



UNIVERSITY EXECUTIVE
Microsoft Teams
Tuesday 10 November 2020, 10.00am

AGENDA

- | | | |
|----------|--|---------------|
| 1 | Minute | A1 |
| | To <u>approve</u> the Minute of the previous meeting held on 6 October 2020 and the electronic meeting concluded on 2 November 2020. | A2 |
| 2 | Matters Arising & Action Log | A3 |
| | To <u>raise</u> any matters arising and note outstanding actions. | |
| 3 | Principal's Communications | Verbal |
| | To <u>receive</u> an update from the Principal. | |

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

- | | | |
|-----------|--|-----------|
| 4 | Adaptation and Renewal Report | B |
| | To <u>consider</u> the update from Barry Neilson, Director, Adaptation and Renewal Team. | |
| 5 | People Report | C |
| | To <u>note</u> the update from James Saville, Director of Human Resources. | |
| 6 | Equality and Diversity | |
| | To <u>approve</u> the papers from Sarah Cunningham-Burley, University Lead on Equality, Diversity and Inclusion. | |
| | • Application for White Ribbon Status | D1 |
| | • Everyday Discrimination Survey for our Black and Minority Ethnic Staff | D2 |
| 7 | Supporting Working Overseas and International Activity | E |
| | To <u>approve</u> the paper from Alan Mackay, Deputy Vice-Principal International & Director, Edinburgh Global. | |
| 8 | Finance | |
| | To <u>consider</u> the papers from Lee Hamill, Director of Finance. | |
| | • Director of Finance's Report | F1 |
| | • Interim Financial Update | F2 |
| 9 | Planning Round Cycle 2021-22 & Student Number Planning | G |
| | To <u>approve</u> the paper from Tracey Slaven, Deputy Secretary Strategic Planning. | |
| 10 | Strategy 2030 Strategic Performance Framework | H |
| | To <u>approve</u> the paper from Pauline Manchester, Head of Strategic Performance and Research Policy. | |

- 11 **Responding to the Climate Emergency** I
To consider the paper from Sandy Tudhope, University Lead on Climate Responsibility and Sustainability and Dave Gorman, Director of Social Responsibility and Sustainability.
- 12 **Enterprise and Innovation Strategy** J
To approve the paper from Catherine Martin, Vice-Principal Corporate Services.

ITEMS FOR NOTING OR FORMAL APPROVAL

- 13 **Internal Audit Update on Outstanding Actions** K
To note.
- 14 **Integrating Sustainable Development Goals in Committee papers** L
To approve.
- 15 **Modern Slavery Statement** M
To approve.
- 16 **The Introduction of Use of Operational Data Policy** N
To approve.
- 17 **Information Security Policy Refresh** O
To approve.
- 18 **Development and Alumni – Annual Report and update 2019-20** P
To note.
- 19 **People and Money System and Finance/HR Transformation Update** Q
To note.
- 20 **Annual Strategic Risk Report** R
To note.
- 21 **Health & Safety Quarterly update: Quarter 4** S
To note.
- 22 **Global Open Centre Finance Centre of Excellence Update** T
To note.
- 23 **University Executive Communications** Verbal
To note the key messages to be communicated.
- 25 **Any Other Business** Verbal
To consider any other matters by UE members.
- 24 **Date of Next Meeting**
'Away day': Wednesday 2 December 2020, 10.00-12.00 and 14.00-16.30
Meeting: Tuesday 15 December 2020 at 10.00am.



UNIVERSITY EXECUTIVE

6 October 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, Wendy Loretto, Gavin McLachlan, Catherine Martin, Ellen MacRae, Dorothy Miell, Theresa Merrick, Andrew Morris, Dave Robertson, James Saville, Aziz Sheikh, Tracey Slaven, Sarah Smith, Sandy Tudhope and Moira Whyte.

Apologies: Richard Kenway, Jonathan Seckl and James Smith.

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

1 Minute

Paper A1

The Minute of the meeting held on 8 September 2020 was approved, subject to an amendment to item 5, Paper C2, final paragraph to now read as follows: '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'.

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 on:

- The latest information on the Covid19 pandemic: concerns raised by quarantining students regarding meal provision and internet access had been addressed; the potential impact on student mental health and wellbeing had been noted and the University was liaising with public health bodies to ensure support.
- The reshaping work was continuing, noting that although the need to reshape the business model had been exacerbated by the pandemic, there were drivers for change that pre-dated the pandemic.
- Brexit and the uncertainty over whether there would be a deal and what that deal would look like for the sector.

DISCUSSION ITEMS

4 Adaptation and Renewal Team - Report

Paper B

The Executive received an update on the recent work of the Adaptation and Renewal Team. The planning activity for semester 2 and the key planning assumptions were

noted. There was discussion of the variation in the provision of face to face delivery and the need to address this in semester 2, noting it was a complex picture. There was also discussion of course withdrawals, lease cancellations, the importance of monitoring protected characteristics, promoting inclusion and building community.

5 Director of Finance's Report

Paper C

This Executive noted the management accounts (excluding Subsidiaries) up to the end of August and considered an Analytical Review of the University's financial performance. The Analytic Review showed our underlying operating performance had been reducing steadily since 2015-16 at a time where our income had been growing. The receipt of front-loaded City Deal capital grant funding along with lower levels of operational City Deal activity meant the operating surplus had been supported by City Deal for the last two years. This steady decline in operating performance demonstrated the importance of reducing and managing our cost base better to become more financially sustainable. Although the Covid-19 outbreak had shone a light on this trend, the figures showed that the issues predated this.

There was discussion on how to effectively communicate this to inform staff of the underlying rationale behind the reshaping programme.

6 People Report

Paper D

The Executive noted the update on people related matters, noting that applications for the voluntary severance scheme had closed and were now being considered.

7 Enterprise and Innovation Strategy

Paper E

The Executive considered a proposed Enterprise and Innovation Strategy, to build on existing activity and deliver a University-wide strategic approach across the following Innovation Themes: Agriculture & Food Security; Digital Manufacturing & Automation; Financial Services; Health & Social Care; One Health; and The Smart City of Festivals.

Members noted there were many individual pockets of excellence delivering innovation across the University, however there was need for coherent, institution-wide support, structures and strategy to support innovation internally and deliver at-scale externally. The proposed direction of travel was warmly supported but more work was requested on the underpinning detail and specifically on the structure and composition of the proposed Innovation Forum and Working Group. This would return to a future meeting for further consideration before progressing to Policy and Resources Committee.

8 New Partnership between IntoUniversity and the Universities of Edinburgh and Glasgow

Paper F

The Executive welcomed and approved the University's participation in the launch of two new IntoUniversity Centres in Edinburgh and Glasgow.

ITEMS FOR FORMAL APPROVAL/NOTING

9 People and Money System and Financial/Transformation Update Paper H

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

10 University Executive Communications Verbal

The Executive agreed there would be communication on: the IntoUniversity Partnership, Adaption and Renewal, reshaping and Brexit.

11 Date of Next Meeting

The next meeting will take place on Tuesday 10 November 2020 at 10.00am.



Electronic Meeting Concluded on 2 November 2020

Minute

Responded: Peter Mathieson (Convener)
David Argyle, Leigh Chalmers, Sarah Cunningham-Burley,
Gavin Douglas, Colm Harmon, Richard Kenway, Dorothy Miell,
Dave Robertson, James Saville and Aziz Sheikh.

1 Considerations for Study and Work Abroad in Semester 2, 2020/21

The University Executive approved the recommendations for study/work abroad in Semester 2; such that:

- Mandatory study/ work abroad is recognised as “essential travel”.
- Study/ work abroad as part of PhD or PGT student research projects should, in addition to the normal risk assessment process, be subject to a formal articulation of the rationale for the assessment that it is “essential travel”.
- The current flexibility approach is extended to include optional study / work abroad with the recognition that travel may not be possible if FCDO advises against non-essential travel.

The Executive confirmed that the approach to tuition fees (standard fees charged) for those who are unable to progress optional study/work abroad, as outlined in the paper, should be maintained.



