

**Agenda for a meeting of the Central Management Group
to be held at 10.30 am on Wednesday, 9 March 2011
in the Raeburn Room, Old College**

1	Minute of the meeting held on 26 January 2011	A
2	Matters Arising	
3	Principal's Business	
3.1	Principal's Communications	
3.2	Principal's Strategy Group	B
FOR DISCUSSION		
4	Draft Planning Submissions 2011/2012 (closed)	C
4.1	CHSS	C1
4.2	CMVM	C2
4.3	CSE	C3
4.4	CSG	C4
4.5	ISG	C5
4.6	SASG	C6
4.7	Student Unions	C7
5	Finance Update (closed)	D
6	Internationalisation Strategy - Update	E
7	Abolition of the Default Retirement Age	F
8	Report from Research Experience Committee (closed)	G
9	Workforce Planning (closed)	H
10	Fees Strategy Group (closed)	I
11	Potential Industrial Disruption (closed)	IA
FOR INFORMATION/FORMAL APPROVAL		
12	Management Accounts – six months to end January 2011 (closed)	J
13	Annual TRAC Return 2009/2010 (closed)	K
14	Handling of tuition fee income (closed)	L



Central Management Group

Tuesday 26 January 2011

MINUTE

Present:

The Principal (in the chair)
Vice-Principal Professor A McMahon
Vice-Principal Professor D Fergusson
Vice-Principal Professor J Haywood
Vice-Principal Professor S Hillier
Vice-Principal Professor D Hounsell
Vice-Principal Professor R Kenway
Vice-Principal Professor D Miell
Professor J Seckl
Mr N A L Paul
Dr K Waldron

In attendance:

Mr A Currie
Mr J Gorringe
Ms S Gupta
Mr D Waddell
Ms L Elder (on behalf of Vice-Principal Mr Y Dawkins)
Ms K Bowman (for items 15 and 16 only)
Mr H McKay (for item 13 only)
Ms M Macpherson (for item 17 only)
Dr K J Novosel

Apologies:

Vice-Principal Professor M Bownes
Vice-Principal Professor N Brown
Vice-Principal Mr Y Dawkins
Vice-Principal Professor L Waterhouse
Dr I Conn
Dr A R Cornish

1 MINUTE OF THE MEETING HELD ON 23 NOVEMBER 2010 Paper A

The Minute of the meeting held on 23 November 2010 was approved as a correct record. CMG congratulated Vice-Principal Professor McMahon on being appointed Vice-Chancellor of Aberystwyth University with effect from 1 August 2011.

2 PRINCIPAL'S BUSINESS

2.1 Principal's Communications

The Principal reported on the following: developments on the proposed merger with eca; the content of the SFC grant letter; the implications of the Green Paper re future funding; developments in respect of the Border Agency; the recent student occupation and need to raise security awareness and have in place appropriate continuity plans; and the Scottish political environment.

2.2	Principal's Strategy Group	Paper B
	CMG noted the report, particular the importance of maintaining home/EU student undergraduate recruitment within SFC funded place levels.	
	FOR DISCUSSION	
3	EDINBURGH COLLEGE OF ART (CLOSED)	Paper C
	The current position in respect of taking forward the proposed merger with eca was noted.	
4	RESTRUCTURING OF CORPORATE HR (CLOSED)	Paper D
	CMG endorsed the proposed approach and benefits of restructuring corporate HR as set out in the paper. Under the new structure six staff in professional officer and administrative roles had initially been identified as being at risk of potential redundancy. Following discussion on the options available with the individuals involved, satisfactory solutions have been identified for all but two professional officer roles. CMG noted that as these roles were no longer required it was satisfied that compulsory redundancies were necessary within corporate HR and recommended to Court the need to establish a Redundancy Committee noting that discussions would continue with the individuals involved and the University's recognised trade unions in order to avoid redundancy.	
5	REPORT FROM ESTATES COMMITTEE (CLOSED)	Paper E
	The various items as set out in the cover sheet were endorsed by CMG. In particular CMG recommended to Court the revisions to the terms of reference of the Committee. CMG fully supported the approach being progressed by the Estates Committee to take forward the projects within the capital programme.	
6	EUCLID - END OF PROJECT REPORT	Paper F
	CMG noted the final end of project report of EUCLID.	
	FOR INFORMATION/FORMAL APPROVAL	
7	MANAGEMENT ACCOUNTS – FIVE MONTHS TO 31 DECEMBER 2010 (CLOSED)	Paper G
	The favourable financial position after five months was noted and welcomed by CMG.	
8	QUARTER 1 MANAGEMENT ACCOUNTS FORECAST 2010-2011(CLOSED)	Paper H
	CMG noted the Q1 University outcome forecast of £17.7m based on the October management accounts and the indications of a continuing improving position. Of particular note was the favourable variance relating to an actuarial adjustment to pension costs and the forecast favourable variances in the Colleges.	

