



UNIVERSITY EXECUTIVE
Microsoft Teams
Tuesday 23 February 2021, 10.00am
AGENDA

- 1 **Minute** A1
To approve the Minutes of the previous meetings held on 19 January and 28 January 2021. A2
- 2 **Matters Arising & Action Log** A3
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** B1
To note the update from Barry Neilson, Director of Strategic Change.
- Curriculum Transformation** B2
To note the update from Colm Harmon, Vice-Principal Students
- 5 **People and Money System and Finance/HR Transformation Update** C
To consider the update from Gavin McLachlan, Vice-Principal & CIO/Librarian and Barry Neilson, Director of Strategic Change.
- 6 **People Report** D
To consider the paper from James Saville, Director of Human Resources.
- 7 **Finance** E
Director of Finance's Report
To consider an update from Lee Hamill, Director of Finance.
- Planning Round Update** Verbal
To receive an update from Pauline Manchester, interim Director of Planning.
- 8 **Areas for Further Development from Annual and Periodic Review** F
To consider the paper from Gavin Douglas, Deputy Secretary Student Experience.
- 9 **Undergraduate admissions update: 2021/22 entry** G
To consider the paper from Rebecca Gaukroger, Director, Student Recruitment & Admissions
- 10 **Update on Implementation of the University Brand** H
To consider the paper from Theresa Merrick, Director, Communications and Marketing

- 11 **Concentration Risk** I
To *consider* the paper from Catherine Martin, Vice-Principal (interim) Corporate Services.

ITEMS FOR NOTING OR FORMAL APPROVAL

- 12 **Revising the Remit, Membership and Ways of Working of the SRS Committee** J
To *approve*.
- 13 **Health and Safety Quarterly Report: Quarter 1: 1 September – 30 November 2020** K
To *note*.
- 14 **Contract for the Web** L
To *note*.
- 15 **University Executive Communications** Verbal
To *note* the key messages to be communicated.
- 16 **Any Other Business** Verbal
To *consider* any other matters by UE members.
- 17 **Date of Next Meeting**
Tuesday 23 March 2021 at 10.00am.



UNIVERSITY EXECUTIVE

19 January 2021

[Draft] Minute

Present: Peter Mathieson (Convener)
David Argyle, Leigh Chalmers, Chris Cox, Sarah Cunningham-Burley, Gavin Douglas, Lee Hamill, Gary Jebb, Colm Harmon, Richard Kenway, Wendy Loretto, Pauline Manchester, Catherine Martin, Gavin McLachlan, Ellen MacRae, Dorothy Miell, Theresa Merrick, Andrew Morris, Barry Neilson, Dave Robertson, Jonathan Seckl, James Saville, James Smith, Sarah Smith and Sandy Tudhope.

Apologies: David Gray, Aziz Sheikh and Moira Whyte.

In attendance: Fiona Boyd and Kirstie Graham.

1 Minute

Papers A1

The Minute of the meeting held on 15 December 2020 was approved.

2 Matters Arising & Review of Action Log

Paper A2

The Principal noted that at the last meeting the Executive approved a recommendation to stand down the Adaptation and Renewal Team, probably from the end of February 2021, however given current events it would be sensible to extend this, probably to the end of March. The action log was noted.

3 Principal's Communications

Verbal

The Principal reported on:

- Recent discussions with the Scottish Government and a planned meeting with the Scottish Government and Universities Scotland to discuss the Scottish budget and sector funding.
- The appointment of Dame Ottoline Leyser as Chief Executive of UK Research and Innovation (UKRI) and her planned focus on diversity, connectivity and resilience.
- The recent Brexit deal and the implications of continued access to Horizon funding on the recently created Discovery fund and also the Turing scheme replacing ERASMUS.
- The six month recruitment freeze which is required to reduce pressure on cash flow.
- There will shortly be an announcement on the future work planned to look at the contemporary and historical aspects of race and racism, which will produce an evidence based report for the Executive's consideration.
- The latest in the series of Edinburgh Conversations to take place on 2 March with high level discussion of major global challenges.

DISCUSSION ITEMS

4 Director of Finance's Report

Paper D

The Director of Finance spoke to an update on the University Group Quarter One forecast position, noting this had been prepared prior to the lockdown and therefore did not include the impact of the restrictions on income from Accommodation, Catering and Events (ACE). Removing the City Deal restricted income and including a number of accounting adjustments meant the forecast underlying operating surplus is currently adverse to budget.

There was discussion of the peer group analysis, the immediate impact of the current restrictions on income and the longer standing issue of the University's operating model. The need to focus on costs as well as revenue was recognised and it was noted that the Senior Leadership Team was currently engaged in discussions on how best to address this.

5 People Report

Paper E

The Executive noted the update on people related matters, including the recent voluntary severance scheme, furlough arrangements, the current UCU consultative ballot for industrial action on face to face teaching and the expected USS valuation update. There was discussion of the themes emerging from the staff engagement pulse survey and the importance of articulating to staff the need to change the University's delivery model to ensure long term sustainability.

6 Global Open Finance Centre for Excellence

Paper F

The Executive noted that as a result of Strength in Places Fund funding, in close partnership with FDATA (the Financial Data and Trade Association, a Fintech trade organisation) and Fintech Scotland, the Global Open Finance Centre for Excellence (GOFCoE) seeks to harness financial data to empower citizens, organisations and governments for social, societal and economic benefit. Members were supportive of the development and reiterated comments from previous discussions on embedding equality, diversity and inclusiveness and ethical use of data.

The Executive agreed to recommend approval of GOFCoE's proposed incorporation to Policy and Resources Committee, allowing a new company to be set up in February 2021.

7 Adaptation and Renewal

Paper B

The Executive considered an update on the work of the Adaptation and Renewal Team. The work in preparation for Semester 2 was noted and there was discussion of asymptomatic lateral flow testing, the research into hypercube, support for students returning to campus and staff continuing to teach on campus where there is face to face teaching.

As previously noted, the intention had been to stand down the Adaptation and Renewal Team from the end of February 2021, however this would now be extended with a further update to report to the February 2021 meeting.

