 October for noting and the Executive was content that it was a work in progress, to be further developed subsequent to discussion into a project plan with associated milestones and deliverables, which would return to the Executive.

4 Knowledge Exchange Framework

Paper C

The Executive noted the planned introduction of the Knowledge Exchange Framework (KEF) and its emerging principles and metrics. There was agreement that the University was in a strong position in this area, particularly with the City Deal, however whilst this was part of our core business there were concerns about the additional administrative burden. With that caveat, there was broad support for entering KEF, once the final proposals were clear, recognising that it was important this was communicated effectively.

5 Reshaping the Planning Round

Paper D

The Executive considered a paper articulating the intended approach to the planning round this cycle and the intent to streamline the process for future cycles. The proposed option of a shorter planning round required a single round of business plans based on clear information from the quarterly financial reviews, with sign off at all levels in April. The idea of a shorter process was welcomed but relied on clear information at an earlier stage. There was also discussion of the cross cutting themes and allowing sufficient time to develop shared articulation and connection. The Executive agreed the shape of the 2019-22 cycle and members

would provide further comments to the Deputy Secretary, Strategic Planning on the shape of future planning rounds

6 Strategic Plan Refresh

Paper E

The Executive considered the process for the planned refresh of the current Strategic Plan noting this would be a short document with strong points of continuity to the current plan, to be values-led and identify a small number of “big things” to provide increased focus. There was a view that the current plan was too generic and this was an opportunity to make a bolder and more unique statement of our aspirations. Although metrics were important to measure success, these should be used with caution with an appropriate balance of internal and public facing measures.

ITEMS FOR FORMAL APPROVAL OR NOTING:

7 Proposed Change to Grade Structure to Accommodate Voluntary Living Wage

Paper F

The proposed changes to Grades 1 and 2 as set out in the paper were approved.

8 British Sign Language Plan

Paper G

The proposed British Sign Language Plan was approved, subject to further discussion on some of the specific deliverables between the Head of the College of Arts, Humanities and Social Sciences and the Deputy Secretary, Student Experience.

9 Global Challenge Chancellor Fellowships

Paper H

The proposed Global Chancellors Fellowships were approved in principle, subject to the funding being available.

10 Finance Director’s Update

Paper I

The Finance Director spoke to his update, noting the Group turnover for the year was £985 million, generating an operating surplus of £27 million, 2.7% of income. This was a welcome favourable result compared to the very low 2017/18 budget of only £11m operational surplus. However, the result is £30m unfavourable compared to our 2016/17 operating surplus of £57m, as University Group expenditure is growing at a faster rate than income (expenditure growth was 10% compared to income growth of 6%). This highlighted the importance of shared fiscal responsibility and a common understanding of how to generate surplus through increased activity or cost saving.

11 REF 2021 Update **Paper J**

The update on developments over the summer regarding the Research Excellence Framework (REF) 2021 exercise and ongoing preparations for REF 2021 more generally were noted.

12 University Study Spaces **Paper K**

The Executive noted that teaching space and the learning estate impacted on the student experience and while the Space Strategy Group considered teaching space, there needed to be a collective responsibility for the learning estate more broadly. There was discussion of the balance between central library study space and other study spaces that could be made accessible to students to relieve pressure on the main library. There was also discussion of study spaces at other campuses and the impact of transport on pressure in the central area. It was noted that the accommodation and transport strategies were both under review, the Space Strategy Group could also consider this issue and the new Vice-Principal Students could play a co-ordinating role in looking at the teaching and learning estate in the round.

13 Space Strategy Group Report **Paper L**

The key points from the Space Strategy Group meeting on 22 August were noted.

14 Distance Learning at Scale Update **Paper M**

The Distance Learning at Scale update was noted.

15 Any Other Business

The University Secretary reported that at the last Audit and Risk Committee meeting, a high number of incomplete internal audit recommendations were reported. To assist with the year end assurance process, each budget holder will be provided with information on any outstanding internal audit recommendations in their area and asked to account for these.

