



UNIVERSITY EXECUTIVE  
Microsoft Teams  
Tuesday 6 October 2020, 10.00am

AGENDA

- 1 **Minute** A1  
To approve the Minute of the previous meeting held on 8 September 2020.
- 2 **Matters Arising & Action Log** A2  
To raise any matters arising and note outstanding actions.
- 3 **Principal's Communications** Verbal  
To receive an update from the Principal.

**DISCUSSION ITEMS** (These papers will not normally be verbally presented)

- 4 **Adaptation and Renewal Report** B  
To consider the update from Barry Neilson, Director, Adaptation and Renewal Team.
- 5 **Director of Finance's Report** C  
To consider the paper from Lee Hamill, Director of Finance.
- 6 **People Report** D  
To note the update from James Saville, Director of Human Resources.
- 7 **Enterprise and Innovation Strategy** E  
To approve the paper from Catherine Martin, Vice-Principal (interim) Corporate Services.
- 8 **New Partnership between IntoUniversity and the Universities of Edinburgh and Glasgow** F  
To approve the paper from Chris Cox, Vice-Principal Philanthropy and Advancement and Executive Director of Development and Alumni.
- 9 **Integrating Sustainable Development Goals in University Committee papers** PAPER WITHDRAWN  
To approve the paper from Tracey Slaven, Deputy Secretary Strategic Planning.

**ITEMS FOR NOTING OR FORMAL APPROVAL**

- 10 **People and Money System and Finance/HR Transformation Update** H  
To note.
- 11 **University Executive Communications** Verbal  
To note the key messages to be communicated.

**12 Any Other Business**

To consider any other matters by UE members.

**Verbal**

**13 Date of Next Meeting**

Tuesday 10 November 2020 at 10.00am.



UNIVERSITY EXECUTIVE

8 September 2020

[Draft] Minute

**Present:** Peter Mathieson (Convener)  
David Argyle, Leigh Chalmers, Chris Cox, Sarah Cunningham-Burley, Gavin Douglas, David Gray, Lee Hamill, Colm Harmon, Gary Jebb, Richard Kenway, Wendy Loretto, Catherine Martin, Ellen MacRae, Dorothy Miell, Theresa Merrick, Andrew Morris, Dave Robertson, James Saville, Jonathan Seckl, Aziz Sheikh, Tracey Slaven, Sarah Smith, Sandy Tudhope and Moira Whyte.

**Apologies:** Gavin McLachlan and James Smith

**In attendance:** Barry Neilson, Fiona Boyd and Kirstie Graham.

**1 Minute Paper A1**

The Minute of the meeting held on 18 August 2020 was approved.

**2 Matters Arising & Review of Action Log Paper A2**

There were no matters arising and the action log was noted.

**3 Principal's Communications Verbal**

The Principal updated members that:

- Following the last meeting, there had not been an announcement from the Scottish Government reducing social distancing on campus from 2 metres. Detailed guidance for Higher Education opening campuses had been published and the University would continue with the planned hybrid delivery model for semester one;
- The University was preparing for the start of the semester and staff were commended for their efforts in preparation, noting there were health and safety assessments and mitigations in place for staff and students and response plans for any outbreaks;
- The SEU and RUK undergraduate student numbers were higher than anticipated, however uncertainty remained over the final international student numbers and the financial situation remained challenging, due to the loss of income over the summer and the ongoing uncertainty as a result of the pandemic.

**DISCUSSION ITEMS**

**4 Adaptation and Renewal Team - Report Paper B**

The Executive noted the update on the work of the Adaptation and Renewal Team.

## 5 Finance

- **Director of Finance's Report**

**Paper C1**

The Director of Finance provided an update on the draft University Group financial results for 2019-20, which despite the challenges of Covid19 still showed an underlying surplus, however removing the City Deal component would mean the surplus would be 1.1% of income, against a target surplus range of 3% - 5% to remain sustainable.

Members noted updates on the annual insurance renewal and the timeline for the USS Technical Provisions consultation as part of the 2020 valuation. Members considered a proposal to pay an additional grant to EUSA on 1 March 2021, subject to conditions set out in the paper and potentially a further additional grant, to be reviewed for agreement in February, assuming appropriate progress on the conditions. There was discussion on both the conditions and the timescale, with EUSA concerned both that additional funding may be required before 1 March and that meeting the conditions required buy-in from a separate organisation (Accommodation, Catering and Events (ACE)). Taking this into account, the Executive agreed to approve the proposal as set out in the paper, with the caveat that the timescale for the payment of the grant could be brought forward if necessary. The Executive also requested a future progress update on building a constructive relationship between EUSA and ACE and noted this was intended to be a one off additional payment, in recognition of the impact of Covid, to support reshaping to a sustainable operating model and not a recurrent increase of grant funding. This would progress to Policy and Resources Committee for approval.