8 People and Money System and Financial/Transformation Update Paper C

At its last meeting, the Executive noted that a delay in the implementation of phase 2 and phase 3 was expected, with a revised implementation plan to be reviewed by the People and Money Board on 13 January 2021. The Executive received an update that some additional work was required prior to the Executive making a recommendation to Policy and Resources Committee on 1 February. Given the tight timescale, it was agreed to convene an additional meeting of the Executive prior to Policy and Resources Committee to consider the revised plan.

9 Digital Strategy for Adaptation and Renewal Paper G

The Executive considered a presentation on Digital Strategy, noting the intention to consult widely before launching the digital strategy, with a digital road map and map of our digital estate.

The was discussion of the need to distinguish between digital skills, which had been recently acquired as a response to the pandemic and excellence in digital education; the need to prioritise any plans, to identify areas where investment was essential; the opportunity to map the plans onto curriculum transformation; and the importance of embedding equality, diversity and inclusiveness.

ITEMS FOR FORMAL APPROVAL/NOTING

10 International Data Transfer Paper H

The Executive noted the draft recommendations on supplementary measures for safeguarding international data transfers, approved the proposed mapping process and agreed on the importance of supporting colleagues in undertaking this necessary compliance activity.

11 Outcome Agreement: 2019-20 Self- Evaluation Report and Interim Outcome Agreement 2020-21 Paper I

The Executive noted the draft Self-Evaluation Report for the 2019-20 Outcome Agreement, and the Interim Outcome Agreement for 2020-21. The Executive was content with the broad content of both reports and delegated authority to the Interim Director of Planning to refine the content before submission to the Scottish Funding Council.

12 Internal Audit Recommendations Paper J

The Executive noted an update on open management actions arising from previous Internal Audit reviews and it was noted that with the planned discussions of opportunities for cost saving, it may be appropriate to revisit outstanding actions to see if they all remained relevant.

13 Name change for the Institute of Genetics and Molecular Medicine Paper K

The Executive noted the change of name of the Institute of Genetics and Molecular Medicine (“IGMM”) to the Institute of Genetics and Cancer (“IGC”).

14 University Executive Communications Verbal

The Executive agreed there would be communication on: adaptation and renewal; the staff pulse survey; digital strategy; international data transfer and the IGMM name change.

15 Date of Next Meeting

As discussed at item 8, there will be an additional single item meeting on Thursday 28 January 2021 at 9.00am – 10.00 am. The next scheduled meeting will take place on Tuesday 23 February 2021 at 10.00am.

The following meeting dates for 2021/22 were approved:

- 17 August 2021
- 14 September 2021
- 12 October 2021
- 9 November 2021
- 7 December 2021
- 18 January 2022
- 15 February 2022
- 15 March 2022
- 5 April 2022
- 10 May 2022
- 7 June 2022
- 12 July 2022



UNIVERSITY EXECUTIVE

23 February 2021

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. Successful adaptation and renewal from the Covid pandemic underpins achievement of Strategy 2030.

2. The Adaptation and Renewal Team has met four times since the Executive last met on 19 January 2021.

Actions requested/recommended

3. The University Executive is asked to:

- Consider the monthly report including key covid-related planning assumptions for 21/22; and
- Approve a recommendation to extend the process for the University Executive to approve decisions, where necessary, between meetings for three months to 31 May 2021.

Paragraphs 4-27 – Closed Section

Communication and Engagement

28. 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 29 – Closed Section

Risk Management

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

Responding to the Climate Emergency & Sustainable Development Goals

31. There are no direct impacts or considerations.

Equality & Diversity

32. 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.

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

34. A final report will be prepared for the last ART meeting.

Further Information

35. Author & Presenter

Barry Neilson

Director of Strategic Change

19 February 2021

Freedom of Information

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



UNIVERSITY EXECUTIVE

23 February 2021

People and Money, HR/Finance Transformation

Description of Paper

1. This paper provides the University Executive with the updated position on the revised and recommended plan for implementation of People and Money which underpins our HR and Finance Transformation Programmes. This follows approval by Court Exception Committee to the revised plan and additional financial contingency on 12 February 2021.

2. Our HR and Finance Transformation Programmes, underpinned by People and Money, are designed to support the University in delivering the Strategy 2030 outcome of having more user-friendly processes and efficient systems to support our work.

Action requested

3. University Executive is invited to **note** the paper.

Paragraphs 4-43 – Closed Section

Responding to the Climate Emergency & Sustainable Development Goals

44. There are no direct impacts or considerations.

Equality & Diversity

45. This is considered as part of the programme.

Communications

46. A comprehensive communication and engagement plan exist for the People and Money, HR and Finance Transformation programmes.

47. Consideration of the optics of the approval for the programme given the current operating environment, and some of the feedback received on phase 1, is being taken into account when updating colleagues on the revised programme dates.

48. In addition, communications for colleagues who are due to join the new finance and procurement operations teams approximately one month in advance of the system going live are being developed.

Next steps/implications

49. The programme plans will be revised to support implementation of phase 2 and phase 3 and the agreed additional governance steps will be implemented. The People and Money Board meets again on 1 March 2021.

50. In addition, through that Board we have agreed to establish a short life working group to review the issues that have been escalated in relation to phase 1.

Consultation

51. This has been considered by the People and Money Programme Board, University Executive and the Senior Leadership team, Policy & Resources Committee and the Sub-Group established by Policy & Resources Committee.

Further information52. Authors & Presenters

Barry Neilson
Director of Strategic Change

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

Freedom of Information

53. Closed paper – commercially confidential.



UNIVERSITY EXECUTIVE

23 February 2021

People Report

Description of paper/summary

1. This paper is the standing update on people related matters. Please note item 4 on current furlough numbers and item 5 on the outcome of UCUE's ballot on industrial action. This report should be read in conjunction with separate updates on ART and on People and Money.

Action requested/Recommendation

2. The Committee is requested to note the content of this paper. The proposals in this paper will contribute to these outcomes set out in Strategy 2030:

- i) 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.
- ii) We will have more user-friendly processes and efficient systems to support our work.