UNIVERSITY EXECUTIVE

10 November 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 October 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 4-34 have been removed as exempt from release due to FOI.

Communication and Engagement

35. 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.

Resource Implications

36. Delivery of Renewal and Adaptation activities will require the active reprioritisation of our existing plans and budgets.

Risk Management

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

Equality & Diversity

38. 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.

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

Further Information

40. Author & Presenter
Barry Neilson
Director
10 November 2020

Freedom of Information

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



UNIVERSITY EXECUTIVE

10 November 2020

People Report

Description of paper/summary

1. This paper is the standing update on people related matters. Please note item 5 on the update and outcome of the voluntary severance programme.

Action requested/Recommendation

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

Background and context

3. This paper is an update on the paper presented to University Executive on 6 October 2020.

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

Resource implications

9. Resources will be met from within existing budgets unless outlined in the paper.

Risk Management

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

Equality & Diversity

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

Next steps & Communications

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

Consultation

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

Further information

14. Authors

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

Jo Roger
Interim Deputy Director HR Partnering –
Professional Services

Presenter

James Saville
Director of Human Resources
26 October 2020

Freedom of Information

15. This paper is **closed**.



UNIVERSITY EXECUTIVE

10 November 2020

Equality, Diversity and Inclusion: Application for White Ribbon Status at UoE

Description/Summary of paper

1. This paper provides an explanation of the White Ribbon Campaign with its partners in implementation, Fearless Edinburgh.

Action requested/Recommendation

2. The University Executive is invited to endorse applying for White Ribbon status through an action plan led by Fearless Edinburgh.

Background and context

3. The White Ribbon Campaign (WRC) is the first male-led campaign working to end violence against women and girls (VAWG) in the world. Historically VAWG has been seen as a 'women's issue' and the WRC is an attempt to redress this notion. The White Ribbon Campaign originated in Canada in the early 1990s and has spread to over seventy countries. White Ribbon Campaign Scotland (WRCS) is a separate entity from White Ribbon UK, though the two organisations are closely aligned.

4. WRCS is a charitable organisation receiving funding for core activities from the Scottish Government and independent donations.

5. WRCS is part of the Scottish Government's Equally Safe Equally Safe 'Primary Prevention' workstream which feeds into the Joint Strategic Board on Violence Against Women and Girls. The primary prevention workstream explores:

- the existing evidence on what works with regards to preventing violence against women and girls
- identifying additional ways of addressing the systematic inequality, attitudes and assumptions that give rise to violence and abuse, (and scoping the costs and benefits associated with this
- considering primary prevention in the widest context - society, community and the individual

6. Supporters of the WRC take a pledge 'never to commit, condone or remain silent about violence against women in all its forms.' Wearing a white ribbon is a public demonstration that the wearer has taken this pledge, does not excuse violence against women and is committed to supporting community action to stop violence by men against women and to achieving gender equality.

7. WRCS aims to:

- Raise awareness of VAWG in all its forms.
- Challenge male attitudes which condone VAWG.
- Educate men so that they feel better able to speak up against VAWG.
- Encourage men to talk to other men and women about the issues and end the climate of male silence on the subject of VAWG

- Develop a wide support network of male volunteers across Scotland who will develop campaign activity.

Discussion

8. The Campaign works to support organisations to achieve 'White Ribbon Status' through senior commitment which is influential and visible, the establishment of a steering group, identification of men within the organisation to champion White Ribbon and become 'speakers', matched engagement by student leaders and an action plan demonstrating how an organisation will take steps to raise awareness and spread engagements. The WRCS suggest the process of achieving White Ribbon Status takes around nine months.

9. The value of taking part in WRCS will be to raise awareness, create active engagement and support attitudinal change across the Fearless partners. There will be a need for the partnership to engage in activities to assess impact and demonstrate capacity building. WRCS suggested that through engagement with the campaign people of all genders will know that unacceptable behaviours and actions are not tolerated, will be addressed and that consequently our settings will be safer places to attend and be employed with. A status project undertaken with the intent of being purely symbolic will not result in White Ribbon Status being awarded.

10. WRCS is currently supporting White Ribbon Status areas in Angus, Dumfries and Galloway, Fife, Glasgow and Glasgow Kelvin College. The Fearless Edinburgh Partnership is exploring the possibility of working toward White Ribbon Status as part of our partner actions. Fearless Edinburgh was established following a Scottish Government project named Equally Safe in Higher Education, which resulted in the creation of a toolkit providing advice on gender-based violence across Scotland's university campuses, and involves all of the institutions in Edinburgh.

11. While the Fearless Edinburgh Partnership is made up of members from a range of public bodies the core membership of tertiary education institutions would be the driving force behind joint activities toward achieving White Ribbon Status, given the institutions are taking forward a range of activities linked the Equally Safe agenda. Each organisation has in place groups and forums responding to GBV, which support collaborative work to date across the partnership.

12. This model would be the basis of taking forward a collective approach to achieving White Ribbon Status in Edinburgh. These existing processes and previously identified areas of joint activity across communication, learning and development, incident reporting and supporting survivors provide a strong basis to encourage swift identification of WRCS actions. Given these existing structures it is probable that the Fearless Edinburgh partnership, working together, could achieve White Ribbon Status in around 5 months.

13. While some activities are required within institutions (details can be found on the [website](#)), such as the identification of senior leadership champions, student buy-in and local activities, the Fearless Edinburgh Partnership would seek to create consistency by:

- creating a shared statement of commitment to White Ribbon Status (based on the Fearless Edinburgh Common Purpose)
- share resources for activities such as communication campaigns, champion training and pledge drives
- provide a single point of contact for the WRCS

14. The Fearless Edinburgh Partnership is required to:

- seek agreement from all tertiary education institutions senior leadership, without strategic and visible leadership the process toward gaining White Ribbon Status cannot be progressed
- identify relevant leaders within institutions that would be willing to take part as early and visible champions
- ensure student support and buy-in
- develop a shared statement for agreement across the Partnership

15. Once these steps have been completed, and relevant executive teams have endorsed the approach, the Fearless Partnership would work together to bring in the WRCS to support development of a shared action plan across the Fearless Partners identifying local and partners actions.

Resource implications

16. The key resource implications will relate to communications regarding the initiative. CAM will need to lead on this, along with colleagues from EUSA and EUSU, to ensure there is maximum visibility and engagement across the University community. There will also be a requirement for senior University leaders (Principal, Vice Principals) to take a leadership role with this initiative, and this may involve attending events which promote it.

17. The Gender Equality Subcommittee of the University Equality, Diversity and Inclusion Committee will take forward the action plan and report on progress to EDIC and to UE.

Risk Management

18. This proposal will enhance the University's reputation, staff and student experience in its commitment to tackling GBV. It will also enhance an inclusive culture and safe environment in the University.

Equality & Diversity

19. The proposal is part of our commitment to gender equality and of zero tolerance of GBV. After endorsement of this approach, we will conduct an EqIA to ensure inclusivity and equity.

Next steps & Communications

20. Following approval, senior leaders will be identified and a communication action plan prepared.

Consultation

20. This request has been to the EDI Committee and approved for endorsement to the University Executive. The request has the support of EUSA and EUSA VP Welfare has been consulted and is wholly supportive.

Further information

21. Author

Andy Shanks,
Director of Student Wellbeing
Rebecca Shade,
Policy and Projects Officer

Presenter

Sarah Cunningham-Burley,
University Lead for Equality, Diversity &
Inclusion

Freedom of Information

22. Open



UNIVERSITY EXECUTIVE

10 November 2020

Equality, Diversity and Inclusion: Proposal for an Everyday Discrimination Survey for our Black and Minority Ethnic Staff

Description of paper

1. This is a proposal to conduct a survey of Black and Minority Ethnic (BAME) staff in order to understand the experience and extent of everyday discrimination.

Action requested/Recommendation

2. The University Executive is invited to endorse the proposal for a survey of everyday discrimination for our Black and Minority Ethnic staff.