16 Date of next meeting

The University Executive will next meet on Monday 22 October 2018 at 10.00am in the Raeburn Room, Old College.



UNIVERSITY EXECUTIVE

22 October 2018

Review of Delivery of Advice and Support to Students

Description of paper

1. This paper sets out the recommended approach, remit and membership to progress the 'review of delivery of advice and support to students' set out in the draft student experience action plan in September 2018.

Action requested/Recommendation

2. The University Executive is asked to approve the approach, remit and membership. Subject to approval, the process will be followed for an in-year budget request.

Paragraphs 3-23 have been removed as exempt from release due to FOI.

Next Steps & Communication

24. Subject to approval, the process will be followed for an in-year budget request.

Consultation

25. The paper will be shared with the SEP Board, the Student Administration & Support Board and the Senate Learning & Teaching Committee.

Further information

26. Authors

Barry Neilson
Service Excellence Programme Director
Gavin Douglas
Deputy Secretary, Student Experience

Presenter

Gavin Douglas
Deputy Secretary, Student
Experience

Freedom of Information

27. Closed paper.



UNIVERSITY EXECUTIVE

22 October 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 asked to note the paper.

Paragraphs 3-20 have been removed as exempt from release due to FOI.

Further information

21. Author and Presenter

Barry Neilson

Service Excellence Programme Director

Freedom of Information

22. Closed paper



UNIVERSITY EXECUTIVE

22 October 2018

Service Excellence Programme: Core Systems Procurement Process

Description of paper

1. This paper provides the University Executive with an update on the Core Systems Programme with the SEP Programme. This paper provides an update on a number of decisions made by the Core Systems Board in October 2018, to be presented to the SEP Board on 18 October 2018.

Action requested/Recommendation

2. The University Executive is asked to note the paper and the next steps.

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

Risk Management

17. A risk assessment has been carried out with input from the Core Systems Programme Team, including Procurement Services and Legal Services recognising this is a change from our published approach and timescales.

Paragraphs 18-28 have been removed as exempt from release due to FOI.

Consultation

29. This paper is shared for information with the University Executive as part of a wider SEP update.

Further information

30. Authors

Barry Neilson, Service Excellence
Programme Director
Jennifer Milne, Deputy CIO

Presenter

Gavin McLachlan
CIO and Librarian to the University

Freedom of Information

31. This paper is closed.



UNIVERSITY EXECUTIVE

22 October 2018

Finance Director's Report

Description of paper

1. The paper provides a detailed review of the University Group 2017/18 actuals by budget holder with four year historic trend for comparison. This follows on from the draft results presented to University Executive in September. The paper also reports the Group 'Quarter Zero'¹ full year forecast for 2018/19 and includes a special focus update on the tuition fee income collected in the first two months of the new financial year.

Action requested/Recommendation

2. The University Executive is asked to note and comment on the report and members can use this report to brief their teams on Finance matters.

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

Resources

15. There are no specific requests for resource in the paper.

Risk Management

16. The University manages its financial risk by not breaching the Group risk appetite as described in its financial metrics; a key metric is that our unrestricted surplus should be at least 2% of total income (the current Finance Strategy provides a target surplus range of 3% - 5% to remain sustainable). The draft 2017/18 Financial Reports demonstrate that we do not expect this indicator to be breached. Quarter Zero forecast for 2018/19 projects a 1.9% operational surplus (excluding City Deal, see paragraph 8) however we expect that this will rise as we progress through the year. This will be monitored.

Equality & Diversity

17. 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

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

Consultation

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

¹ 'Quarter Zero' is the term used for the first set of three-year rolling forecast meetings between the Triumvirate and individual budget holder teams. 'Quarter Zero' meetings focus on the updated view for the current financial year and two further years based on the latest information from Budget Holders, Finance and GaSP.