Background and context

3. This paper is an update on the paper presented to University Executive on 19 January 2021.

Paragraphs 4-7 – Closed Section

Risk Management

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

Responding to the Climate Emergency & Sustainable Development Goals

9. This is a regular report covering a range of staff related activity. In itself it is not designed to contribute to UN SDGs though it all reflects agreed University Executive approved activity.

Equality & Diversity

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

Next steps & Communications

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

Consultation

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

Further information

13. Authors
Jo Roger

Presenter
James Saville

Interim Deputy Director HR Partnering
Professional Services

Director of Human Resources
9 February 2020

Linda Criggie
Deputy Director HR – Employee
Relations, Employment Policy, EDI,
Reward & Immigration

Phil Spencer
Director of HR Services

Freedom of Information

14. This paper is **closed**.



UNIVERSITY EXECUTIVE

23 February 2021

Director of Finance's Report

Description of paper

1. This paper reports the latest¹ University management accounts (excluding Subsidiaries) position up to the end of December (period five) reports the results of the 2019-20 Russell Group financial benchmarking exercise.
2. This paper supports all of the outcomes set out in Strategy 2030 by supporting the University's continued drive towards financial sustainability.

Action requested/Recommendation

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

Background and context

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

Paragraphs 5-13 – Closed Section

Resource Implications

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

Risk Management

15. The University manages its financial risk by not breaching the Group risk appetite as described in its financial metrics. The current Finance Strategy provides a target surplus range of 3% - 5% to remain sustainable.

Responding to the Climate Emergency & Sustainable Development Goals

16. This Director of Finance and the Finance Team fully supports the outcomes of Strategy 2030 and the UN Sustainable Development Goals by working to secure the ongoing financial sustainability of the University.

Equality & Diversity

17. Specific issues of equality and diversity are not relevant to this paper as the content focusses primarily on financial strategy and/or financial project considerations.

Next steps/implications

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

Consultation

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

Further information

20. Author Rachael Robertson Presenter Lee Hamill

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

Deputy Director of Finance

Director of Finance

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

11 February 2021

Freedom of Information

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



UNIVERSITY EXECUTIVE

23 February 2021

Areas for Further Development from Annual and Periodic Review

Description of paper

1. This paper outlines the areas for further development by the University as identified through annual and periodic review. This paper contributes to Strategy 2030 aspirations '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.'

Action requested/Recommendation

2. University Executive is invited to discuss the areas for further development identified and consider how they might feed into future activities to enhance the student experience.

Background and context

3. Senate Quality Assurance Committee (SQAC) considered themes arising from internal periodic reviews held in 2019/20 (10 internal periodic reviews of teaching/postgraduate programmes) at its September 2020 meeting.

4. At the December 2020 meeting the annual School quality reports (25 reports from the Schools and Deaneries), annual College quality reports and the outcomes of annual reports from student support services were considered.

5. The following discussion items were identified by SQAC as potential areas for consideration and further development at institution level. These largely reflect the period over the last academic year. Many of the issues identified are, therefore, not new and are actively being discussed and taken forward via the ART strands and are feeding in to the 'lessons learnt' exercise under ART.

Discussion

Staff Welfare

6. Schools reported concerns that the pandemic has exacerbated existing issues in relation to staffing and workload pressures. A strong positive theme throughout the reports was the sense of community evoked by the pandemic and support that academic and professional service staff provided for their students and each other within Schools. However there is concern that the ongoing situation is having a significant impact on staff well-being and the potential impact that this might have on the student experience.

Communication

7. A theme that emerged across the School reports was University communications to students and staff and the need to ensure that University level communications to students align with local communications and plans as a key element to managing student expectations. There was also a widespread desire from staff for more information and clarity in relation to initiatives or projects that were halted due to the pandemic, such as the Student Support and Personal Tutor Review, the Student

Experience Action Plan, and the Curriculum Review, to assist Schools in their own curriculum and student experience plans.

Equality, Diversity, and Inclusion

8. Schools highlighted in a number of reports the impact of the pandemic on students with protected characteristics, caring responsibilities, and students from widening participation backgrounds.

Extensions and Special Circumstances (ESC)

9. Schools broadly welcomed the new ESC service and were able to recognise the longer-term benefits, but reported that the initial implementation had caused additional workload for staff, due to systems issues and response times, at a time when they were already under pressure. Some simplification of the process is in discussion as part of the recently announced assessment mitigation measures, in anticipation of a further increase in ESC requests from students. Looking ahead, the value of the ESC service will be in monitoring the ESC data to identify potential 'at risk' students, but the service needs to have the capacity to do this.

Online Learning Platforms

10. Schools reported broad frustration with the various online teaching platforms that the University had in place at the outset of the pandemic, in part reflecting the rapid shift to digital delivery, and reported a desire for a strategic assessment of online learning technology going forward as part of the broader curriculum review and reform.

On-campus Space and Resources

11. Access to the University's on-campus space and resources continues to be a persistent theme across School reports. Concerns were raised in terms of the quality and suitability of teaching and community building space that was under strain before the pandemic and which may be under further strain when students return to campus under social distancing constraints. There are opportunities going forward to consider the role and purpose of both physical and digital learning spaces as part of the wider curriculum review, drawing on the lessons learnt from hybrid teaching.

Assessment and Progression Tools (APT)

12. Some Schools (predominantly in CAHSS) reported issues with the functionality and reliability of ATP. Concerns were noted that ATP was not adequately flexible to deal with complex course structures and required manual calculations/checking.

Resource implications

13. There are no actions proposed in the paper and thus no specific resource implications identified at this stage.

Risk Management

14. The provision of a high quality student experience is covered by the University's Risk Register and actions are ongoing and continue to be managed via Risk Management Committee. Additionally, failure in effectiveness of the quality assurance framework, including aligning review activity with external expectations and taking action on findings, constitutes an institutional risk.

Responding to the Climate Emergency & Sustainable Development Goals

15. This paper does not directly contribute to the climate emergency, it contributes to SDG 4 'Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all'.