9	BRIBERY ACT	Paper I
	<p>The actions required to be taken to ensure compliance with the new Bribery Act 2010 which comes into force on the 1 April 2011 were noted and endorsed by CMG. It was welcomed that the University already had in place a number of anti-bribery policies and procedures. The Act introduced the new crime of corporate failure to prevent bribery which also applied out with the UK and the University would require to ensure that it had adequate procedures to prevent acts of bribery by staff and individuals associated with the University. CMG noted that both the Risk Management Committee and the Audit Committee would be considering this matter further.</p>	
10	REPORT FROM STAFF COMMITTEE	Paper J
	<p>CMG noted the continuing excellent work being taken forward by the Staff Committee. The success of the leadership development programme was commended and the cost effectiveness of the professional service provided by HR as demonstrated by the benchmarking exercise was noted.</p>	
11	REPORT FROM HEALTH AND SAFETY COMMITTEE	Paper K
	<p>The report from the Health and Safety Committee was noted, particularly the information on a dangerous occurrence which had resulted in no injuries and was still being fully investigated. As was to be anticipated, there had been a number of weather related incidents and it was noted that the Veterinary School was dealing with a small number of cases of parasite infections which were being actively managed.</p>	
12	FEES STRATEGY GROUP (CLOSED)	Paper L
	<p>CMG approved the fee rates for 2011/2012 in respect of the PG certificate in swimming science and new programmes in the School of Social and Political Studies and the fee rate for 2011 Business School's summer programme as set out in the paper.</p>	
13	INTERNAL AUDIT REPORT (CLOSED)	Paper M
	<p>CMG noted the internal audit assignments undertaken during the 2010 calendar year and the issues highlighted as a result of these assignments. In particular the increasing importance of robust procedures to ensure compliance with external funding requirements was noted. CMG welcomed the role of the internal audit service in assessing that appropriate controls and monitoring procedures were in place across a diverse range of areas within the University.</p>	
14	UPDATE ON THE DISTANCE EDUCATION INITIATIVE	Paper N
	<p>It was noted that four bids had been received in respect of the fast-track process and it was anticipated that a similar process for this initiative would be operated in the following years. The transparent nature of the bidding process was commended by CMG and it was further noted that dependent on the bids received there was an opportunity to re-profile the currently agreed funding.</p>	