- **Review of Finance Operating Model and Recommendation**

**Paper C2**

The Executive considered the proposal that professional and line management reporting for all University Finance staff should be consolidated within the professional structure and ultimately be to the Director of Finance beginning from 1 October 2020.

The Director of Finance reminded members that in October 2018 the Finance Transformation Programme Board considered the FTP Target Operating Model (TOM) Blueprint and Business Case which proposed that professional and line management reporting for all University Finance staff be consolidated within the professional structure and ultimately be to the Director of Finance. At the time, a 'dual accountability' compromise model was agreed for the Heads of Finance roles. With the planned implementation of the new People and Money system, industry experience indicated that policy, process and structural changes should be made in advance of system implementation. The current federated model for Finance across the organisation risked the effective roll out of the major system change and delivering the agreed cost saving initiatives. He confirmed that this related to reporting lines only and the budget autonomy of the six main Budget Holders and their individual areas would be unaffected.

Concerns were raised by some members about implications at School and College level and the Finance Director addressed these in his further comments. Taking these into account, the proposal was approved, subject to review post implementation.

• **Value for Money** **Paper C3**

The Executive approved the Value for Money report for 2019/20, to be forwarded to Audit and Risk Committee as part of the mandatory requirements from SFC.

**6 People Report** **Paper D**

The Executive noted the update on people related matters and considered a proposal to increase the carry-over allowance for annual leave from 5 to 10 days for full-time staff, pro rata for staff who work part-time. Following discussion, the Executive approved the increase in carry-over to 10 days for the 2021 calendar year only, to revert to the usual carry-over allowance of 5 days in 2022.

**7 Freedom of Expression** **Paper E**

The Executive had previously considered a statement on freedom of expression and supported the development of the statement and made a number of suggestions. Following further discussion and iterations, the proposed statement had been revised and was presented for consideration. Subject to a minor amendment, the proposed statement was approved, to be subject to a twelve month review.

**8 External Communications**

• **Community Plan** **Paper F1**

The Executive considered and approved the University's new Community Plan. The challenges around space and engagement during the pandemic were noted but it was agreed that its focus on Social and Civic Responsibility remained a key strategic priority.

• **The Edinburgh Futures Conversations: An Outline Proposal** **Paper F2**

The Executive considered a proposed series of events for late 2020/2021 exploring the role of global co-operation in responding to the Covid-19 pandemic. The timescale was considered to be unrealistically optimistic but the proposal and approach was warmly supported. In discussion, it was agreed that this should not just focus on the Covid19 pandemic but address other major challenges. The Executive commended the outline proposal and supported its further development.

**9 Global Open Finance Centre of Excellence (GOCFE)** **Paper G**

In September 2019 the University submitted a successful bid to the Strength in Places Fund (SiPF) in partnership with FDATA (the Financial Data and Trade Association, a Fintech trade organisation) and Fintech Scotland for 5 year funding to establish a Global Open Finance Centre of Excellence (GOCFE). This aims to

deliver focussed economic development in the financial services and fintech sectors across Central Scotland reflecting regional economic strengths. The intention was to 'spin-out' GOFCoE as a separate legal entity with its own governance and the Executive considered a progress update on the timing for incorporation as a company limited by guarantee and management of key risks. In discussion, the Executive was strongly supportive, but noted a potential conflict of interest between partners in generating income and the commitment to social good. To that end, it was agreed the stated purpose of the organisation, as set out in the Article of Association, needed to be clearly articulated around delivering public good.

## **ITEMS FOR FORMAL APPROVAL/NOTING**

### **10 Authorising International Data Transfer**

**Paper H**

The Executive noted the European Court of Justice decision that invalidated the so-called Privacy Shield safeguard for transferring personal data to the US, and limiting the use of the Standard Contractual Clauses (SCCs) for use outwith the EEA. The Executive approved the interim solution of a risk assessment to be conducted and approved and transfer authorised at highest level while waiting for guidance from the European Data Protection Board and the UK Information Commissioner.

### **11 People and Money System and Financial/Transformation Update**

**Paper I**

The Executive noted the update on the HR and Finance Transformation Programmes and the People and Money system implementation.