Equality & Diversity

16. Equality impact assessments are carried out on University quality assurance policies and processes.

Next steps/implications

17. This will be dependent on discussion at University Executive. SQAC has requested a response to each issues from individuals and areas with relevant responsibilities and a progress report on actions will be considered at an appropriate point later in the academic year.

Further information

18. Assistant Principal Professor Tina Harrison, Academic Standards and Quality Assurance and Nichola Kett, Academic Services can supply further information

Author

19. Professor Tina Harrison,
Assistant Principal,
Academic Standards and Quality
Assurance

Presenter

Gavin Douglas,
Deputy Secretary, Student Experience

Freedom of Information

20. This paper is open.



UNIVERSITY EXECUTIVE

23 February 2021

Undergraduate admissions update: 2021/22 entry

Description of paper

1. This paper provides a summary of the status of the 2021/22 undergraduate admissions cycle, and current approach to the management of the admissions process to meet intake targets and mitigate risk.

2. We will be leading Scotland's commitment to widening participation. We will be a destination of choice, based on our clear "Edinburgh Offer".

Action requested/Recommendation

3. University Executive is asked to endorse the current plans and mechanisms for ongoing monitoring and management of the cycle. Members are asked to note the concerns regarding staffing of critical activity and to approve the recommendations regarding resource planning and flexibility of staffing in the latter part of the admissions cycle, to ensure processes are resilient.

Paragraphs 4-23 – Closed Section

Risk Management

24. The key risks, which the actions outlined in this paper seek to mitigate, are financial and reputational. Financial risks are associated with failure to recruit high quality applicants to undergraduate programmes and, conversely, recruiting too many applicants, which would also impact on the rebalancing from UG to PG articulated in the University's Strategy 2030. The reputational risk is that applicants and the wider public perceive the University to be uninterested in those who have chosen to apply to the University.

Responding to the Climate Emergency & Sustainable Development Goals

25. The most relevant UN SDG is:

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

Equality & Diversity

26. In developing these plans for the cycle, efforts have been taken to ensure that they foreground the University's commitments to equality and diversity. Equality Impact Assessments have been carried out prior to any significant change in policy or practice.

Next steps/implications

27. SRMG will continue to manage the cycle on an operational basis, with strategic oversight from SRFSG.

Consultation

28. This paper has been developed following discussions at SRFSG and the Student Recruitment Management Group, and with key staff in Colleges and USG services.

Further information

29. Author & Presenter

Rebecca Gaukroger
Director, Student Recruitment & Admissions

4 February 2021

Freedom of Information

30. Closed – until after the conclusion of the 2021/22 admissions cycle. Disclosure would substantially prejudice the commercial interests of the University.



UNIVERSITY EXECUTIVE

23 February 2021

Update on Implementation of the University Brand (What makes us Edinburgh)

Description of paper

1. This paper provides an update on work undertaken in the last few months and progress in embedding strategic management of our brand. This has resulted in meeting some key milestones in establishing a collaborative and integrated approach to managing the University of Edinburgh brand.
2. It outlines the process of taking the raw material of our research with stakeholders carried out in 2019, and subsequently building a framework of practical resources and supports that colleagues can use to improve their engagement with audiences.
3. It charts future our plans to develop and elevate awareness of our strengths through changing the way we talk about ourselves, embedding a series of standards and protocols as well as planning a number of integrated campaigns, and refining our language in ways that make more accurate our description of our many strengths.
4. This will contribute to our Strategy 2030 aspirations to create opportunities for partners, friends, neighbours and supporters to co-create, engage with the world and amplify our impacts and to have more user-friendly processes and efficient systems to support our work.

Action requested/Recommendation

5. University Executive is asked to note progress on implementation, and endorse the continuation of the collaborative approach outlined. This approach builds on a number of key achievements to date.

Paragraphs 6-18 – Closed Section

Resource implications

19. Currently, no additional resource is assigned either to the development of the University brand corporately or in a devolved sense. Given that the brand belongs to the University community, an approach to unite colleagues behind a series of campaigns which speak to our strengths is judged to be the best way of combining and directing existing resources effectively.
20. For the digital support systems, the clear intention is to work with ISG and to include requirements which will support brand management within the procurement of major systems, as has been detailed above.

Recommendations

21. University Executive is asked to note progress, recognise the benefits that articulating our strengths more consistently and effectively will deliver for our ambitions, and continue to support the approach outlined here.

Risk

22. The progress and steps outlined in this paper serve to mitigate against the risks of a sub-optimally managed brand operating in a strong competitive context.

Responding to the Climate Emergency & Sustainable Development Goals

23. This paper does not directly contribute to the climate emergency of sustainable development goals, although it reflects agreed University Executive approved activity.

Equality & Diversity

24. Equality and Diversity will be incorporated into each area of brand development and rollout. Furthermore, opportunities exist with this exercise, including its inclusive nature, to build assets and practical resources which are fully cognisant of issues and compliant with equality and diversity standards. This refers both to language and imagery as well as recognised accessibility standards.

Next steps/implications

25. CAM will continue to work with colleagues in the Brand Governance Group and develop with them plans which manage the brand consistently and cohesively. A series of campaigns will be agreed along with combined management and resource with relevant departments.

Consultation

26. The views expressed in this paper are in keeping with those discussed with the Brand Governance Group which has broad representation from the University community.

Further information

27. Author and Presenter
Theresa Merrick,
Director of Communications and Marketing
23 February 2021

Freedom of Information

28. Closed, due to commercial confidentiality.



UNIVERSITY EXECUTIVE

23 February 2021

Concentration Risk

Description of paper

1. This is a discussion paper intended to support University Executive's understanding of where the University may be vulnerable to concentration risk: the potential for a particular area of exposure – for example, over-reliance on particular regions for student recruitment - to threaten the overall reputational and financial health of the institution. The paper is further intended to elicit discussion within University Executive as to how Risk Management Committee might support University Executive in managing concentration risk and might support Audit & Risk Committee in taking assurance over that management. A review of concentration risk is one aspect of our overall risk management approach undertaken in the context of Court's stated risk appetite: the effective management of our risks is integral to the achievement of all of our goals as enshrined in Strategy 2030.

