



Principal's View

Wednesday, 22 April 2020



@workplace

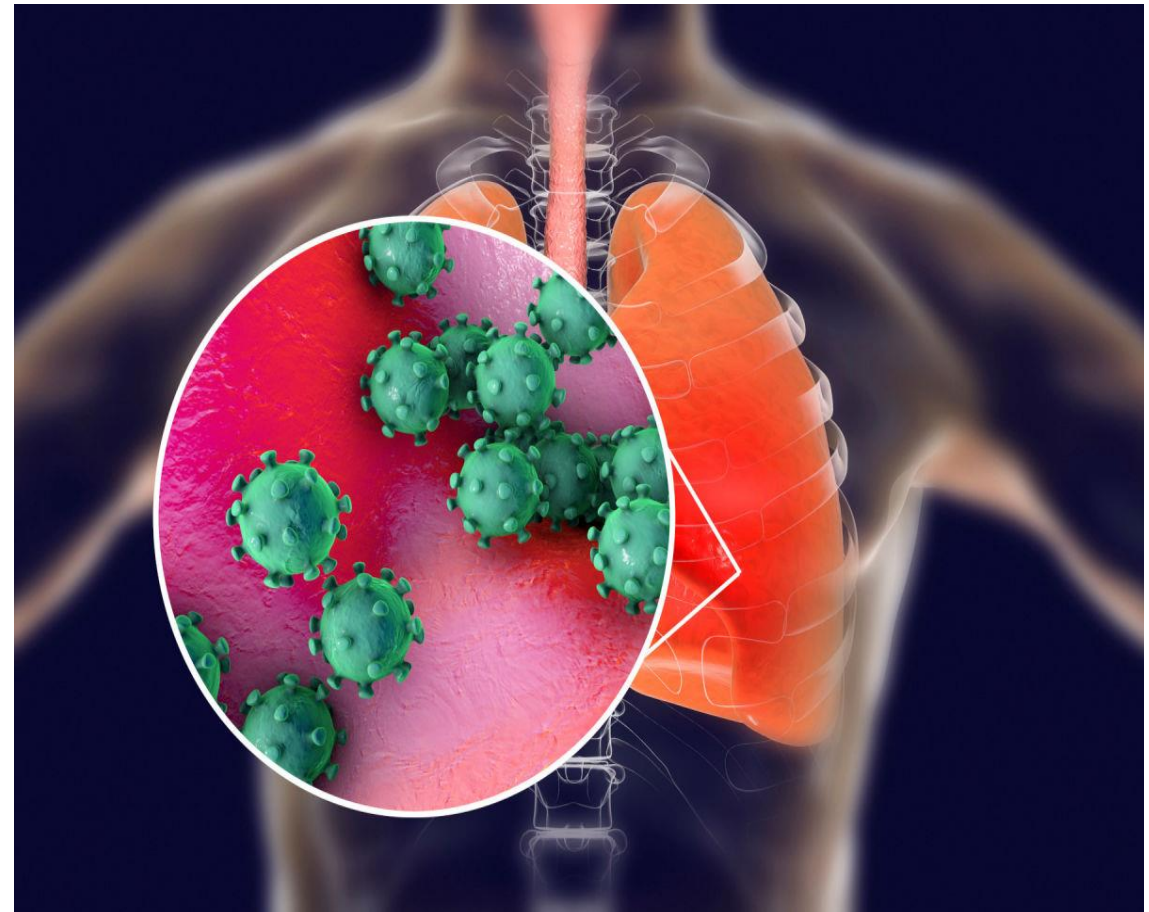
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Q&A

staffcommunications@napier.ac.uk

Update on 2019/20

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Early actions

- Academic Board approval for Emergency Contingency Arrangements
- Staff home-working, where possible
- Campuses closed except for security staff & core maintenance
- Students – getting them 'home' where possible
- Teaching moved online from 23 March
- Examination / assessment arrangements changed – online, calendar adjustments
- Summer 2020 graduation ceremonies postponed; events cancelled / moved online

Coronavirus Learning & Teaching contingency group
Emergency Approvals Group

Overcoming immediate challenges

Working together: Collaboration platforms
WebEx / Teams ...

Rapid provision of seminars / tools for
new approaches to teaching and learning

Challenges for the whole community Large effort to get to where we are now

Advice, Guidance & Support
WFH / IS / LTA / equipment supplies

Reviewing research: 60% of externally
funded projects can proceed;
industry projects

Supporting our students



- Students released from their accommodation contracts
- Regular communications
 - exams, extenuating circumstances, placements, dissertations...
- Laptops to students
- Responding to hardship calls
- PDTs, Library / IS / Wellbeing / Student Futures / SSS...

Covid-19 impact on HE sector?

- **Scottish sector**
 - £80m loss this year (accommodation, catering income, tuition fees)
 - forecast c. £500m gap for 2020/21, **uncertain**
- **UK sector**
 - Estimate £7bn loss in 2020/21 but **uncertain**
 - Move to / improvements in online teaching by all
- **Postponement to REF21 exercise**

More people turn to HE?