- 15 UNIVERSITY PROCUREMENT CAPABILITY 2010 Paper O**
- CMG welcomed the continuing success and achievements of the Procurement Office noting that the University had gained a ‘superior’ capability in the areas assessed by APUC Ltd against the Scottish Government Procurement Capability Assessment (PCA); an improvement on the position in 2008/2009. The Scottish Government had a strong interest in the area of best practice in procurement and achieving value for money.
- 16 EU PROCUREMENT DIRECTIVES (CLOSED) Paper P**
- It was noted that this was the first time that the University had been offered the opportunity to comment on the proposed response of the Scottish Procurement Directorate/Cabinet Office on revisions to EU Procurement Directives. CMG approved the suggested comments as set out in the paper and noted the intention of APUC to co-ordinate a sector response.
- 17 PROTECTION OF VULNERABLE GROUPS Paper Q**
- The new PVG Scheme, anticipated to be implemented with effect from 28 February 2011 was very much welcomed by CMG. The new legislation reduced the number of University staff now defined as being in regulated work with only a small number of positions as set out in the table in the paper likely to fall within the scope of the PVG Scheme. Currently, the University had to undertake a number of Enhanced Disclosure Scotland checks on staff including Court Members which would no longer be required from the end of February 2011.
- 18 RESEARCH FUNDING SUPPORT AND STRATEGY AT THE UNIVERSITY OF EDINBURGH (CLOSED) Paper R**
- CMG welcomed this important paper which provided a comprehensive review of the University’s current position in respect of securing research funding as benchmarked against its peer UK institutions and proposals to maintain and improve the University’s engagement with the main research funders. The proposed strategy was fully supported by CMG.
- 19 ANY OTHER COMPETENT BUSINESS**
- The flexibility in the capital programme was discussed should there be an opportunity to secure additional funding.
- CMG approved the suggestion in respect of the funding and naming of new chairs; funding for a period of five years would be sufficient to consider the establishment of a new chair in the name of the donor.
- 20 DATE OF NEXT MEETING**
- Wednesday, 9 March 2011 at 10.30 am in the Raeburn Room, Old College.

The University of Edinburgh

Central Management Group

9 March 2011

**Principal's Strategy Group Meeting
17 January 2011**

Amongst the items discussed were:

1. NSS update

Members discussed the progress being made in addressing issues highlighted in the NSS 2010 results.

2. Research Policy Group REF Planning

Members discussed and endorsed the approach to planning for REF2014 proposed by the Research Policy Group.

3. FP8

Members discussed and agreed a strategy with regard to FP8.

4. Research Policy Group Research Funding

Members welcomed this paper and agreed that it should be circulated via Heads of School.

**Principal's Strategy Group Meeting
22 February 2011**

Amongst the items discussed were:

1. NSS 2011

Members discussed the current position and recommended a number of initiatives to improve the response rate.

2. University Website Development Plans

Members discussed and endorsed the approach proposed by Vice Principal Haywood.

3. Proposal for International Compute and Data Centre Edinburgh

PSG gave their support to the plans.

The University of Edinburgh

Central Management Group

9 March 2011

Draft Annual Planning Submissions for 2011-12

Brief description of the paper

Draft planning submissions are attached for each of the Colleges, Support Groups and the Student Unions.

Colleges, Support Groups, and the Student Unions are required to submit final planning statements to the Director of Planning by 4 April. Final plans will be considered by PSG on 12 April, with budgetary proposals endorsed by CMG on 20 April, approved by FGPC on 2 May, and received by Court on 16 May.

Action requested

For comment.

Resource implications

Resource implications are addressed in the plans and financial forecasts.

Risk assessment

Through the Planning Guidance, Heads of College/Support Group were asked, having reviewed and updated their Risk Register in the light of their plans, to provide a brief commentary, and where practicable, a financial evaluation of the key risks and uncertainties which might cause failure to achieve budgets and plans, together with an indication of the specific plans to be taken to reduce or eliminate the major risks faced.

Equality and diversity

Equality and diversity issues are addressed principally through the Promoting equality, diversity, sustainability and social responsibility strategic theme section of the University's strategic plan (which Colleges and Support Groups have been asked to structure their annual plans around). They are also noted, where relevant, throughout the rest of the plan.

Freedom of information

Can this paper be included in open business? No

Disclosure would substantially prejudice the commercial interests of any person or organisation. The paper must be withheld until decisions are taken on the allocation of resources for 2011-12.

Any other relevant information

The Head of each College/Support Group will be invited to introduce his/her plan to CMG, after which there will be the opportunity for discussion of the major issues emerging from the planning submissions. The University Secretary will be invited to present the Student Unions' plans.

Originator of the paper

Alexis Cornish, Director of Planning and Deputy Secretary
1 March 2011

9 March 2011

Finance Update

D

Brief description of the paper

The paper summarises the latest actions being taken to maintain the University's financial stability.

Action requested

The Group is asked to note the content and approve the approach being taken.

Resource implications

Does the paper have resource implications? Yes

The continuing impact of the global financial crisis and the subsequent impact of recession and reductions in public spending are and will have an impact on the University financial position.