2. This is not intended to be a policy paper, as policy development related to student recruitment, major international collaborations, research grant capture etc. is undertaken elsewhere; rather, this paper seeks to suggest some tools which Risk Management Committee, University Executive and Audit & Risk Committee may find useful in executing their respective functions related to the management of risk in the development and implementation of the University's strategic objectives. A version of this paper was discussed at Risk Management Committee on 15 February 2021.

Action requested/Recommendation

3. University Executive is asked to comment on:

- the usefulness of the proposed approach to concentration risk;
- the specific concentration risks noted in this paper;
- the practicalities of developing a concentration risk matrix as proposed under (6) below; and
- University Executive's role in liaising with other relevant committees in the management of these risks.

Paragraphs 4-9 – Closed Section

Resource implications

10. There are no immediate resource implications of this paper. University committees and staff are already committed to diversification of risk in key areas and updates can be provided to the relevant stages of governance on any desired frequency.

Risk Management

11. This paper is itself intended as part of the University's risk management approach. The active management of concentration risk is an increasingly important element of the University's risk management approach, hence the integration of considerations of Risk Management Committee, University Executive and Audit & Risk Committee.

Responding to the Climate Emergency & Sustainable Development Goals

12. Effective risk management supports the University in delivering against its own strategy, itself aligned to the UN Sustainable Development Goals. Of broad application to the issues within this paper are UNSDG #4 Quality Education, UNSDG#11 Sustainable Cities & Communities and UNSDG#9 Industry, Innovation & Infrastructure.

Equality & Diversity

13. There are no immediate equality and diversity implications of this paper. However, should any policy change be necessitated by work arising from this paper, an equality impact assessment may require to be conducted by the relevant policy owner at that time.

Next steps/implications

14. Further developments of this paper, taking account of input from Risk Management Committee and University Executive, will be presented to Audit & Risk Committee on 11 March 2021.

Consultation

15. The Deputy VP International & Director of Edinburgh Global, the Director of Edinburgh Research Office, the Head of Global Partnerships, the VP Philanthropy & Advancement and the University Risk Manager have been consulted in the preparation of this paper. A version of this paper was discussed at Risk Management Committee on 15 February 2021.

Further information

16. *Author and Presenter*

Catherine Martin, VP Corporate Services (Interim)

Freedom of Information

17. This paper is closed as disclosure would substantially prejudice the commercial interests of the University.



UNIVERSITY EXECUTIVE

23 February 2021

Revising the Remit, Membership and Ways of Working of the SRS Committee

Description of paper

1. This paper proposes an updated remit, membership and ways of working for the SRS Committee including a change to the committee name. Revising the existing approach should strengthen our ability to deliver on Strategy 2030 commitments on climate change, sustainable development goals and embedding social responsibility and sustainability.

Action requested

2. The Executive is requested to *discuss and approve* the recommended membership and remit as set out in para 12 and Annex 1; to *note* the added representation from colleges and functions; to *approve* the proposed revised way of working to include greater focus on delivery, reporting and evaluation.

Recommendation

3. It is recommended that the Executive approves the new remit and membership and ways of working as set out in the paper.

Background and context

4. Our strategic plan Strategy 2030 makes strong sustainability and social responsibility commitments, University Executive, and Court have, since September 2019, approved a series of proposals as contained in the Civic and Social Responsibility Plan, the Transport and Aviation Working Group report and new Community Plan. An updated Climate Strategy is planned for 2021/22. In particular, the Court at its September 2019 seminar expressed a design for the embedding of social responsibility and sustainability (SRS) issues across all of our activities.

5. **What Does Successful Embedding Look Like?** Success would be that all major strands of University life have assessed their positive and negative contributions to climate change, sustainability, the SDGs and the city and taken action or committed to action as required. All major spending, procurement and investment decisions would have been and are routinely appraised. University leadership and management would have a clear sense of where priorities lie, where we perform well and where improvement is needed. SRS metrics would be fully integrated with Strategic Planning performance reporting.

6. Court would have the confidence that embedding has and is taking place, and is provided with regular updates on progress. Staff and managers would have the confidence to make assessments based on clear concepts and guidance and training. SRS Department would be seen to clearly support key processes as required, without being either excluded or overwhelmed by too much involvement.

7. At its August and October 2020 meetings the SRS Committee endorsed the proposed direction of travel in terms of seeking further embedding of Social Responsibility and Sustainability (SRS) issues across all activities- planning,

operations, investments, research, teaching, procurement, working practices, capital planning and so on.

8. The SRS Committee is a formal sub-committee of the University Executive and its remit was last substantially changed in 2014/15. Changes to the remit and membership of the Committee require endorsement by the Executive.

9. This paper makes a series of proposals to further align the SRS Committee's work to the embedding agenda. Court services have already introduced a statement on embedding of climate change and the Sustainable Development Goals (SDGs) into key committee paper templates. We intend to bring forward a further paper in due course setting out our thinking on what combination of methodologies and tools, guidance and training will be needed to support colleagues in this endeavour.

Discussion

10. At the last refresh in 2014/15, the then Senior Vice-Principal sought to broaden the range of issues under the Committee's remit and the definition of SRS (to cover issues such as community engagement, aspects of the widening participation agenda and fair work) whilst also reducing the size of the Committee. The desire was also to replace 'allies of the willing' with those representing key functions. However, in retrospect, these changes whilst broadly positive had the unintended consequence of both reducing academic involvement and removing College and School representation.

11. Other changes - addition of union and student representation for example- have been very positive. The Committee's remit was extended in 2018 to oversee priorities for social enterprise and social investments.

12. The Director and Deputy Directors of SRS, together with the Convenor and Vice-Convenor, met several times over the summer to consider the role, remit, purpose, membership and ways of working of the Committee. Annex 1 sets out a proposed updated remit and membership for discussion and also introduces representation from Colleges and areas considered as gaps. Each are now discussed in turn.