Our Finances

Operating Performance (excl Dev Trust)

	2017/18 (£m)	2018/19 (£m)	2019/20 (£m) (Budget)	2019/20 (£m) (Q2 F'cast)
Income	118.5	122.1	126.5	133.0
Pay	(74.3)	(76.7)	(80.2)	(80.4)
Non-Pay	(34.3)	(34.1)	(35.7)	(40.3)
EBITDA	9.9	11.3	10.6	12.4
Interest Receivable	0.1	0.2	0.2	0.3
Interest Payable	(0.8)	(0.8)	(0.8)	(0.8)
Depreciation	(7.5)	(6.9)	(7.0)	(7.0)
Operating Surplus	1.7	3.8	3.0	4.9
Additional Capital	0.0	0.0	0.0	0.0
Grant	0.1	0.5	0.0	0.0
Property/Share Sales				
Total Surplus	1.8	4.3	3.0	4.9

Excludes FRS102 pension and trust adjustments

COVID- 19 IMPACT

**A Deficit of £5.5m
is currently
forecast
for 2019/20**

Impact of Covid-19 this year (19/20)

- Negative impact currently estimated - £11m
- Why? Forecasts / assumptions below
 - Defaults on Tuition Fees (£3.8m)
 - Early Termination of Accommodation Leases
 - Students and staff not on campus...
... consequential impact on Catering, Vacation Letting, Conference Income (£2.2m)
 - Defaults expected on Commercial Debts (£3.8m)
 - Drop in activity on research contracts (£2.0m)

Impact of Covid-19 in 2020/21



Scenario Modelling underway

- Scenarios
 - downsides
 - choices to optimise upsides
- Report to SFC on 24 April

Main Risk Areas

- Start of trimester 1
- Reduction in international/RUK students
- Decline in students on-campus/in accomm
- Businesses cut back on training/R&D

Impact on our income, unclear on scale

Our Resilience

We go into this crisis period from a relatively sound platform

- Cash reserves, reduced borrowing, credit facility in place
- Can use some government schemes
- International PG student applications growing... and continuing



However...

- Our costs are c. £11m per month
- Income will be impacted... by how much?

Navigating Financial Challenge

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- Manage cost base
- Focus on opportunities for growth
- Flexibility & Agility

**Court oversight: monthly F&PC meeting,
+ Chair of Court, Convenor of A&RC**

Sectoral work

Universities
Scotland



Universities UK

Supporting the national effort



1000 student nurses and student midwives volunteering to join NHS

Colin Malcolm produces face masks for frontline health workers



Supporting the national effort

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Wall-e sent to ERI



Michelle O'Reilly takes PPE to Marie Curie hospice



**School of Applied Sciences
loans equipment after request
from UK Health Secretary /
PPE for NHS Scotland**

Supporting the national effort



**Security colleagues looking after
our students who are
still in accommodation**



**Lorna Padden and John Hutchison
deliver leftover stock from Sighthill to
food bank at South Leith Parish Church**

Good news

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**Research project wins
Innovation of the Year award**



Retaining our CE+ certification



**Commended for our approach to
Widening Participation - ELIR**



**Honouring our Bright Red Sparks –
at a live online ceremony**

Good news

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**Cycling Friendly Campus
Award for Merchiston**



**Shortlisted in two categories at
Student Nursing Times Awards**



**RSE Fellowship for University
academic**



**SOC colleagues' Research
Council funding success**

Looking forward

Universities – key role in driving economic recovery

Adjustments we may need to make

Building on recent great work

Focus on our many strengths and opportunities

Working with partners

Looking forward

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Staff engagement

Shaping our

FUTURE

DRIVING DISTINCTIVENESS

Academic Board / Court approval

Our new strategy

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Our Purpose is to

Deliver high quality education and research to add value to the social, cultural and economic capital of our communities and shape their development

Our Strategic Objectives are to

**Build Careers –
Create Opportunities**



**Grow Networks –
Connect Communities**



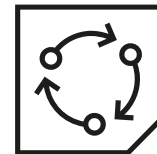
**Advance Knowledge –
Deliver Impact**



While being committed to...

Growing Sustainably

Net Zero Carbon by 2030



Our Success will be measured by our...

Academic
Reputation

Teaching
Outcomes

Research
Excellence

Student
Opportunities

Active
Partnerships

Societal
Impact

Staff
Engagement

Sustainability

Impact

Shaping our

FUTURE

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Our Students



Our Staff



Our Partners



<https://staff.napier.ac.uk/services/principal/strategy/Pages/Shaping-our-Future.aspx>

Next steps

- Strategic objectives guide plans for 2020/21
- Using framework to develop University / School / Service plans
- Staff engagement and discussion on what it means for each of us

Core & enabling strategies

Transformative actions

Shaping our

FUTURE

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ENU over the next five years

- Providing expertise, skills, opportunities, seeding new businesses
- Support for individuals, local communities, national institutions, the broader economy
- Research and innovation on 'real world' challenges
- Commitment to social justice and participation

'Feeding' / supporting Scotland's recovery and development

Beacon of continuity & creativity, flexibility & resilience

Thank you

Incredible community

Resilience, strength and support for each other and our students

ENU has a unique and vitally important contribution to make in shaping the future of our communities and society

Commitment to be honest and transparent

Challenging times ahead - I am confident that together we will work through these and thrive

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