Background and context

3. The University is committed to taking action against racism in its various forms – personal, cultural and institutional. The Race Equality and Anti-Racism (REAR) Subcommittee of the Equality, Diversity and Inclusion Committee (EDIC) is steering this work through a 10 point action plan

(https://www.ed.ac.uk/files/atoms/files/uoer_race_equality_and_anti-racist_action_plan.pdf). These actions reflect recommendations from the Thematic Review of Student Support 2019, EDMARC Ethnicity Report 2020, University Executive paper 'Supporting Black and Minority Ethnic Students and Staff' January 2020, consultations with staff and students and external reports, such as the EHRC report into racial harassment at Universities.

4. One action, within an overall goal of promoting an anti-racist culture, is to generate better data on BAME staff experience, for example through a survey and qualitative methods focussing on discrimination. We know that the experiences of our BAME staff are not always made visible through our general staff experience surveys. This survey will directly focus on BAME staff experience of everyday discrimination. We accept that the term BAME is contested and do not use this to assume commonality of experience amongst and between groups impacted by racism. Indeed, more evidence will produce more nuanced understandings including at the intersection with other dimensions such as gender or religion.

5. The survey and qualitative research will provide data that will support the University in identifying and tackling racial discrimination by informing training and resources to improve racial literacy, further iterations of our action plan and support our application for the Race Equality Charter.

6. A concern is that staff may be in survey fatigue however REAR at its last Subcommittee meeting on 6 October took soundings from networks representing BAME staff. Network leads reported they would welcome such an opportunity.

Discussion

7. A well validated and reliable Everyday Discrimination Scale (Williams 2016 https://scholar.harvard.edu/files/davidrwilliams/files/measuring_discrimination_resource_june_2016.pdf) developed at Harvard University by DR Williams (2016) will be

used in a short survey using Online surveys. Particular efforts will be made to reach staff who do not have computer access, either by providing such access or through distributing paper versions of the survey (ensuring COVID-19 safe procedures).

8. The Measuring Discrimination Scale has several components, including everyday discrimination, major experiences of discrimination, work discrimination and heightened vigilance scale. Each component has short and expanded versions of each scale and we shall ensure the survey is not onerous to complete. It is likely that for many components the shorter scale will suffice but each will be reviewed for relevance. An example measure from the everyday discrimination scale is:

9. In your day to day life, how often do any of the following things happen to you?

- Statements include:

- i. You are treated with less courtesy than other people are.
- ii. People act as if they think you are not smart
- iii. People act as if they are afraid of you

10. The response categories ask about frequency of occurrence, including never. The Discrimination Scales are used in the National Survey of American Life and the South Africa Study Stress and Health Study, for example.

11. A qualitative component will take place after the survey has been conducted and analysed to follow up on key findings. Staff can volunteer to participate through a question in the survey. Focus groups will be convened to discuss experiences in more depth and to develop recommendations for action.

12. Dr Gwenetta Curry, Lecturer in Race, Ethnicity and Health will lead this work, on behalf of REAR and EDIC. Analysis and other research support can be met through existing resources. Recruitment into the survey will take place primarily through staff networks, these include Edinburgh Race Equality Network, Women of Colour Network, BAME network and Edinburgh Diversity and Inclusion Network. Information about the survey, how the data will be stored, analysed and disseminated will be included at the start of the survey along with privacy assurances. Potentially identifying information will not be asked at granular level (e.g. School or service area) in order to preserve anonymity and thus encourage participation.

13. Results will be discussed at REAR and EDIC and presented to University Executive if desired, along with recommendations for further actions. A repeat survey in 2-3 years time will assist in evaluating whether our actions to improve racial literacy and promote anti-racism are making a positive impact on BAME staff experience.

Resource implications

14. The survey can be conducted, analysed and results fed into action plans within existing resources. Dr Gwenetta Curry, Lecturer in Race, Ethnicity and Health, Usher Institute, will lead the work on behalf of the Race Equality and Anti-Racism Subcommittee of EDIC. Research related resources (equipment, transcription, additional analytical expertise) can also be managed within existing provisions.

Risk Management

15. The survey and qualitative component will provide anonymous or anonymised data; confidentiality and privacy will be ensured throughout the analysis and dissemination of results. All data will be held securely. There are minimal risks other than failure to respond to results. The risks of not gathering these data are that our BAME staff experience remains underreported and not well understood.

Equality & Diversity

16. The survey and qualitative data support the University's EDI strategy and REAR action plan. Every effort will be made to reach as many staff as possible and to examine the intersections between race, ethnicity and other equality dimensions. The results will inform further EDI work.

Next steps & Communications

17. The next steps are to finalise the survey content using the Measuring Discrimination Resource and communicate it across our BAME staff. Qualitative interviews/focus groups will follow involving those who volunteer to be approached to participate in that process.

Consultation

18. The proposal has been discussed at REAR and EDIC. The Staff Experience Committee has been made aware and was supportive.

Further information

19. Author

Sarah Cunningham-Burley
University lead, Equality, Diversity and
Inclusion
Rowena Arshad
Convenor, Race Equality and Anti-
Racist Subcommittee
Gwenetta Curry
Lecturer in Race, Ethnicity and Health

Presenter

Sarah Cunningham-Burley

Freedom of Information

20. Open paper



UNIVERSITY EXECUTIVE

10 November 2020

Supporting Working Overseas and International Activity

Description

1. This paper highlights immediate and longer term risks to the university relating to employees working overseas and how we support, coordinate and resource this as a key pillar of our international partnership and collaboration.

Action requested

2. University Executive is requested to approve the immediate action as outlined and the creation of a Working Group to make recommendations as to how we deliver future state services and support for working overseas and related overseas activities such as transnational education.

Background and context

3. As one of the world's leading universities we have an increasing number of employees working across the world, temporary and permanent, alongside an increasing range of activity beyond the UK, online and in-country. This is an indicator of our success and impact through our international collaboration across teaching, learning and research.

4. Given our forward international ambition through Strategy 2030 we expect the number of our employees based overseas to increase further. The nature of activities extends across research and teaching collaboration and projects, short faculty placements, visiting professorships to home working and sabbaticals. At present, we have over 200 employees working across 38 different countries overseas and a very significant increase in requests for support in seeking to do so in recent months due to the pandemic.

5. Supporting employees working internationally is a key pillar of our international engagement and we must manage the attendant risks that this presents for both the university and for individual employees. In addition, we need to ensure that we have the required services and support in place to deal with the complexities of advice and guidance required when dealing with an increasing range of international locations within an ever changing political and regulatory landscape.

6. We must also be aware of the risks with regard to supporting employees working overseas which include; **financial** – there are higher costs involved compared to working and living in the UK in terms of tax, social security, permanent establishment, pensions and specialist advice; **reputational** – in terms of non-compliance with applicable laws and regulations in the UK and overseas and future talent attraction; **immigration and employment** – we must ensure that work permits, visas and employment contracts are fit for purpose in relation to local employment and labour laws; **Insurance and Pensions** – social security, health insurance and pension challenges and eligibility requirements exist in supporting employees working overseas; **Taxation and Social Security** – there are institutional and personal tax and social security liabilities and significant costs to consider for

instance external tax advice and payroll support can incur additional costs of c£5-10,000 per employee depending on the location and complexity involved.

7. The Covid-19 pandemic has elevated our risk in this area due to an increase in the number of employees working remotely and flexibly, often overseas, which introduces immediate risks and liabilities for them and the university. The ongoing disruption relating to the pandemic and support for employee's working from home increases the risks in this area very significantly. Looming immigration changes relating to the UK's departure from the European Union alongside our considerable EEA staff community further raises the level of risk in the immediate future.

Discussion and Recommendations

8. **Issue One:** The Covid-19 pandemic has resulted in an increase in the number of colleagues working overseas. This has created elevated risk in relation to income tax, regulatory compliance and permanent establishment across a range of nations with potentially significant financial and compliance costs. It is important to note we are now close to the 183-day trigger point used by many nations to determine if tax should be levied against someone as a 'resident'.

9. **Issue Two:** There is a very immediate resource challenges across HR and Finance professional services in meeting current demand for specialist support and assistance to support overseas working. This is due to the unique circumstances of each individual case and the significant overhead costs involved in supporting this.