Remit

13. The remit has been adjusted to align to the recent agreement of the Civic and Social Responsibility Plan. The provision of advice to the Principal, Court and the Executive has been retained; a new role is suggested to oversee delivery of the Plan and key commitments. A requirement to support the integration/embedding of SRS issues, especially in Colleges/Schools, has been added. Integration of the Sustainable Development Goals (SDGs) has been added. Clarification has been added that the Committee should monitor, review and evaluate performance, whilst respecting executive responsibilities. We anticipate that the Committee would resume its previous role of reporting regularly to University Executive on progress, issues of concern and emerging issues that may require attention.

Membership

14. The membership has been extended to include representation from elements that it is felt are important to the delivery of SRS issues but have not previously been included. These are:

- Senior HR representation
- Senior ISG representation
- 3x senior College/School representation (discussed below)
- The Vice-Principal Students

15. If all proposals are adopted then the committee membership would make a net increase to 21 from its current 16 members . Given the Committee only meets 3 times a year this additional staff time is considered justified given the range of issues covered.

Proposed Senior College Representation

16. For the new Committee to be effective and for the new SRS ‘embedding’ approach to succeed, we must find ways to integrate more fully into University life. One key gap is in terms of systematic consultation with, discussion of, and integration of SRS into planning and operations of the Colleges and Schools.

17. It is proposed that each College identify a senior colleague to join the Committee. These College representatives should have a good overview of the College’s ways of working and ideally should be members of the College management committees.

18. A possible remit for such positions is:

- To assist the SRS Committee in delivering on the University objective to fully embed SRS issues across the University
- Specifically to represent the College at SRS Committee meetings and provide advice on College needs to support embedding
- To engage with the SRS Committee and SRS department to articulate College needs and co-create necessary solutions
- To work to embed SRS issues across College strategy, planning, research, teaching, operations and reporting
- To provide annual reports on progress to the SRS Committee
- To highlight opportunities to progress SRS issues and assist with communicating SRS issues at College and School level
- To assist in embedding the Community Plan into College and School activities

19. We have discussed the proposed role with Heads of College and are finalising nominations, with due respect to the variety of ways the Colleges self-organise.

Committee Ways of Working

20. The Committee has had considerable success in providing advice, in scrutinising and refining policies and proposals and in providing a cross-cutting forum for debate, innovation and ‘joining up’ as well as some limited evaluation of previous work (usually that of the SRS department). Less priority has previously been given to oversight and delivery, to reporting, and to wider evaluation of progress beyond that of the SRS department itself.

21. Going forward and in line with the Convenor's role when appointed by the Principal in 2019, more focus should be given to oversight and delivery, to reporting and to evaluation without losing other strengths.

Committee Name

22. The Executive is asked to consider a change of name to the Sustainability, Civic and Social Responsibility (SCSR) Committee. This has the dual benefit of better aligning to Strategy 2030, and providing some 'distance' between the Committee name and that of the SRS Department. The latter would be helpful in emphasising that the delivery of the overall agenda here is not solely the responsibility of the SRS department.

Resource Implications

23. If the new expanded Committee membership was agreed, there would be a modest increase in hours devoted to committee attendance of around 40 hours per annum with an estimated staff time cost of £2,250.

Risk Management

24. The proposals are designed to reduce risks by addressing key gaps in the remit, membership and ways of working. The increased membership cost in terms of time is considered good value given the range of issues the committee considers.

25. There is a risk that in trying to provide oversight and reporting, that the committee tries to take an executive role that is it not empowered to take - this requires the membership to understand and respect the way in which oversight needs to be delivered.

Responding to the Climate Emergency & Sustainable Development Goals

26. The University is committed to a net zero carbon goal by 2040, to the Sustainable Development goals, and to embedding social responsibility and sustainability issues across all of its activities. This requires that action be taken across a very wide range of areas in University life- operations including estates and procurement, investments, research, teaching, the capital plan, recruitment, communication, major projects, enterprise strategy.

27. By updating the Committee membership and remit to reflect these goals we should improve the ability of the University to take a holistic view, to advance our embedding goal, and to make a positive contribution to the SDGs (particularly goal 3- healthy lives; goal 4- inclusive education; goal 5- gender equality; goal 8- inclusive economic growth; goal 9 sustainable infrastructure and enterprise; goal 12 sustainable consumption and production and goal 13- climate change)

Equality & Diversity

28. Equality, Diversity and Inclusion is a key issue for the Committee. These proposals should not have negative consequences - indeed further embedding of SRS issues across the University should strengthen performance on EDI. There will be a need to clarify the relationship between the committee in its new form, and the existing EDI Committee.

Next steps/implications

29. If this paper is approved, the next steps are:

- Finalise membership
- Prepare and agree a monitoring and reporting framework in liaison with GaSP
- To consult with the EDI Committee on EDI matters

Consultation

30. Consultation has included the Convenor, Vice-Convenor and Director and Deputy Directors of SRS; Heads of Colleges; Vice-Principal and CIO; Director of HR; Vice-Principal Strategic Change and University Secretary; Vice-Principal Corporate Services; Director of Place; Vice-Principal Students; Director of HR

Further information

31. Authors

Michelle Brown
Deputy Director of SRS

Dave Gorman
Director of SRS

Professor Lesley McAra
Director of EFI and AP Community Relations

Professor Sandy Tudhope
Chair of SRS Committee, University Lead for Climate
And Sustainability

Presenter

Professor Sandy Tudhope
Chair of SRS Committee

Freedom of Information

32. This paper is open.

Annex 1 – Sustainability, Civic and Social Responsibility Committee Remit and Membership

Remit

To provide a focal point for strategic advice to the Principal, Court and University Executive on all matters related to Social & Civic Responsibility and Sustainability. To oversee delivery of the Social & Civic Responsibility Plan and key developments in this area as agreed with University Executive and to monitor, review and evaluate the plan and progress. To provide a forum for generation of ideas and innovation in responding to key SRS drivers and to support the integration of sustainability, social and civic responsibility across the whole University.