### **12 Creation of Research Data Scotland**

**Paper J**

The Executive noted the proposed creation by the Scottish Government of an arms-length (from Scottish Government) charitable organisation to manage access to research data from across the public sector in Scotland, to be called Research Data Scotland. The Executive warmly supported the proposal that the University be one of four founding partners in Research Data Scotland.

### **13 University Executive Communications**

**Verbal**

The Executive agreed there would be communication on: the start of the semester; the carry-over of annual leave; Freedom of Expression; the Community Plan and the Edinburgh Futures Conversations.

### **14 Date of Next Meeting**

The next meeting will take place on Tuesday 6 October 2020 at 10 am.



UNIVERSITY EXECUTIVE

6 October 2020

**Adaptation and Renewal Team – Report**

**Description/Summary of the paper**

1. This paper provides the University Executive with an update on the work of the Adaptation and Renewal Team.
2. The Adaptation and Renewal Team has met four times since the Executive last met in September 2020. This paper sets out the key issues and the progress being made.

**Actions requested/recommended**

3. The University Executive is asked to **consider** the paper.

*Paragraphs 4-24 have been removed as exempt from release due to FOI.*

**Communication and Engagement**

25. Communication and Engagement leads have been embedded across Adaptation and Renewal and co-ordination group including colleagues from Colleges and Professional Services group is well established.

*Paragraph 26 has been removed as exempt from release due to FOI.*

**Risk Management**

27. A focussed risk register is being maintained covering the co-ordination activity of Adaptation and Renewal.

**Equality & Diversity**

28. Equality, Diversity & Inclusion will be considered by members of all groups and there is formal representation via a named individual on each work-stream and at the Adaptation and Renewal Team by Sarah Cunningham- Burley.

29. The University needs to ensure each work-stream engaged in COVID-19 mitigation/renewal is equipped to carry out Equality Impact Assessments.

**Further Information**

30. Author and Presenter

Barry Neilson  
Director  
8 October 2020

**Freedom of Information**

31. Closed. Our approach to adaptation and renewal planning is commercially sensitive.



UNIVERSITY EXECUTIVE

6 October 2020

Director of Finance's Report

**Description of paper**

1. This paper reports the latest<sup>1</sup> University management accounts (excluding Subsidiaries) position up to the end of August (period one) and provides an Analytical Review of our financial performance for 2019-20 in Appendix 2 based on the unaudited figures .

**Action requested/Recommendation**

2. The University Executive is asked to review and comment on the latest update.

*Paragraphs 3-9 have been removed as exempt from release due to FOI.*

**Equality & Diversity**

10. 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**

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

**Consultation**

12. The paper has been reviewed by Lee Hamill, Director of Finance.

**Further information**

13. <u>Author</u>	<u>Presenter</u>
Rachael Robertson	Lee Hamill
Deputy Director of Finance	Director of Finance

Stuart Graham  
Head of FIRST (Financial Information,  
Reporting & Strategy Team)

23 September 2020

**Freedom of Information**

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

---

<sup>1</sup> At the time of writing full September management accounts were not available.





UNIVERSITY EXECUTIVE

6 October 2020

People Report

**Description of paper/summary**

1. This paper is the standing update on people related matters. Please note item 5 on the pan-University wide voluntary severance scheme, which closed on 23 September 2020.

**Action requested/Recommendation**

2. The Committee is requested to note the contents of this paper.

**Background and context**

3. This paper is an update on the paper presented to University Executive on 8 September 2020.

*Paragraphs 4-10 have been removed as exempt from release due to FOI.*

**Risk Management**

11. The University has a low risk appetite for both compliance risks and people risks.

**Equality & Diversity**

12. Equality issues will be considered on a case by case basis for each individual project/piece of work.

**Next steps & Communications**

13. Future reports will be presented to each meeting of University Executive.

**Consultation**

14. The paper builds on discussion at previous meetings of University Executive and has been reviewed by the Director of HR.