10. **Issue Three:** Our increasing global activity, with more of our employee's working overseas and much greater online and transnational education activity, means that it is now timely to review our current support systems, processes and services across the university to ensure that these are fit for purpose.

Recommendations and action required

11. We immediately request data across the university to assess how many employees are currently located overseas to assess the current level of risk for the university and our employees. The request will include further guidance as to guidance for managers relating to colleagues working overseas.

12. Agreement that a Working Group be established, reporting back to Executive in March 2021. The group would recommend options for ensuring that we have the required resources, processes, frameworks and policies to support overseas working and wider international activity such as transnational education projects and collaboration. The Working Group would include representatives from HR, Finance, Edinburgh Global and College HR leads.

13. The Working Group would focus on two key strands and brief views from the Executive as to the remit would be welcomed.

- **Overseas working**

- Recommend options as to what services, support, policies and systems the university should have in place to enable and support employees working overseas now and in the future.

- **Transnational education projects and activities**

Recommend options for how the university should support the increasing range of transnational education activity delivered across the university in terms of services and resourcing for this.

Resource implications

14. The Working Group will assess the scale of resource that may be required to support provision of specialist guidance and advice to deal with current and future demand on services and support for overseas working and transnational education activities.

Risk Management

15. The risks involved for both the university and employees in supporting overseas working are outlined in the paper. The Working Group, if approved, will report back to Executive and make recommendations as to the ongoing management and mitigation of risk across this area.

Equality & Diversity

16. We have one of the most internationalised staff communities in the UK higher education sector. The aim of the proposed work is to deliver enhancements to support available to employees across the university in relation to working internationally and management of risks which positively contributes to equality and diversity and our staff experience.

Next steps & Communications

17. To establish a Working Group involving relevant representatives from across central professional services including HR, Finance, Edinburgh Global and from across Schools and Colleges. The Working Group will report back to the University Executive with recommendations in March 2021.

Consultation

18.

- Linda Criggie, Deputy Director, Human Resources
- James Saville, Director, Human Resources
- Terry Fox, Director of Specialist Services, Finance Department
- Vice-Principal International, Professor James Smith
- Claire Ward, Indirect Tax Manager, Finance Department
- Shona Blair, Corporation and Direct Tax Manager, Finance Department
- Caroline Christison, Human Resources, Partner-Reward

Further information

19. **Author**

Alan Mackay
Deputy Vice-Principal International
Director, Edinburgh Global

Presenter

Alan Mackay
Deputy Vice-Principal International
Director, Edinburgh Global

Freedom of Information

20. Open.



UNIVERSITY EXECUTIVE

10 November 2020

Director of Finance's Report

Description of paper

1. This paper reports the draft audited University Group Annual Report and Accounts for 2019-20 with the latest version of the report included in Appendix 1. Also included are the latest¹ University management accounts (excluding Subsidiaries) position up to the end of September in Appendix 2 as well as a new proposed approach for managing the short term investment of donations.

Action requested/Recommendation

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

Background and context

3. The paper provides a regular update on finance related issues for the University Executive.

Paragraphs 4-13 have been removed as exempt from release due to FOI.

Resource Implications

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

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

Equality & Diversity

16. 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

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

Consultation

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

Further information

19. <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)

27 October 2020

¹ At the time of writing full October (period three) management accounts were not available.

Freedom of Information

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



UNIVERSITY EXECUTIVE

10 November 2020

University of Edinburgh Group Interim Financial Update (including updated five year financial scenario modelling)

Description of paper

1. The paper and supporting PowerPoint presentation provided an update to members of University Court and Policy and Resources Committee (PRC) regarding the University Group's forecasted financial position between 2020/21 and 2024/25.

Action requested

2. The University Executive is invited to note the update. To note, the Director of Finance convened two dedicated update sessions on this topic for University Court and PRC members w/c 2 November.

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

Equality & Diversity

15. 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/implications

16. We would welcome feedback on all the points covered in the discussion section above.

Consultation

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

Further information

18. Author
Andy Slater
Finance Business Partner
27 October 2020

Presenter
Lee Hamill
Director of Finance

Freedom of Information

19. Closed paper.



UNIVERSITY EXECUTIVE

10 November 2020

Planning Round Cycle 2021-22 & Student Number Planning

Description of Paper:

1. The purpose of the paper is to confirm the timetable for the 2021-22 planning round and to articulate the proposed approach to managing uncertainty in relation to student number planning.

Action/Recommendation:

2. University Executive is asked to approve:
- the approach to the 2021-22 planning cycle, which will then be reported to Policy and Resources Committee,
 - the approach to managing uncertainty on in relation to student number planning and,
 - the preparation of a Clearing project for 2021/22.

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

Equality & Diversity

24. Consideration of equality and diversity issues will be raised during senior executive review of individual plans and in our collective prioritisation.

Next steps/implications

25. Colleges to confirm student number targets for RUK and International (including EU and excluding Irish) applicants.

Further Information

- | | |
|---|-------------------------------------|
| 26. <u>Authors</u> | <u>Presenter</u> |
| Tracey Slaven | Tracey Slaven |
| Deputy Secretary Strategic Planning | Deputy Secretary Strategic Planning |
| Lee Hamill | |
| Director of Finance | |
| Jonathan Seckl | |
| Vice-Principal Planning, Resources
and Research Policy | |
| 29 October 2020. | |

Freedom of Information

27. This paper is closed.



UNIVERSITY EXECUTIVE

10 November 2020

Strategy 2030 Strategic Performance Measurement Framework

Description of paper

1. The Strategic Performance Framework has been developed to assess the University's performance against Strategy 2030. The attached annex presents the proposed measures.

Action requested

2. University Executive is asked to:
- i) consider and endorse the attached basket of performance measurements;
 - ii) agree that the measures do not include specific pandemic-related measures as these are being monitored separately; and
 - ii) agree that the next steps be taken forward.

Paragraphs 3-15 have been removed as exempt from release due to FOI.

Equality & Diversity

16. All of our proposed Court measures touch on aspects of equality and diversity. The measures relating to widening participation, staff and students developing, and our "People" measures are partially intended to monitor the impact that delivering Strategy 2030 has on different groups.

Paragraphs 17-18 have been removed as exempt from release due to FOI.

Consultation

19. Colleagues from across the University have contributed to, and will continue to contribute to specific measures.

Further information

- | | |
|---|--|
| 20. <u>Author</u>
Jennifer McGregor
Governance and Strategic Planning | <u>Presenter</u>
Pauline Manchester
Head of Strategic Performance and
Research Policy |
|---|--|
- 29 October 2020

Freedom of Information

21. This paper is closed as the performance measures represent policy under development. A version of the measures will be shared on the University website once agreed.



UNIVERSITY EXECUTIVE

10 November 2020

Responding to the Climate Emergency – Prioritisation and Update on Progress

Description of paper

1. This paper seeks agreement that investment in carbon sequestration should be a strategic priority both for the review of capital planning and as part of the planning round. It also provides an update on progress with the University's response to the climate emergency since the action plan was agreed in August 2019.

Action requested/Recommendation

2. The committee is asked to agree that investment in carbon sequestration should be a strategic priority and note the update.

Paragraphs 3-29 have been removed as exempt from release due to FOI.

Equality and Diversity

30. Climate change impacts disproportionately on the world's poorest and most vulnerable including women and children in the developing world. Tackling climate change makes a major contribution to global justice, gender, education and protection of natural resources

Further information

31. Author & Presenters

Dave Gorman

Director of Social Responsibility and Sustainability,
31 October 2020

Professor Sandy Tudhope
University Lead for Climate Change

Freedom of Information

32. This paper is closed.



UNIVERSITY EXECUTIVE

10 November 2020

Enterprise and Innovation Strategy

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 their academic leadership and key professional services including the Edinburgh Research Office (ERO), Edinburgh Innovations (EI), the Data-Driven Innovation (DDI) Programme Office, 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.