Specifically:

1. Overseeing the progress in implementing the Social & Civic Responsibility Plan and monitoring, reviewing and evaluating the Plan on behalf of the University's Executive Group.
2. To provide strategic and cross-university advice as required on all matters related to sustainability, social and civic responsibility issues as the key oversight committee
3. To assist the Principal, Court and University Executive in ensuring delivery of the Social & Civic Responsibility objectives which outline that:
 - We will become a **net zero carbon** and **zero waste university**. Developing and pioneering approaches to deliver a zero carbon and **circular economy** and protecting and enhancing biodiversity.
 - **We will widen participation in higher education and support inclusion**. Increasing opportunities and raising aspirations by making education and employment an achievable goal for more people in Scotland and globally.
 - **We will work together** with local communities to contribute to improve the lives of people across the Edinburgh City Region and beyond.
 - In our operations, research and teaching we will engage critically with, and contribute to the Sustainable Development Goals

[These objectives connect with commitments and requirements as detailed in: the Zero by 2040 Climate Strategy; the Waste Strategy; the Community Plan and policies such as the Sustainability Policy; the Good Food Policy; Sustainable Procurement and Community Benefit Policies]

4. To provide the necessary advice, leadership and oversight to progress the embedding and integration of sustainability, climate change, circular economy, the sustainable development goals (SDGs), commitments to community engagement across all aspects of University business – operations, learning and teaching and research, enterprise and commercialisation. This includes planning and business case development through to implementation and review.

5. To develop, agree, monitor, review, evaluate and report and seek the necessary approvals for the following strategies:

- Climate Strategy
- Sustainability Policy
- Zero waste/waste and resources strategy
- Biodiversity strategy and policy
- Good food policy
- Community strategy
- Social Enterprise and Social Investment

6. To ensure SRS issues are fully embedded across operations including building design and public realm, energy, waste, biodiversity, water use, land transport, IT and purchasing, international travel and aviation.

7. To ensure the University maintains a coherent and consistent narrative for reporting and communications on our commitments to sustainability, social & civic responsibility. This includes reviewing annual reporting, communication plans and submissions for impact rankings (e.g. THE SDG ranking).

8. To provide a focal point for strategic review and assessment of impact in relation to our SRS commitments and priorities (e.g. social impact assessment etc.).

9. To provide a forum for the review of current SRS Departmental programmes along with the generation of new ideas, concepts, and programmes in response to SRS current or emerging needs and drivers. To engage with the SRS Department to ensure central and local strategic alignment, to articulate college needs and co-create solutions.

10. To ensure the University has a consistent and effective approach to engaging with stakeholders on these issues, including local communities and is responsive to their needs and to align with our commitments to equality and diversity.

11. To oversee priorities and proposals for the embedding of SRS issues across the University in line with Strategy 2030 and to act as a conduit for college and schools to plan and embed SRS issues within their activities, to coordinate and to communicate.

Membership	
Sandy Tudhope, Convener	University Lead on Climate Responsibility & Sustainability
Lesley McAra, Vice Convener	Assistant Principal Community Relations
Michelle Brown	Deputy Director of SRS
Laura Cattell	Head of Widening Participation
Catherine Martin	Vice-Principal Corporate Services
Dave Gorman	Director of SRS
James Saville	Director of HR
Pete Higgins	Director, Global Environment & Society Academy
Gary Jebb and/or Grant Ferguson	Director of Place/Director of Estates
Theresa Merrick	Director of Communications & Marketing
Rachael Robertson	Deputy Director of Finance

George Sked	Director of Procurement
Pauline Manchester (interim)	Director of Strategic Planning
James Smith	Vice Principal International
Amanda Scully	EUSA VP Community
Gavin McLachlan	Vice-Principal and Chief Information Officer
3 x representatives of colleges	TBC with colleges
Claire Graf	UCU Representative
Colm Harmon	Vice-principal Students



UNIVERSITY EXECUTIVE

23 February 2021

Health and Safety Quarterly Report: Quarter 1: 1 September – 30 November 2020

Description of paper

1. This paper provides a summary of health and safety related incidents that took place during the period 1 September to 30 November 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. This paper does not directly contribute to Strategy 2030 outcomes but effective Health and Safety processes are an essential requirement for the organisation.

Action requested

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

Recommendation

3. That UE notes the statistics included in the Appendices as illustrative of the University's accident and incident experience, and notes the issues and developments as described in the Report from the University Health and Safety Committee.

Paragraphs 4-32 – Closed Section

Resource implications

33. There are no resource implications in regard to this report.

Risk Management

34. 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.

Responding to the Climate Emergency & Sustainable Development Goals

35. This paper does not directly contribute to the climate emergency as it is fulfilling an external regulatory requirement. Effective Health and Safety is relevant to SDG 3: Ensure healthy lives and promote well-being for all at all ages.

Equality & Diversity

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

Consultation

37. This paper was written in consultation with Karen Darling, Deputy Director, and Candice Schmid, Occupational Hygiene and Projects Manager.

Further information

38. Author

Suzanne Thompson
Director of Health and Safety
5 February 2021

Presenter

Catherine Martin
Interim Director of Corporate Services

Freedom of Information

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



UNIVERSITY EXECUTIVE

23 February 2021

Contract for the Web

Description of paper

1. This paper discusses the 'Contract for the Web', and recommends its endorsement by the University of Edinburgh. The Contract for the Web is "a global plan of action, created by experts and citizens from across the world to make sure our online world is safe, empowering and genuinely for everyone". The World Wide Web Foundation, founded by Tim Berners-Lee, developed the Contract, and has invited its endorsement by civil society organisations. This is in line with our Strategy 2030 aspiration: 'Improved digital outreach will see us enabling global participation in education'.

Action requested/Recommendation

2. The Executive is invited to note the University's endorsement of the Contract for the Web.

Background and context

3. The World Wide Web Foundation was established in 2009 by web inventor Sir Tim Berners-Lee to advance the open web as a public good and a basic right, and to fight for digital equality through changing government and business policies for the better. The Contract for the Web was proposed in November 2018 and published in November 2019.

4. As the About section of the Contract for the Web website states it: "Half of the world's population still can't get online. For the other half, the web's benefits seem to come with far too many unacceptable risks: to our privacy, our democracy, our health and our security."

5. The Contract has been guided by past work on digital human rights, including the Internet Rights Charter, The Charter of Fundamental Rights of the EU, the General Data Protection Regulation (GDPR), The Mozilla Manifesto, The Toronto Declaration, and the Universal Declaration of Human Rights.