Further information20. Author

Lee Hamill
Deputy Director of Finance
Lorna McLoughlin
Head of FIRST (Financial Information,
Reporting & Strategy Team)
11 October 2018

Presenter

Phil McNaul
Finance Director

Freedom of Information

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



UNIVERSITY EXECUTIVE

22 October 2018

**UK/EU Undergraduate Student Recruitment
Trends & Targets 2019/20**

Purpose

1. This paper reports to University Executive on the setting of intake targets for the recruitment of full-time Scotland/EU (SEU) undergraduates in the non-controlled funding subject groups and articulates emerging trends in the wider recruitment landscape that might represent challenges to our ability to recruit the best students.

Action requested/Recommendation

2. University Executive is asked to approve the planning assumptions and targets outlined in the paper for SEU non-controlled UG intake and the expectation of SIMD20 (Scottish Index of Multiple Deprivation 20% least advantaged postcodes) entrants as part of our commitment to our Widening Participation strategy and to delivering the Commission on Widening Access (CoWA) SIMD20 target. The environmental drivers on recruitment should be noted as an indicator of the need to refine our recruitment focus.

3. University Executive is also asked to approve the initiation of the project to prepare for engagement in Clearing during the 2019/20 undergraduate UCAS cycle. In line with the last 2 cycles all programmes will be available in SIMD20 Clearing. Given trends articulated below, it is expected that almost all programmes should also engage in A-level Clearing to ensure we maximise options to recruit the best students regardless of background.

Paragraphs 4-25 have been removed as exempt from release due to FOI.

Risk Management

26. Effective recruitment and student number planning is fundamental to the delivery of the University's business plan and, via impacts on timetabling and student accommodation provision, to the delivery of a positive student experience.

Next Steps

27. Student number planning will feed directly into School, College and University level business planning.

Further Information

28. Author & Presenter

Tracey Slaven

Deputy Secretary, Strategic Planning.

15 October 2018

Freedom of Information

29. This paper is closed. This reflects the competitive nature of recruitment.



UNIVERSITY EXECUTIVE

22 October 2018

Report from 10 October 2018 Fee Strategy Group

Description of paper

1. This paper sets out the recommendations from the 10 October 2018 Fee Strategy Group.

Action requested/Recommendation

2. UE is asked to:
- approve the proposed student accommodation rents for 2019/20 and note the indicative rent increase for 2020/21 and 2021/22;
 - Approve the Turkish Scholarship Agreement;
 - Approve the fee rates for the Outdoor Education; and
 - Note the routine fees approved by Chair's Action.

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

Risk Management

15. The proposals for student rents and tuition 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

16. 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

17. 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. Rent levels for 2019/20 are published on the Accommodation Catering and Events website from January each year, with the aim of informing offer holders in advance of accommodation applications opening in February.

Further information

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|--|---|
| 18. <u>Author</u>
Tracey Slaven
Deputy Secretary, Strategic
Planning
15 October 2018 | <u>Presenter</u>
Jonathan Seckl
Vice Principal Planning, Resources and
Research Policy |
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Freedom of Information

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



UNIVERSITY EXECUTIVE

3 October 2018

Proposal to establish a new Chair and rename an existing Chair in the College of Science and Engineering

Description of paper

1. The School of Chemistry wish to establish a Chair of Inorganic Chemistry and the School of Mathematics wish to re-name the currently vacant established Chair of Mathematics (Third – Ord 22/2007) as the Chair of Operational Research.

Action requested/Recommendation

2. The University Executive is asked to approve the establishment and re-naming of these Chairs.

Background and context

3. The process to create, re-name or remove substantive Chairs requires University Executive approval. In taking any new Chair request 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 process has been completed, noting the alignment of this Chair with School, College and University strategy.