Action requested/Recommendation

4. University Executive is asked to:
 - Endorse the proposed Enterprise and Innovation Strategy.
 - Confirm the University Senior Vice-Principal as sponsor for this Strategy.
 - Approve formation of a new University Innovation Leadership Group to implement the University of Edinburgh innovation strategy.
 - Similarly approve the formation of an Innovation Working Group to design and deliver SMART objectives, which will be inclusive and focused on the breadth of our academic community and the needs of our external stakeholders and partners.
 - Ensure broad academic engagement through establishment of an Innovation Forum, an advisory comprising up to 5 nominees per College. This will meet five times per year and feed in, via its Convener, to the University Innovation Leadership Group.

Paragraphs 5-49 have been removed as exempt from release due to FOI.

Further information

50. For any further information, please email 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.

51. Author
David Brown
Deputy Vice-Principal Enterprise

Presenters
Professor Jonathan Seckl
Dr. Catherine Martin

Freedom of Information

52. Closed. This paper is commercially sensitive.



UNIVERSITY EXECUTIVE

10 November 2020

Open Management Actions – Internal Audit Reports

Description of paper

1. This paper provides an update on the status and process for ongoing management and reporting of closure of agreed management actions arising from Internal Audit reviews.

Action requested/Recommendation

2. The University Executive is requested to note the paper and support closure of open management actions included in the paper within their own areas of responsibility.

Paragraphs 3-8 have been removed as exempt from release due to FOI.

Equality & Diversity

9. No specific considerations.

Next steps & Communications

10. University Executive members are requested to note the paper and support and facilitate closure of open management actions included in the paper within their own areas of responsibility.

11. Internal Audit will present a further status updates to subsequent meetings of the University Executive and forthcoming Audit & Risk Committee meetings.

Consultation

12. All agreed action owners will be contacted for status updates.

Further information

13. Author
Paul McGinty
Head of Internal Audit

Presenter
Leigh Chalmers
Director of Legal Services

Freedom of Information

14. This paper is closed.



UNIVERSITY EXECUTIVE

10 November 2020

**Integrating awareness of the Climate Emergency and our Strategy 2030
Commitments in University Committee papers**

Description of paper

1. The paper adds a new section within the template and guidance for University Executive and Court committee papers with the intention of integrating consideration of the Climate Emergency, United Nations Sustainable Development Goals (SDGs) and the Strategy 2030 outcomes into future University committee papers.

Action requested/Recommendation

2. The Executive is invited to consider the draft new section (included in Appendix 1) before submission to Court and Committees.

Background and context

3. This integration into University committee papers is a part of wider efforts to embed consideration of these critical longer-term issues transparently in the thinking, work and planning of the University. Our Social and Civic Responsibility Plan committed us to critically engage with, and contribute to the Sustainable Development Goals.

4. A request to include consideration of the SDGs within all future Court papers was made at a September 2019 Court Seminar on the climate emergency and agreed by Court members. A request was also made to include consideration of Strategy 2030 outcomes within all Policy & Resources Committee papers and it is therefore proposed to:

- Include a new section on both Strategy 2030 outcomes and the SDGs in Court and Court Committee templates given the linkages between Strategy 2030 and the SDGs (e.g. Strategy 2030 outcome number 10 is: 'We will see integrated reporting of our whole organisational impact against the United Nations Sustainable Development Goals');
- Seek to also add this new section to University Executive and Senate papers, including those of their standing committees, tailored where appropriate.

5. As a first step, relevant Estates Committee papers have included a new sustainability section since December 2019. Feedback has been positive, with engagement from Committee members on the information presented.

Discussion

6. The template and guidance for University Executive and Court committee papers is attached in Appendix 1, with the new section included within paragraphs 9-10. Paper authors are asked to identify which, if any, of the 13 Strategy 2030 outcomes and 17 UN SDGs the proposals in the paper will contribute towards (or hinder, and if so, any mitigations that would counter-balance this) and evidence for this. The logos for the likely most relevant UN SDGs are included to help encourage their use and engagement by the Committee members when reviewing the paper. An example of a

paper previously considered by the Executive with the new requirement added is included as Appendix 2.

7. Comments on the text in the template would be welcome along with thoughts on other means of engaging committee members and paper authors. It is intended to create support, training and guidance to help authors and committee members and suggestions on what this could entail would be welcome. We wish to avoid a new section being seen as a 'tick box' for both paper authors and committee members and are conscious that additional requirements can be seen as burdensome by both authors and committee members so wish to encourage rather than demand engagement. If committee members critically engage with and discuss information provided in the new section then over time authors are more likely to focus attention on this area, creating a virtuous cycle of engagement. The fact that Court members have requested a section on the UN SDGs is a positive start, as is the Estates Committee experience with a new sustainability section in papers.

Resource implications

8. The intention is to encourage paper authors and University committee members to engage more fully in considering how proposals could impact on the University's Strategy 2030 and the UN Sustainable Development Goals so a greater time commitment is envisaged for both authors and readers. No direct financial implications are envisaged.

Risk Management

9. Greater engagement with Strategy 2030 and the SDGs should reduce the risk that the University does not meet the Strategy 2030 outcomes and contributes positively to the SDGs. The extent to which the addition to the paper template have helped foster greater engagement and the need for any refinements could be made could be assessed by Committee members and secretariat support after an initial 12 month period.

Equality & Diversity

10. Many of the Strategy 2030 outcomes and SDGs are directly intended to achieve positive equality and diversity impacts, e.g.

Strategy 2030 outcomes with direct equality and diversity impacts

- iv) Improved digital outreach will see us enabling global participation in education.
- v) We will be leading Scotland's commitment to widening participation.
- vi) We will be a destination of choice, based on our clear "Edinburgh Offer". All of our staff and students will develop here, whether they are from Leith, Lisbon, Lahore or Lilongwe.
- viii) Edinburgh will become the Data Capital of Europe. We will deliver inclusive growth, provide data skills to at least 100,000 individuals, and create new companies and solutions for global challenges.
- xii) Multidisciplinary postgraduate education pathways will support flexible whole-life learning.
- xiii) Our estate will be fit for purpose, sustainable and accessible. We will support learning, research and collaboration with our neighbours, businesses and partners.

Examples of relevant UN Sustainable Development Goals for equality and diversity

- Goal 3: Ensure healthy lives and promote well-being for all at all ages
- Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Goal 5: Achieve gender equality and empower all women and girls
- Goal 10: Reduce inequality within and among countries

Next steps/implications

11. Subject to comments, the paper is intended for submission to Policy and Resources Committee and then to Court for approval.

Consultation

12. The paper has been submitted to the SRS Committee for initial consultation, with an earlier draft reviewed by Dave Gorman and Michelle Brown, SRS and Tracey Slaven, GaSP.

Further information

13. Author

Lewis Allan
Head of Court Services
11 August 2020

Presenter

Tracey Slaven
Deputy Secretary Strategic Planning

Freedom of Information

14. Open paper.



COMMITTEE NAME

Date

Title of Paper

Description of paper*

1. State the purpose of the paper in clear non-technical terms
(Length guide: 1 or 2 sentences)
2. Explain briefly how the proposals in the paper will contribute to one or more of the outcomes set out in Strategy 2030, deleting those outcomes which are not the focus of this activity. (Length guide: 1 or 2 sentences)
 - i) We will see our research having a greater impact as a result of partnership, international reach and investment in emergent disciplines.
 - ii) The undergraduate curriculum will support breadth and choice, preparing students, graduates and alumni to make a difference in whatever they do, wherever they do it.
 - iii) We will be a global leader in artificial intelligence and the use of data with integrity.
 - iv) Improved digital outreach will see us enabling global participation in education.
 - v) We will be leading Scotland's commitment to widening participation.
 - vi) We will be a destination of choice, based on our clear "Edinburgh Offer". All of our staff and students will develop here, whether they are from Leith, Lisbon, Lahore or Lilongwe.
 - vii) We will have created opportunities for partners, friends, neighbours and supporters to co-create, engage with the world and amplify our impacts.
 - viii) Edinburgh will become the Data Capital of Europe. We will deliver inclusive growth, provide data skills to at least 100,000 individuals, and create new companies and solutions for global challenges.
 - ix) We will have more user-friendly processes and efficient systems to support our work.
 - x) We will see integrated reporting of our whole organisational impact against the United Nations Sustainable Development Goals.
 - xi) We will be on track to be a Carbon-Zero University by 2040.
 - xii) Multidisciplinary postgraduate education pathways will support flexible whole-life learning.
 - xiii) Our estate will be fit for purpose, sustainable and accessible. We will support learning, research and collaboration with our neighbours, businesses and partners.