Discussion

6. The Contract for the Web is harmonious with the Strategy 2030 vision of making the world a better place, our focus on Social and Civic Responsibility, and our values of inclusivity and accessibility, of our deep-rooted internationalism, and of being principled and driven to achieve benefit for communities, societies and our world. Its principles are in line with our current web strategy and many of our legal obligations (e.g. under GDPR and accessibility legislation). It is also aligned with our positions on open research data, open standards and open source.

7. Endorsing the contract gives us an opportunity to publicly restate and champion Strategy 2030, and other initiatives. We would be seen as living and promoting our values, speaking up for human rights, and creating a safer, freer more open web for everyone. In doing so, we would be the first major university to do so, and would be

aligning with some of the leading players of the internet (WWWF, W3C, Google, Microsoft, Facebook, Amazon) and the digital rights movement (Open Data Institute, Electronic Frontier Foundation, Reporters Sans Frontiers), as well as some national governments (including France, Germany, Ghana).

8. Endorsing the contract means a voluntary public commitment to sustained policy development, advocacy and implementation of its principles. The Contract is split into three parts, with three principles each for governments, companies, and individuals/citizens.

Governments:

- 1) *Ensure everyone can connect to the internet*
- 2) *Keep all of the internet available, all of the time*
- 3) *Respect and protect people's fundamental online privacy and data rights*

Companies:

- 4) *Make the internet affordable and accessible to everyone*
- 5) *Respect and protect people's privacy and personal data to build online trust*
- 6) *Develop technologies that support the best in humanity and challenge the worst*

Citizens:

- 7) *Be creators and collaborators on the Web*
- 8) *Build strong communities that respect civil discourse and human dignity*
- 9) *Fight for the Web*

9. The *Companies* section is most relevant to the University: its principles break down into the following sections.

Principle 4: Make the internet affordable and accessible to everyone

Section 1: Addressing the needs of systematically excluded groups

Section 2: Working towards an ever-increasing quality of service

Section 3: Ensuring full use of the internet by all

Principle 5: Respect and protect people's online privacy and personal data to build online trust

Section 1: Giving people control over their privacy and data rights

Section 2: Supporting corporate accountability and robust privacy and data protection by design

Section 3: Making privacy and data rights equally available to everyone

Principle 6: Develop technologies that support the best in humanity and challenge the worst

Section 1: Being accountable for their work

Section 2: Engaging with all communities

Section 3: Investing in and supporting the digital commons

The full Contract for the Web, with breakdowns and supporting literature for each section is available in full at <https://contractfortheweb.org/>.

Resource implications

10. There are zero direct financial costs associated with the endorsement of the Contract for the Web. It publicly, though non-bindingly, commits us to a direction that aligns with our strategy, legal obligations and ongoing activities. A small communications effort may be desired, to take advantage of announcing our endorsement.

Benefits

11. The Contract for the Web will help drive our own Web activities and, similar to the UN Sustainable Development Goals, gives context, direction and structure to our Web vision, strategy, policies, activities and standards. As a world-leading comprehensive, international, research intensive university our Web presence is large and influential.

12. As a leader in Open Access, Open Science, Open Research, Knowledge Exchange, Open Education Resources, widening participation and accessibility, signing the contract demonstrates the University's position as a leader in this area. It also aligns us with other, like-minded institutions.

13. As a leader in the area of data ethics and data for societal good the Contract provides a link to the emerging principles on the web and further strengthens our links and position in this area.

14. Signing the contract offers us an opportunity to publicly reiterate our commitment to our principles and strategy to internal and external audiences.

Risk Management

15. Were we to change policy in a way that contradicted the goals of the contract, we could be seen to be hypocritical. However, such policy changes seem unlikely.

16. Principle 9 has an arguably more political or campaigning edge. In full, it states:

Fight for the Web so the Web remains open and a global public resource for people everywhere, now and in the future, by being active citizens of the Web:

- *Creating awareness amongst peers regarding threats to the open Web.*
- *Opposing the Web's weaponization by nation states or any other entity.*
- *Supporting organizations, processes and people who promote the open Web.*
- *Supporting startups and established companies that espouse the Web's future as a basic right and public good.*
- *Engaging political representatives and companies to ensure support and compliance with this Contract and support for the open Web.*

17. The suggested actions may be contentious, but a) this is directed at individuals, not institutions, and b) the content is in line with other goals, such as the UN Sustainable Development Goals, which the University supports. Moreover, as an active player in data ethics and the use of data for public good, the University's active involvement in this initiative is important.

18. Ultimately, the Contract for the Web is not legally binding, and would place no legal restrictions or obligations upon the University.

Responding to the Climate Emergency & Sustainable Development Goals

19. As set out in paragraph 17, this is line with the UN SDGs.

Equality & Diversity

20. Endorsing the Contract makes public our ongoing support of equality and diversity and our intention to continually improve. There are no direct impacts associated with this paper.

Next steps/implications

21. Following approval, endorsement of the contract to be completed by Information Services Group Corporate on behalf of the Vice-Principal & Chief Information Officer. This will be via a web form at www.contractfortheweb.org.

22. We will work with Communications and Marketing on how we promote our support for contract for the web. Some examples might be press releases, social media or blogging. This would also be a good way to promote our Strategy 2030 work and other initiatives concerned with internationalism, openness, accessibility and global rights. Internal communications will focus on why the principles are important, and how they tie with our vision, strategies and activities, for example, Principle 8 and the work promoting Digital Safety and Citizenship.

Consultation

23. A version of this paper was approved by the Web Governance Group in May 2020. The authors consulted the Head of Website and Communications, the Director of Learning Teaching and the Web, the Chief Information Security Officer, the Disability Officer and the Digital Safety Support Officer, all in Information Services Group. In addition, the Deputy Director of Marketing and the three Heads of College IT were consulted and gave their full support. This paper was endorsed by Knowledge Strategy Committee at its meeting on 26 January 2021.

Further information

24. Author

Jonathan Trout
Head of Web Strategy

Presenter

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

Freedom of Information

25. Open.