Risk assessment

Does the paper include a risk assessment? Yes

As detailed in paper.

Equality and diversity

Does the paper have equality and diversity implications? No

Freedom of information

Can this paper be included in open business? No

Its disclosure would substantially prejudice the commercial interests of any person or organisation

For how long must the paper be withheld? 2 years

Originator of the paper

Jon Gorringer, Director of Finance

2 March 2011

The University of Edinburgh

Central Management Group

9 March 2011

Internationalisation Update

Brief description of the paper

Internationalisation Strategy Highlights 2010 reports comprehensively on the activities and outcomes of Phase 2 of the Internationalisation Strategy. This paper provides a summarised version of this report and future plans for Phase 3.

Action requested

For information

Resource implications

Does the paper have resource implications? - No

Risk assessment

Does the paper include a risk analysis? - No

Equality and diversity

Does the paper have equality and diversity implications? - No

Freedom of information

Can this paper be included in open business? - Yes

Any other relevant information

To be presented by Professor Stephen Hillier, VP International

Originator of the paper

Professor Stephen Hillier, VP International,
Dr Dorothy Watson, Senior Administrative Officer International
28 February, 2011

Internationalisation Update

Report to Central Management Group 9 March 2011

The University's Internationalisation Strategy, Edinburgh Global (www.ed.ac.uk/edinburgh-global), provides a roadmap towards becoming 'a place of first choice in the minds of the world'. Internationalisation Strategy Highlights 2010 surveys the achievements of the past year. (<http://www.ed.ac.uk/about/edinburgh-global/about-us/highlights>) as we enter year 3 of the 4 year strategy.

EDINBURGH GLOBAL Priorities

- Internal communications
- WWW site
- Global Academies
- PGTStudent liaison
- Staff liaison
- Research partnering
- Regional Focus
- Outreach & Influence

Internationalisation is now embedded into the framework of the University. New channels of internal and external communication have been established. University of Edinburgh students have taken ownership of internationalisation through the creation of EUSA Global. Strategic alliances have been forged with other world leading institutions. University offices have been opened in China and more recently in India. There are now more students and staff from outside the UK/EU registered at Edinburgh than ever before. Internationalisation has been embraced at School and College level.

A major success story has been the creation of the Global Academies. The Global Academies are inspired by a growing recognition that today's problems are increasingly complex and international in nature requiring thoughtful, collaborative solutions. The Global Development Academy and the Global Health Academy provide a solution to the way the University is able to build integrated responses to these complex global issues. They also span traditional subject boundaries, to offer interdisciplinary degrees that equip future leaders to combat global challenges. The Global Environment & Society Academy will launch in 2011.

Regional focus and research selectivity inform our direction of travel. Strategic partnering and international collaboration will continue to be driven by multiple objectives, opportunities for world-class research always being one of many associated benefits. Partnerships are essential and obligatory, including 'capacity building' and outreach.

An Edinburgh Global Event was held in February 2011 to look at progress over the past year, showcasing staff and student examples of ownership, innovation and partnering in a global context. The event also aimed to look at new ways of working together to tackle the multidisciplinary themes embraced by Edinburgh Global. As an outcome several topics emerged as being worthy of further debate. A series of Edinburgh Global workshops will be organised over 2011. These workshops will build shared understanding of best practice and identify gaps in provision, provisionally focussing on issues including:

- Enhancing student experience including international opportunities for home students and support for international students (induction etc.)
- International student recruitment
- Innovative international educational programme models, e.g. 2+2 UG programmes, jointly awarded PhDs, online distance learning
- Building Strategic partnerships
- Introduction to the Edinburgh Global Directory – a university-wide on-line database of international activity to be launched spring 2011.

Universities have always played a central role in enlightenment. In current economic times, we should not let the idea of a global university be obscured by efficiency measures and the drive for economic survival. With this ongoing ambition at the forefront of minds, the University of Edinburgh Internationalisation Strategy aims to deliver further rewards to the University and wider global society as it enters its next phase.