Action requested/Recommendation*

3. Detail what Court/Committee is being invited or recommended to do. If there are financial implications, the finance template should also be completed (more details below in the Resource implications section). The [Delegated Authority Schedule](#) can help in clarifying whether Court or another Committee's approval is required. Example: "Court is invited to approve/note/consider/receive x." (Length guide: 1-3 sentences)

Background and context

4. Court and Committees need to be able to understand very quickly what it is they are being asked to consider and why. This section should cover the reasons for the paper. (Length guide: 1-2 paragraphs [sequentially numbered])

Discussion

5. This is the meat of the paper – please provide sufficient detail for Court/Committee Members to understand the issue and any proposals and options.
6. Comments should be focused on essential information and the key issues necessary for good decision-making. Alternative options and arguments for and against proposals can also be included here, as well as the rationale for any course of action. More headings and paragraphs can be added to draw out key issues. (Length guide: 1-3 pages)

Resource implications

7. Please detail here any resource implications associated with the paper. If appropriate, outline the costs and how they will be met. Please specify if funds are being requested. Court will not approve any new policies/procedures where the cost implications are not clearly identified. Normally proposals are expected to be met from within existing budgets and should be approved by the relevant College/Professional Services Group budget holder, with additional items being identified in the planning round. If the paper requests new resources, over and above approved budgets, or where there is a material re-profiling of existing planned resource the Financial Template must be completed to assess the financial impact of the decision. This should be submitted as an appendix to the paper. Any additional costs, e.g. VAT or other taxes should be specified. Procurement of >£50k for goods or services and >£2million for works must follow new EU Procurement Directives in force from April 2016. (Length guide: 1-2 paragraphs)

Risk Management

8. Key risks and mitigating measures associated with the proposal should be outlined here. You may wish to reference the [University's Statement of Risk Policy and Risk Appetite](#). (Length guide: 1 sentence – 1 paragraph)

Responding to the Climate Emergency & Sustainable Development Goals

9. This section is provided to allow the articulation of intended contribution to the United Nations Sustainable Development Goals (delete any that are not applicable – the most likely appropriate SDGs are listed below with the full seventeen goals listed here: <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>):
10. Provide supporting information beneath the identified UN SDGs to justify the contribution of the paper towards these. If the paper does not contribute to SDG goals state: This paper does not contribute to the Strategy 2030 outcomes or SDG goals (and explain why, e.g. 'as it fulfilling an external regulatory requirement' or similar). If the proposals would hinder the achievement of any UN

SDGs or would exacerbate the Climate Emergency please state this and set out any mitigating actions that would minimise or counter-balance the effect. (Length guide: 1-2 paragraphs)



Ensure healthy lives and promote well-being for all at all ages



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



Achieve gender equality and empower all women and girls



Promote inclusive and sustainable economic growth, employment and decent work for all



Build resilient infrastructure, promote sustainable industrialization and foster innovation



Reduce inequality within and among countries



Make cities inclusive, safe, resilient and sustainable



Ensure sustainable consumption and production patterns



Take urgent action to combat climate change and its impacts

Equality & Diversity*

11. The University is required by law (Equality Act 2010 and supporting Regulations) to give due consideration to equality and diversity. If proposing new or revised policies or practices these also require an [Equality Impact Assessment](#) (EIA). Please detail whether equality and diversity has been considered, whether an EIA is required and any major equality impacts.
(Length guide: 1 sentence – 1 paragraph)

Next steps/implications

12. Include a summary of what will happen next, including communications. For example, who will be responsible for overseeing any changes or for implementation?
(Length guide: 1 sentence – 1 paragraph)

Consultation*

13. Include details of consultation, whether internally and externally, on the proposals in the paper. Include here whether any other Committees have reviewed the document and their views.
(Length guide: 1 sentence – 1 paragraph)

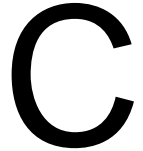
Further information*

- | | |
|---------------------------------|---------------------------------|
| 14. <u>Author</u> | <u>Presenter</u> |
| Forename Surname | Forename Surname |
| Position/Area of the University | Position/Area of the University |
| XX Month Year | |

Freedom of Information*

15. State whether the paper is either an Open paper or a Closed paper. If closed, explain why, e.g. commercial confidentiality. The default expectation is that papers will be published in full on the University website and are classed as 'open.' Some sections of closed papers are typically still published: the title, action requested, equality & diversity, consultation, further information and freedom of information sections. If these are also sensitive and should not be published, please inform the Committee secretariat.
(Length guide: 1 sentence)

**Text in these sections will normally be published even if the paper classed as a 'closed' paper.*



University Executive

21 July 2020

Covid-19 – Tuition Fee Setting – 2021/22

Description of paper

1. The paper outlines issues related to the setting of Tuition Fees for the 2021/22 cycle.
2. This decision is intended to contribute to the following Strategy 2030 outcomes:
 - We will be leading Scotland's commitment to widening participation.
 - We will be a destination of choice, based on our clear "Edinburgh Offer".
 - We will have more user-friendly processes and efficient systems to support our work.

Action requested/Recommendation

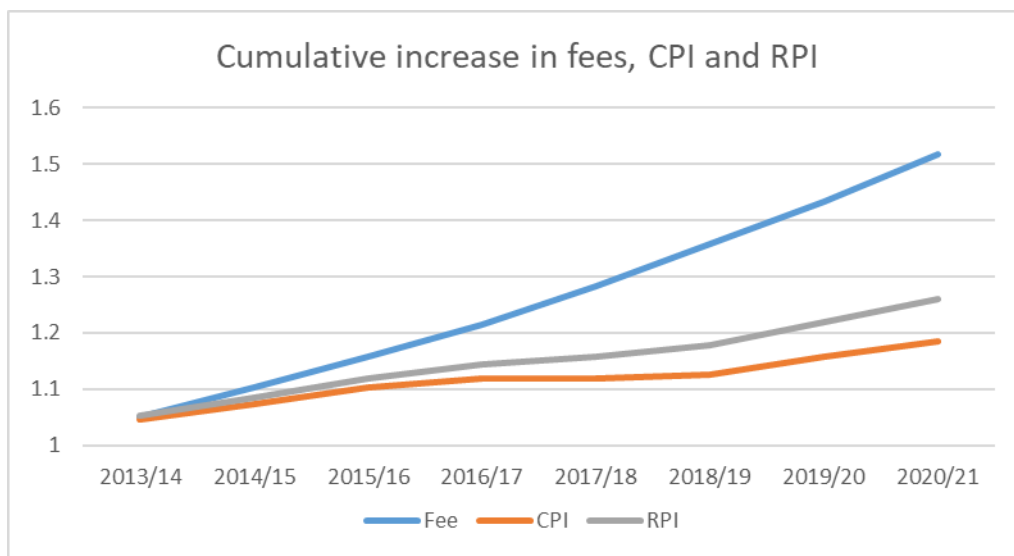
3. The University Executive is asked homologate the tuition fee changes approved by SRFSG for the MBChB and the Veterinary Medicine Programmes (paragraphs 18 & 19).
4. The Executive to consider the issues outlined and to advise, given the uncertainty, the Convenor of Student Recruitment & Fee Strategy Group (SRFSG) on tactics for non-regulated fee setting for 2021/22 entrants. Compliance with consumer legislation requires publication of undergraduate tuition fees before UCAS opens for applications at the start of September. The postgraduate cycle opening is broadly aligned to the same timetable.