Discussion

Chair of Inorganic Chemistry

4. The School of Chemistry wish to establish this Chair following the recent offer of employment to Professor Michael Ingleson, who is currently employed at the University of Manchester and will be joining the University of Edinburgh on 1 April 2019. Establishing this Chair position is strategically important both to the School's delivery of high-quality taught degree programmes and to the growth of the School's research portfolio.

Chair of Operational Research

5. The School of Mathematics wishes to establish this strategically important, new Chair in Operational Research. Operational Research is an area of the Mathematical Sciences where optimization and applications combine. With the growth of data and increasing quantification, this area has an increasingly important role to play in the application of the Mathematical Sciences. This is highly relevant for the School in its ambition to support developments with industry and the digital economy, and to pursue interdisciplinary opportunities across the University. This post will build on the School's existing success in this field, and complements and enhances the development of Statistics and other parts of Data Science in the School.

Resource implications

6. Funding for the Chairs will be met by the Schools' core budgets.

Risk Management

7. There are no significant risks associated with the establishment of these Chairs.

Equality & Diversity

8. Good practice in respect of equality and diversity is followed in taking forward the appointment to Chairs.

Next steps/implications

9. If the proposal is approved by the University Executive, Resolutions will be drafted to formally establish the Chairs.

Consultation

11. As Head of College, Vice-Principal Professor Dave Robertson is content with the paper.

Further information

12. Author

Professor Iain Gordon
Head of School of Mathematics

Presenter

Vice-Principal Professor Dave Robertson
Head of College of Science & Engineering

Mike Cowan
College HR: CSE
October 2018

Freedom of Information

13. This paper can be included in Open Business.



22 October 2018

**Proposal to establish a 2 new Chairs in the Edinburgh Medical School:
Molecular, Genetic and Population Health Sciences**

Description of paper

1. The Edinburgh Medical School: Molecular Genetic and Population Health Sciences within the College of Medicine and Veterinary Medicine wishes to establish 2 new Chairs.

Action requested/Recommendation

2. The University Executive is asked to approve the establishment of the following Chairs:

- Chair of General Practice
- Chair of Primary Care and Multimorbidity.

Background and context

3. Both Chairs will be located in the Centre for Population Health Sciences within the Usher Institute of Population Health Sciences and Informatics, with close links to the Centres of Medical Informatics, Global Health Research, and Biomedicine, Self and Society. The Chairs will contribute to the University's strategic goals of excellence in Research and Learning and Teaching.

Discussion

4. Primary care is responsible for over 90% of patient contacts with the NHS and is fundamental to the provision of longitudinal, patient-centred, community-based care. General practice provides the cornerstone of primary care provision both in the UK and increasingly international. Edinburgh has a long and proud tradition of academic general practice having established the first academic department of general practice in the world.

Chair of General Practice

5. It is crucial to build on this rich tradition and undertake applied health services research that seeks to improve the quality, safety and efficiency of care of people with both communicable and, in particular, non-communicable disorders. Such research requires multiple interdisciplinary skills, including expertise in epidemiological, clinical and health services research. The combination of skills across these areas are rare and, moreover, there is a need to enhance the teaching and training of medical students and clinicians in this key area of clinical and translational research.

6. Through undertaking programmes of collaborative research at an international standard, the proposed Chair will develop the field of general practice research both in the UK and internationally. The University has identified a candidate with exceptional skills, who has particular expertise in the fields of financial reform to improve the quality of care, medication safety, and the exploitation of the UK's outstanding routinely collected data assets. His work has been published in the world's foremost medical journals and has influenced clinical guidelines and practice both in the UK and internationally.

Chair of Primary Care and Multimorbidity.

7. It is crucial undertake applied health services research that seeks to improve the quality, safety and efficiency of care of people with non-communicable disorders. Many such individuals live with multiple long-term conditions or multimorbidity, which is proving a major challenge to health systems that are structured around organ-based clinical specialities. There is a need to develop health systems that provide holistic care to the very many patients now living with multimorbidity. Such research requires multiple interdisciplinary skills, including expertise in epidemiological, clinical and health services research. The combination of skills across these areas are rare and, moreover, there is a need to enhance the teaching and training of medical students and clinicians in this key emerging field of multimorbidity.