Professor Stephen Hillier, VP International
9 March 2011

The University of Edinburgh

Central Management Group

9 March 2011

Abolition of the Default Retirement Age

Brief description of the paper

The paper sets out the change in legislation brought about by the UK Government's decision to abolish the default retirement age (DRA). This means that it will be unlawful age discrimination for an employer to require employees to leave employment at a particular age by reason of retirement unless this can be objectively justified. The new regulations come into force with effect from 1 October 2011 with transitional arrangements running from April 2011 to April 2012.

The paper also aims to set out the University's approach to this forthcoming change and highlights the considerations and actions that need to be carried out in the short, medium and long term to deal not only with the legislative changes but also with the need to underpin support and provide appropriate tools for managing an aging workforce.

Action requested

The CMG is asked to note the impact of the new legislation and to further note and approve the approach being taken to implement this for the University of Edinburgh.

Resource implications

Does the paper have resource implications? Yes. There will be an immediate saving in terms of administration time and resource due to the legislation being simplified.

Risk assessment

Does the paper include a risk analysis? Not in itself. Interim policy and practice has been developed that covers all of the requirements that must be carried out to comply fully with the legislation in the short term. Further guidance and communication will be developed to ensure staff are made aware of the proposed changes and their respective responsibilities.

Equality and diversity

Does the paper have equality and diversity implications? Not in itself. However, it will be important that any new policy and practice is adhered to ensure that there is no unfair age discrimination and that we meet our legal obligation not to discriminate unlawfully on the grounds of age. This is the same requirement that exists in all our policies to ensure they comply fully with equality and diversity principles. All relevant guidance will be subject to Equality Impact Assessment (EIA).

Freedom of information

Can this paper be included in open business? Yes

Any other relevant information

The paper will be presented by Melanie Macpherson

Originator of the paper

Melanie Macpherson - Corporate Human Resources - February 2011

Abolition of the Default Retirement Age

1. INTRODUCTION

The default retirement age (DRA) was introduced as a notable exception to the Employment Equality (Age) Regulations 2006 (now part of the Equality Act 2010) in October 2006. This provided an exemption from the age discrimination provisions to allow employers to legally retire staff at age 65. Since then it has been the subject of significant legal challenge and last year the Government announced its intention to conduct an early review of the DRA. A consultation exercise was undertaken in the latter half of 2010, proposing the phasing out of the DRA in 2011.

2. AIMS AND SCOPE OF THE REGULATIONS

On January 13 2011, the Government confirmed its decision to abolish the DRA and its accompanying statutory procedure, effective from 1 October 2011. This means that it will be unlawful age discrimination for an employer to require employees to leave employment at a particular age by reason of retirement unless this can be objectively justified.

This measure is one of the steps that the Government is taking to enable and encourage people to work for longer. There are a wide variety of reasons for pursuing this course of action, including demographic change; financial benefits to both the individual and the wider economy; and the health and social benefits many people gain from working later in life.

Transitional Arrangements

In order to facilitate the phasing out of the DRA, transitional arrangements will be put in place for a six month period running until 30 September 2011 as follow:

- The last day that employees can be compulsorily retired using the DRA is 30 September 2011, so the last day to provide the notice required by the DRA provisions is therefore the 30 March 2011.
- Employers will not be able to issue new notifications of retirement using the DRA on or after 6 April 2011
- From 1 October 2011 no employee can be compulsorily retired by an employer because they have reached the age of 65 unless that retirement can be objectively justified or except in limited circumstances (below)
- In very limited circumstances and where formal notice has been given before the end of March 2011, staff whose 65th birthday falls before 1 October 2011 can continue to be compulsorily retired up until 5 April 2012

These arrangements mirror the current process that is followed by employers as part of the statutory procedure for retirement under the Equality Act 2010.

Objective Justification

Whilst the law does allow employers to make a case for objective justification to retain a retirement age for all or specific groups of staff, it is expected that it would prove extremely difficult to demonstrate this sufficiently as well as it opening the door to serious legal challenge and the associated employment risks.

3. UNIVERSITY OF EDINBURGH'S POSITION

The University, along with the vast majority of employers, proposes to come into line with the government's decision to abolish the DRA and we do not seek to objectively justify a retirement age at this time. We would wish to reserve the right to review this position in the future as appropriate. However, we believe that the legal and social direction of travel in the UK and beyond makes future reversion to having a retirement unlikely.