Background and context

5. Effective student enrolment is essential to the financial sustainability of the University and requires a clear consideration of cost of delivery, market conditions and competitor behaviours. In that context the objective is to set tuition fees which optimise total income levels, student experience and achievement against our wider strategic objectives.
6. While individual programmes have identified perceived "price" boundaries and there are recognised issues for widening participation and diversity, Higher Education tuition fees have more generally been assumed to be price inelastic. Indeed, there is also some evidence of attraction to premium pricing as an indicator of quality. As a consequence, our approach to tuition fee setting in recent cycles has been to uplift our tuition fee spine in line with our internal inflation rate (calculated by Finance) subject to review of our fee positioning relative to key competitors. Individual programme fees can then be adjusted by changing spine point on the tuition fee spine, if proposed by the relevant College, if issues of price competitiveness are identified. This mechanism has largely been used to incorporate, in line with Competition & Markets Authority guidance, additional programme costs transparently into the tuition fee for PGT students.
7. Our advertised expectation is that tuition fees will usually increase by 5% per annum, reflecting the historic growth in our cost base. The differential between our

cost increases and standard inflation measures is a significant concern, with TRAC data demonstrating that we do not cover our costs for publicly funded teaching.

8. International undergraduates have a fixed fee for the duration of their studies and thus have clear knowledge of their fee costs as a result. The same process has not been applied to international PGR fees and UKRI continues to move Home fees on an annual basis. The chart below outlines the cumulative change in tuition fees, CPI and RPI since 2012/13.



9. The argument for price inelasticity is reflected in the trend data for international student numbers. Over the last five years international applications have increased overall by 51%, with growth seen in all three Colleges and the number of International full-time entrants has increased year on year from 1,166 in 2015/16 to 1,891 in 2019/20, representing a 62% increase over the period. The dramatic expansion in global student mobility may however be masking more subtle changes in market conditions which will impact on price elasticity. At the same time, we are still in the early stages of considering how we achieve our 2030 aspirations for widening participation and diversity in concert with our fees strategy.

Discussion

Non-Regulated (International UG & all PGT) Tuition Fees - 2021/22

10. The 2021/22 cycle is unlikely to be “normal”. The Covid pandemic has emphasised the extreme vulnerability of the Higher Education funding paradigm to a reduction in global student mobility. A substantive shift in the balance of supply (places) and demand (students), as a result of the anticipated global recession, increased reluctance to travel/travel constraints, may disrupt the assumption of price inelasticity. The vulnerability of individual institutions is exacerbated in situations where teaching costs result in cross-subsidy of publically funded teaching as well as research from international student fees.

11. The UK sector is further disrupted by the consequences of Brexit. EU nationals (Irish nationals are an exception because of the Common Travel Area) commencing study in 2021/22 will no longer be considered on the same basis as Home students

and instead will be liable for international tuition fees. The detail of the regulations has not yet been published, and Scottish Government proposes the creation of EU and International scholarships, but it is likely that the number of EU entrants to Higher Education in the UK will fall significantly.

12. We are also conscious that in previous recession periods, demand for full-time Home PGT study has generally increased as undergraduates seek to add to their qualifications before entering a difficult graduate recruitment market. The pattern of demand will however be impacted by affordability, with the postgraduate tuition fee loan in Scotland currently capped at £5,500.

13. Tuition fees for 2021/22 should have been set in March 2020; recognising that UCAS opens for registration in July and for applications from the start of September. It is notable that the sector across the UK has not published information on tuition fees for the next cycle. In that context, early movers may become price makers (others replicate the decisions) or be competitively disadvantaged if others act to differentiate by price.

Regulated Fees

14. Undergraduate (UG) admissions in 2021/22 will be subject to fee regulation for both Scottish domiciled and Rest of UK students with the number of places available for Scottish students also regulated.

15. Fee levels for RUK students will remain capped at £9,250 per annum. This was confirmed by Michelle Donelan in a statement to Parliament on 6 July. It is possible that the Department for Education may extend the cap on growth in English domiciled UK student funding into 2021/22. This would act as a constraint – given the likely reclassification of “children of EU nationals” from SEU fee status to RUK.

16. Fee levels for Scottish students (paid by SAAS) are expected to remain at £1,820. This remains subject to confirmation by Scottish Government.

17. The impact of the removal of EU students from the Scottish/EU category remains unclear. The parliamentary statement by Richard Lochhead on 9 July indicated that the tuition fee resource released would be retained in the sector (c£19m in 2021/22) with an increase in places for Scottish students but also some resource used for scholarships for EU/International students.

18. PGR fees for UK students (and continuing EU students) funded by UK Research Councils will be set by UKRI. It is anticipated that in line with historic practice the same fee is applied to all UK PGR students recruited to “open”¹ programmes.

Non-standard Tuition Fees (for homologation)

19. A 2% increase in international/full fees for Veterinary Medicine was approved by SRFSG Convenor on 5 June 2020. This fee proposal reflected increased competition within the UK market and the positioning of our fee (£32,850 in 2020/21)

¹ Does not apply to “closed” programmes – in which recruitment is restricted to a closed pool funded by a third party employer/partner/sponsor.

relative to programmes at Glasgow (£30,500), Dublin (£28,390), Bristol (£29,100) and RVS (£35,010) as well as relative to international competitors.

20. SRFSG approved the continued freeze of the MBChB tuition fee at the level set in 2017/18. This reflects the substantial increase in fees introduced in 2017/18 in order to incorporate the introduction by Scottish Government of an annual levy (ACT) for the NHS on all international students. The current fee level for entrants is £32,100 for pre-clinical and the intercalated year (years 1-3), and £49,900 for the clinical years (years 4-6). The fee is fixed for the duration of the programme. Our clinical fees are at the second highest in the sector, clinical fees are only just below the perceived barrier of £50,000 and we face increasing competition through the expansion of medicine teaching capacity in England.

Resource implications

21. As a result of our “fixed fee” policy, the tuition increase implemented in 2021/22 has no impact on income generated as a result of continuing international undergraduate students. Equally, however, we have no ability to vary the fees charged to the incoming 2021/22 cohort in the later years of study.

22. The Ten Year Forecast assumes that tuition fees will increase by 5% per annum, this equates to additional income in 2021/22 of circa £11m towards University running costs. Every 1% increase in tuition fees generates income of over £2m, assuming student number projections are unchanged.

Risk Management

23. Student enrolment is a key indicator of our reputation and tuition fee income underpins our wider financial sustainability. Mitigation activities in response to both Covid-19 and Brexit are in operation to sustain our student numbers.

Responding to the Climate Emergency & Sustainable Development Goals

24. This is intended to contribute to the following United Nations Sustainable Development Goals:



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

In considering the setting of our fees, this challenges us to ensure that we maintain organisational sustainability through competitive fee positioning while identifying how we will fulfil our ongoing commitment to widening participation for international and postgraduate intake as well as undergraduate. A key concern for medium-term planning is the potential to reduce negative climate impacts associated with increased levels of international travel.

Equality & Diversity

25. Non-regulated fees predominantly impact on non-UK students. The introduction of the fixed fee for undergraduate students was intended to mitigate uncertainty associated with fee increases for those students on multi-year programmes. Our commitments to widen participation are supported by international scholarships. Further review of this approach will be required as we develop a post Covid student enrolment strategy.

Next steps/implications

26. Following input from University Executive, the Convenor of Student Recruitment Fee Strategy Group, in consultation with the Principal and considering any decisions communicated by competitors, will confirm the percentage change in non-regulated fees prior to opening of the UCAS system for applications at the beginning of September.

Further information

27. Author & Presenter

Tracey Slaven

Deputy Secretary, Strategic Planning

Freedom of Information

28. Closed. Release of recruitment information prior to completion of the cycle has the potential to impact on competitor and applicant behaviour. Our approach to Brexit and Covid mitigation as well as any other market consideration is commercially sensitive.



UNIVERSITY EXECUTIVE

10 November 2020

Modern Slavery Statement 2019/20

Description of paper

1. This paper provides a draft of the University's 2019/20 Modern Slavery Statement, which is our fifth statement since the Modern Slavery Act came into force. It also sets out a rationale for developing a University Anti-Slavery Policy.