8. Through undertaking programmes of collaborative research at an international standard, the proposed Chair will develop the field of primary care multimorbidity research both in the UK and internationally. The University has identified a candidate with exceptional skills, who has particular expertise in the fields of primary care and multimorbidity working both in high-, and low- and middle-income country settings. His work has been published in the world's foremost medical journals and has influenced clinical guidelines and practice both in the UK and internationally.

Resource implications

9. Funding for the salary of the Chairs has been released by a Professorial retiral and will be met by the Edinburgh Medical School: Molecular, Genetic and Population Health Sciences' core budget, and is included in the current budget.

Risk Management

10. There are no significant risks associated with the establishment of these Chairs.

Equality & Diversity

11. Good practice in respect of equality and diversity issues will be followed in taking forward appointment to these Chairs.

Next steps/implications

12. If this proposal is approved a Resolution will be drafted to formally establish the Chairs.

Consultation

13. Professor Moira Whyte, Vice Principal and Head of College of Medicine and Veterinary Medicine is content with this paper.

Further information

14. Author

Vivien M Smith
Head of Deanery Administration
8 October 2018

Presenter

Professor Moira Whyte
Vice Principal and Head of College of
Medicine and Veterinary Medicine

Freedom of Information

15. This paper can be included in open business.



UNIVERSITY EXECUTIVE

22 October 2018

Health and Safety Quarterly Report: Quarter 4: 1 June 2018 – 31 August 2018

Description of paper

1. This paper provides a summary of health and safety related incidents that took place during the period 1 June 2018 to 31 August 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 and the statistics included in the Appendices as illustrative of the University's accident and incident experience, and note the issues and developments which are also described in the Report for this Quarter.

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

Risk management

15. 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.

Equality & Diversity

16. This report raises no major equality and diversity implications, other than those associated with disabled evacuation.

Consultation

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

Further information

18. Author

Suzanne Thompson
Director of Health and Safety
8 October 2018

Presenter

Hugh Edmiston
Director of Corporate Services

Freedom of Information

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



UNIVERSITY EXECUTIVE

22 October 2018

Venture Funding Update

Description of paper

1. This paper sets out a summary of the progress that surrounds the venture funding activity that has been in development for the last 2 years, the direction of travel, the key stakeholder groups that need to support the plans, indicative timescales and range of investment.

2. Plans and progress have been reported in the past to the Commercialisation Sub Group of Policy and Resources Committee, the Policy and Resources Committee and the Investment Committee of the University. In line with the new Executive arrangements this short paper has been prepared in advance for discussion before being presented to PRC and the Investment Committee on the 19 and 20 November.

Action requested/Recommendation

3. The University Executive is asked to note and support the direction of travel.

Paragraphs 4-27 have been removed as exempt from release due to FOI.

Risk Management

28. There is financial risk associated with early stage and investment funding.

29. The key to reducing this risk is through the rigour of due diligence, development of robust business and marketing plans, the experience and expertise of the fund investment committees, the appointment of an excellent management team, and the diversity of the investment portfolio.

Equality & Diversity

30. Subject to approval investment from venture funds may well have the opportunity to positively impact on equity and diversity issues.

Paragraphs 31-32 have been removed as exempt from release due to FOI.

Consultation

33. Over the last 2 years the follow committees have been directly consulted and contributed to the steering of the venture fund strategy

- The Industry Group (which includes the Director of Finance)
- The Old College Capital Investment Committee
- The University Investment Committee
- The Commercialisation Sub-Group of Policy and Resources Committee
- Policy and Resources Committee
- University Court

Further information

34. Author & Presenter

Hugh Edmiston
Corporate Services Group
19 October 2018

Freedom of Information

35. This paper is commercially sensitive and cannot be distributed beyond this group.