The University shall continue to use the current/transitional arrangements to continue to retire staff who reach the age of 65 before the 1 October 2011 to retire in the normal way, with the appropriate formal notification.

It should be noted that compulsory retirement will no longer constitute a reason for fair dismissal from April 2012 onwards, and in most cases from October 2011. Where there is cause to have to consider dismissal for any legitimate reason, dismissal grounds will need to refer to redundancy, capability or conduct as appropriate as they would for all employees, regardless of age.

4. IMPACT OF THE CHANGES

For staff:

Staff will no longer be required to retire at age 65 if they do not wish to do so and formal notification of retirement will cease with effect from 30 March 2011. Staff will continue to receive notification six months prior to the age at which they are entitled to take a pension (pensionable age) but this will make very clear that there is no associated requirement to retire.

Staff can therefore choose when they wish to 'retire' or resign in the future and they need only give the appropriate notice period as stated in their terms and conditions.

Staff who are approaching or who work beyond age 65 should be treated in the same way as other staff. They should have access to the same training and promotion/regarding opportunities and should be subject to the same managerial processes (e.g. performance and development reviews).

For the University:

There will be an almost immediate reduction from April 2011 in the administrative burden currently associated with the DRA procedures in terms of time and of cost.

The wider impact of this decision will begin to be felt in the latter half of this year although it is virtually impossible to predict the numbers of staff who may wish to remain in work beyond age 65 or for how long. Research contained within the Government's consultation paper suggests that the levels could be between one third and one half of staff opting to stay beyond the age of 65, although it does not project for how long they may wish to continue to work. This remains to be seen in future years.

The abolition of the DRA can be seen as an opportunity to review our practices and processes in key people management areas such as recruitment; succession planning; talent management; performance management and flexible working arrangements (including flexible retirement options linked to pensions). The Government has made reference to external managerial guidance (ACAS and Age Positive) that supports such cultural changes and that demonstrates the benefits of managing an older workforce.

KEY AREAS OF INTEREST

Workforce Planning

This change will reinforce the need to have good people management practices in place across the University that can support all staff through their various career transitions during their working life. It will also become increasingly important to hold workplace discussions with staff of all ages to discuss future plans in order to help with succession and budget planning and it will remain perfectly in order to do so. The University is in the process of developing and promoting Performance and Development Review (P&DR) to facilitate such discussions and support personal development. This is a key management process that provides a framework for developing and enhancing the performance of all staff, irrespective of age.

Flexible Retirement

It is recognised that staff in the future may wish to consider phased changes to their working arrangements as part of their personal plans for moving towards 'retirement' e.g. part-time working or alternative work of some kind. The University already has a Flexible Working Policy in place that allows such arrangements to be considered and this will be a useful tool for managers in managing requests from their staff. The University is currently working towards flexible pension options in partnership with its various pension scheme providers and full advice and guidance is expected to be in place later this year. This will offer staff a range of options if they continue working past pensionable age, such as deferring pension or taking partial pension.

5. IMPLEMENTATION PLANS

The impact and required actions are best considered in the short, medium and longer term, with plans put in place to manage all three scenarios effectively.

Short term: A short life HR working party has been set up to look at the immediate priorities and actions required by this change in the law, including transitional arrangements, changes to relevant documentation and initial communication to staff.

Medium term: There will be a requirement to consider the wider impact of these changes in terms of a range of key people strategies and managerial systems. As highlighted above, this will address flexible working and flexible retirement options, and approaches to workforce planning. This will involve working in partnership with other areas of the University in order to find the optimum way forward.

Long term: It will be important to monitor the actual impact of the removal of the DRA for the University, with a view to reviewing strategy, policy and practice as appropriate.

It is proposed that senior HR colleagues and other key stakeholders further consider and define the forward strategy in the wider University and Higher Education context over the coming months.