Action requested

2. University Executive is asked to approve the statement for onward review through Audit and Risk Committee and then to Court for approval. University Executive is also asked to note the proposed next steps which includes bringing forward an Anti-Slavery Policy in 2021.

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

Equality & Diversity

17. Vulnerable, minority or socially excluded members of society are more at risk of being trafficked or enslaved. The ILO reports that women and girls are disproportionately affected by forced labour, accounting for 99% of victims in the commercial sex industry, and 58% in other sectors.

Consultation

18. The statement has been shared with members of the Modern Slavery Working Group for review. This paper has been reviewed by the SRS Committee before going to University Executive.

Further information

19. Author

Alexis Heeren, SRS in Supply Chains Programme Manager, Department for Social Responsibility and Sustainability

Freedom of Information

20. This is a closed paper until after the statement has been finalised and approval by Court.



UNIVERSITY EXECUTIVE

10 November 2020

Introduction of Use of Operational Data Policy

Description of paper

1. This paper outlines a proposed new 'Use of Operational Data Policy'.

Action requested/Recommendation

2. The University Executive is invited to approve the new Policy.

Paragraphs 3-8 have been removed as exempt from release due to FOI.

Equality & Diversity

9. There are no equality or diversity implications from the introduction of this new Policy.

Next steps/implications

10. Once approved, the Policy will be implemented.

Consultation

11. The draft policy was reviewed and recommended for approval by Knowledge Strategy Committee on 20 October. A College representative commented in advance of the meeting that an appointed oversight body (akin to a Research Ethics Committee) to review proposals to use operational data could be established. The Chief Information Security Officer has advised that potential use of the data for research purposes (Type 3 in the policy) would follow existing College/School ethical approval process and that other use types would be built into line management oversight (Type 1) or typically require immediate decision making (Type 2, e.g. for Police access) and an oversight committee may not be suitable for these circumstances. The Data Protection Officer has reviewed and is content with the proposed policy.

Further information

12. Further details are available from Alistair Fenemore, Chief Information Security Officer, or Tony Weir, Director of IT Infrastructure if required.

13. Author

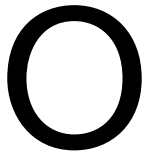
Alistair Fenemore
Chief Information Security Officer

Presenter

Gavin McLachlan
Vice-Principal, Chief Information Officer and
Librarian to the University

Freedom of Information

14. This paper is closed.



UNIVERSITY EXECUTIVE

10 November 2020

Information Security Policy Refresh

Description of paper

1. This paper outlines the proposed changes recommended for the Information Security Policy.

Action requested/Recommendation

2. The Executive is invited to review and approve the proposed changes to the Policy.

Paragraphs 3-5 have been removed as exempt from release due to FOI.

Risk Management

6. Updating the Policy contributes to helping improve the University's information security risk posture.

Equality & Diversity

7. There are no equality or diversity implications from this paper, nor any of the associated changes recommended

Next steps/implications

8. Once the changes have been approved, the Policy will be updated.

Consultation

9. The proposed changes have been reviewed and agreed by IT Committee. The refreshed policy was considered by Knowledge Strategy Committee at its meeting on 20 October where it was agreed to recommend it to the Executive for approval.

Further information

10. <u>Author</u> Alistair Fenemore Chief Information Security Officer	<u>Presenter</u> Gavin McLachlan Vice-Principal, Chief Information Officer & Librarian to the University
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Freedom of Information

11. Closed paper.



UNIVERSITY EXECUTIVE

10 November 2020

**Development and Alumni Relations Office
Annual Report and progress update for year 2019-20**

Description of paper

1. This paper summarises progress made across campus in taking forward philanthropic fundraising and alumni relations programmes, underpinned by a five year business plan agreed for the Development & Alumni Office in 2016. The full D&A Annual Report (which is being shared with a wide range of stakeholders) is attached for information, which includes more detailed data tables and commentary for perusal by members of the Executive. This covering paper identifies the key elements within that Report, and updates Executive on progress with the multi-year KPIs for investment and philanthropic income set out in the 2016 business plan. It also highlights a number of key opportunities and challenges that lie ahead for the remainder of 2020/21.

Action requested/Recommendation

2. University Executive is asked to note the report and comment on the focus and overall direction of travel of D&A and the University's philanthropic and alumni programming.

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

Equality & Diversity

10. D&A seeks to be at the forefront of positive action on EDI issues, whether that is scholarship fund-raising for widening participation (and more recently BAME specific scholarship programmes), engagement of alumni as participants and champions for specific University EDI programmes, and through positive EDI-influenced decisions regarding which alumni we seek to spotlight and celebrate through our communications. As for so many parts of the University, we have significant work still to do to attract, recruit and support a more ethnically diverse workforce, and have started a project to look at this, drawing on global expertise through CASE (the Council for the Advancement and Support of Education) and other sources.

Next steps & Communications

11. No formal next steps or communications are anticipated, but feedback from Executive on the future direction of travel and the action plan summary above will be embedded in detailed work plans, alongside feedback from the Colleges on our separate but connected College-specific plans.

Further information

12. Author & Presenter

Chris Cox

Vice Principal (Philanthropy & Advancement)

Freedom of Information

13. This paper is closed.



UNIVERSITY EXECUTIVE

10 November 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.

2. The University Executive is asked to pay particular attention to the summarised points.

Paragraphs 3-34 have been removed as exempt from release due to FOI.

35. Authors and presenters

Barry Neilson

Director

Service Excellence Programme

Gavin McLachlan

Vice Principal, CIO and Librarian to the University - (Sponsor: People & Money)

8 November 2020

Freedom of Information

36. This paper is **closed**.



UNIVERSITY EXECUTIVE

10 November 2020

Annual Strategic Risk Report

Description of paper

1. The purpose of this paper is to present University Executive with the Strategic Risk Report Update, updating risks identified in the original report from Feb 2020. The report consists of a narrative assessment and summary register presenting select risks from a strategic, University perspective. Note this report is interim, pending final approval of RMC for submission to ARC.

Action requested/Recommendation

2. UE is asked to note the attached update report (Appendix 1), and provide feedback for incorporation and subsequent submission to Audit and Risk Committee.

Paragraphs 3-5 have been removed as exempt from release due to FOI.

Resource implications

6. There are no immediate resource implications associated with this paper.

Risk Management

7. This is the second annual iteration of the new risk management framework. Feedback on its effectiveness and recommendations for improvement are welcome.

Equality & Diversity

8. No EIA is required and there are no major equality impacts.

Next steps/implications

9. Pending final approval or amendment by Risk Management Committee, the final Strategic Risk Update will be submitted to Audit and Risk Committee on 19 Nov 2020.

Consultation

10. Preparation of this report required the input of all Colleges' and Support Groups' risk registers. The resulting Strategic Risk Report Update was submitted to Risk Management Committee for consultation. Resulting edits are incorporated in this interim. After final approval by RMC this update will be submitted to ARC.

11. Author

Chris MacLean
Risk Manager
3 Nov 2020

Presenter

Catherine Martin
Vice Principal Business Development and
Director Corporate Services (Interim)

Freedom of Information

12. This paper is and its appendices are closed, as disclosure would substantially prejudice the effective conduct of public affairs.



UNIVERSITY EXECUTIVE

10 November 2020

**Health and Safety Quarterly Report: Quarter 4:
1 June – 31 August 2020**

Description of paper

1. This paper provides a summary of health and safety related incidents that took place during the period 1 June 2020 to 31 August 2020, 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

2. The Executive is asked to note the contents of the report.

Paragraphs 3-13 have been removed as exempt from release due to FOI.

Risk management

14. The University has stated 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 early warning of more serious issues.

Equality & Diversity

15. This report raises no major equality and diversity implications.

Consultation

16. This paper was written in consultation with Karen Darling, Deputy Director, and Candice Schmid, Occupational Hygiene and Projects Manager. This paper, with minor alterations, will also be presented to the next appropriate meeting of the Audit and Risk Committee.

Further information

17. Author

Suzanne Thompson
Director of Health and Safety
28 October 2020

Presenter

Catherine Martin
Interim Director of Corporate Services

Freedom of Information

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