**Further information**

15. Authors

Linda Criggie  
Deputy Director HR – Employee  
Relations, Reward, Employment Policy,  
Equality & Diversity

Presenter

James Saville  
Director of Human Resources  
28 September 2020

Denise Nesbitt  
Deputy Director HR – Resourcing and  
Learning & Organisation Development

**Freedom of Information**

16. This paper is **closed**.



UNIVERSITY EXECUTIVE

The University of Edinburgh Enterprise & Innovation Strategy

6 October 2020

**Description of paper**

1. Alongside teaching and research, innovation is a fundamental component of the University's purpose to address global challenges and positively effect change in society.
2. Following extensive discussions between senior leadership, Colleges and key professional services including the Edinburgh Research Office (ERO), Edinburgh Innovations (EI), the Data-Driven Innovation (DDI) Programme Office and others within Corporate Services Group as well as key external partners, we set out the University's proposed strategic approach to innovation.
3. Two subsequent papers will detail how our approach to international and City-Region activity will dovetail with this strategy.
4. Delivering a University-wide strategic approach on innovation will create the clarity of purpose, objectives, priority partnerships, communication and engagement needed to support the University, including our Covid19 recovery, by delivering innovation at scale.

*Paragraphs 5-36 have been removed as exempt from release due to FOI.*

**Equality & Diversity**

37. All activity will be in line with University of Edinburgh policies and principles and we will encourage partners and suppliers to follow our lead, and mandate that where possible. A key element of our ambition is to ensure we play our part in making the University, and innovation, accessible for staff and students from non-traditional backgrounds as well as using this strategic focus to ensure equitable and sustainable investment into the City-Region.

*Paragraphs 38-40 have been removed as exempt from release due to FOI.*

**Further information**

41. For any further information, please email [David.M.Brown@ed.ac.uk](mailto:David.M.Brown@ed.ac.uk). This paper is the result of a high-level consultation with key stakeholders across the University, including but not limited to: the Senior Vice-Principal; all Heads of College and respective Deans of Research; Vice-Principal Corporate Services; Vice-Principal International; the Director of the Edinburgh Research Office; Deputy Vice-Principals Enterprise and Research; the leadership of Edinburgh Innovations; the leadership of Data-Driven Innovation; the Director of Place.

42. Authors

David Brown  
Deputy Vice-Principal Enterprise

Patrick Kilduff  
Executive Partnerships Manager

Presenters

Dr Catherine Martin

Dr. George Baxter  
Chief Executive Officer (EI)

Dr. John Lonsdale  
Head of Enterprise Services (EI)

Jarmo Eskelinen  
Executive Director (DDI)

John Scott  
Head of Delivery (DDI)

Dr. Mark Graham  
Senior Economist (DDI)

**Freedom of Information**

43. Closed. This paper is commercially sensitive.



UNIVERSITY EXECUTIVE

6 October 2020

**New Partnership between IntoUniversity  
and the universities of Edinburgh and Glasgow**

**Description of paper**

1. This paper summarises progress made in adding a significant new dimension to the University's widening participation and community engagement strategies, as well as further cementing partnership work with the University of Glasgow where our interests align.

**Action requested/Recommendation**

2. University Executive is asked to formally approve the University of Edinburgh's participation in the launch of two new IntoUniversity Centres in Edinburgh and Glasgow.

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

**Equality & Diversity**

15. The project has equality of educational opportunity for two of Scotland's most economically deprived community locations at its heart.

*Paragraph 16 has been removed as exempt from release due to FOI.*

**Consultation**

17. The following teams and units have been involved in the development of the concept, in partnership discussions with UoG and IU, and in the fund-raising:

- Widening Participation
- Student Recruitment & Admissions
- Strategic Planning
- Communications and Marketing
- Development & Alumni
- Community Engagement
- Legal Services
- VP for Students
- Development Trust Trustees

**Further information**

18. Authors

Tracey Slaven, Deputy Secretary,  
Strategic Planning  
Laura Cattell, Head of Widening  
Participation  
Chris Cox, Vice Principal  
(Philanthropy & Advancement)

Presenter

Chris Cox, Vice Principal  
(Advancement)

**Freedom of Information**

19. This paper is closed up until the point of the formal signing of an MOU between the partners.



UNIVERSITY EXECUTIVE

6 October 2020

**People and Money Systems and HR/Finance Transformation  
Programme Update**

**Description/Summary of paper**

1. This paper provides the University Executive with an update of the HR and Finance Transformation Programmes and the People and Money system implementation. Following the decision to stand the Service Excellence Board down a combined, monthly report is provided to the University Executive.

*Paragraph 2 has been removed as exempt from release due to FOI.*

**Action Requested/Recommendation**

3. The University Executive is asked to **note** the paper and visit the SharePoint site above, promote this site in local meetings, and check in with your local implementation group for update on progress in your area.

*Paragraphs 4-29 have been removed as exempt from release due to FOI.*

Author and presenter

30. Barry Neilson  
Director  
Service Excellence Programme  
6 October 2020

**Freedom of Information**

31. This paper is **closed**.