6. CONCLUSION

This is a significant change for the University, its staff and managers, and for wider society that will require further consideration as the new regulations are implemented later this year. However, it offers a real opportunity to both staff as individuals, and the University as a whole, for more scope and choice as well as for policies, procedures and practices to be reviewed to make them fit for purpose for future needs.

7. ACTION REQUIRED BY CMG

The CMG is asked to note the impact of the new legislation and to further note and approve the approach being taken to implement this for the University of Edinburgh.

Further updates will be provided to CMG as and when appropriate

Melanie Macpherson
Corporate Human Resources
16 February 2011

The University of Edinburgh

Central Management Group

9 March 2011

Summary of findings and recommendations from the Senatus Researcher Experience Committee Task Groups – “The Edinburgh PhD Experience” and “Concordat Implementation”Brief description of the paper

This paper presents a brief summary of the findings of the recently completed task groups which investigated “the Edinburgh PhD Experience” and “Concordat Implementation”, under the auspices of the Senatus Researcher Experience Committee. The aim of the first task group was to identify both the positive and negative aspects of the PhD experience; to identify what the University does well, and what parts of its activities that impact on the life of the research student could be done better. This short paper sets out the key findings and suggested next steps which will be required in order to implement the proposed changes and improve the experience of research students at the University of Edinburgh.

The aims of the second task group were to assist the University in compiling its response to the Concordat survey, to investigate ways to help the University achieve the ‘EC Excellence in Research’ award, to identify and help progress actions for Colleges, and to recommend specific actions in relation to Strategic Plan targets. These were all informed by the Careers in Research Online Survey (CROS) data from 2009 and an internal Concordat gap analysis exercise. This paper summarises the recommended next steps.

Action requested

To consider the recommendations

Resource implications

Does the paper have resource implications? Yes – suggested allocation of tasks is included in the paper

Risk assessment

Does the paper include a risk analysis? No, but there is significant risk to PGR recruitment if we do not continue to develop and enhance the PGR student experience.

Equality and diversity

Does the paper have equality and diversity implications? No

Freedom of information

Can this paper be included in open business? No

Disclosure would substantially prejudice the commercial interests of any person or organisation

For how long must the paper be withheld? Until CMG approves its release

Any other relevant information

A paper summarising the academic implications arising from the work of the task groups will also be presented to Senate later in the year.

Originators of the paper

Vice Principal Professor Mary Bownes; Professor Wyn Williams; Ms Sheila Thompson
February 2011

The University of Edinburgh

Central Management Group

9 March 2011

H

Managing Changes in the Workforce

Brief description of the paper

This paper is being presented to Central Management Group (CMG) to propose a clear process for ensuring the effective management of changes in the workforce.

Action requested

As detailed in paper.

Resource implications

As detailed in paper.

Risk assessment

As detailed in paper.

Equality and diversity

Equality and diversity implications will be covered in the business case, if any arise.

Freedom of information

Can this paper be included in open business? No

Its disclosure would constitute a breach of the Data Protection Act.

Originator of the paper

Sheila Gupta
Director of HR

Professor April McMahon
Vice-Principal Planning, Resources and Research Policy

Dr Kim Waldron
University Secretary

The University of Edinburgh

Central Management Group

9 March 2011

Fees Strategy Group: note of meeting 23 February 2011

Brief description of the paper

Note of the meeting of the Fees Strategy Group of 23 February 2011. This includes recommendations to CMG on proposed increases to fees for 2011/12 and 2012/13.

Action requested

Approve recommendations as set out at items 3, 4, 5, 6, 7, and appendices 1, 2 and 3.

Resource implications

Does the paper have resource implications? Yes
This paper deals with fee setting for 2011/12 and 2012/13.

Risk assessment

Does the paper include a risk analysis? No

Equality and diversity

Does the paper have equality and diversity implications? Yes
Equality and diversity issues are considered as part of the ongoing monitoring of fee levels by the Fees Strategy Group

Freedom of information

Can this paper be included in open business? No

Disclosure would substantially prejudice the commercial interests of any person or organisation.

Withhold information until information published in table of fees.

Any other relevant information

To be presented by Professor April McMahon, Convener of the Fees Strategy Group

Originator of the paper

Susie Rice
Governance and Strategic Planning
1 March 2011

The University of Edinburgh

Central Management Group

9 March 2011

Potential Industrial Action

Brief description of the paper

UCU members have recently voted in favour of both strike action and action short of a strike and action may begin at a week's notice. The purpose of this paper is to seek clarification of the University's position on the withholding of pay in relation to industrial action.

Action requested

CMG is asked to confirm the University's position on the deduction of pay in relation to strike action (see para 5) and action short of a strike (see para 12).

Resource implications

No significant direct resource implications are envisaged.

Risk Assessment

Does the paper include a risk analysis? Not directly. The reason for considering the University's position is to identify appropriate action to minimise the size and duration of industrial action, in order to fulfil it's obligations as a participant in the national negotiations framework and minimise the impact - particularly on students.

Equality and Diversity

Does the paper have equality and diversity implications? No.

Originator of the paper

Sheila Gupta, Director of HR
Eilidh K Fraser, Deputy Director of HR

Freedom of information

Can this paper be included in open business? No

Its disclosure would substantially prejudice the effective conduct of public affairs

For how long must the paper be withheld? As a minimum, until the clear conclusion of the current national industrial dispute. It may be appropriate to withhold for a longer period in order not to prejudice the University's position in relation to future industrial action of a similar nature.

The University of Edinburgh

Central Management Group

9 March 2011

**Management Accounts
Six months to 31 January 2011**

Brief description of the paper

The University's top-level Management Accounts are presented, including summaries for each College and Support Group.

Action requested

The paper is for information.

Resource implications

None.

Risk Assessment

The continuing financial health of the University.

Equality and Diversity

None

Any other relevant information

None.

Freedom of information

Can this paper be included in open business? No

Its disclosure would substantially prejudice the commercial interests of any person or organisation.

The paper should be withheld until after publication of the University's Annual Accounts for 2010-11 (i.e. 31st December 2011).

Originator of the paper

Andy Davis
15 February 2011

The University of Edinburgh

Central Management Group

9 March 2011

**Annual TRAC Return, fEC Research Overhead Rates and
TRAC for Teaching Submissions 2009/10**

Brief description of the paper

The University's Annual TRAC Return for 2009/10 is presented, along with a summary of corresponding full economic cost overhead rates for research, and the University's TRAC for Teaching return 2009/10.

Action requested

The paper is for information.

Resource implications

None.

Risk Assessment

The continuing financial health of the University.

Equality and Diversity

None

Any other relevant information

None.

Originator of the paper

Andy Davis
Julia Mifflin
24 February 2011

Freedom of information

Can this paper be included in open business? No

Its disclosure would substantially prejudice the commercial interests of any person or organisation

The paper should be withheld until after publication of the University's Annual Accounts for 2010-11 (i.e. 31st December 2011).

The University of Edinburgh

Central Management Group

9 March 2011

**Request for ex-NPRAS handling of tuition fee income within the University of
Edinburgh for programmes incurring costs abroad**

Brief description of the paper

The attached paper outlines two sets of requests for tuition fee income to be handled outwith the NPRAS mechanism: firstly, two Masters programmes involving language study abroad, and secondly, a set of Education programmes to be delivered in Singapore.

Action requested

For approval.

Resource implications

Does the paper have resource implications? Yes.

As detailed in paper.

Risk Assessment

Does the paper include a risk analysis? No

Equality and Diversity

Does the paper have equality and diversity implications? No

Any other relevant information

To be presented by Professor Dorothy Miell, Vice-Principal and Head of the College of Humanities and Social Science

Freedom of Information

Can this paper be included in open business? No

Disclosure would substantially prejudice the commercial interests of any person or organisation

Originator of the paper

Helen Taylor
Resources Administrator, CHSS



The University of Edinburgh

Central Management Group

9 March 2011

Vice-Principal, Planning, Resources and Research Policy's Contingency Fund

Brief description of the paper

This paper contains information on the position to date in respect of the 2010/2011 budget.

Action requested

For information.

Resource implications

Does the paper have resource implications? Yes, as noted in the paper.

Risk assessment

Does the paper include a risk analysis? No

Equality and diversity

Does the paper have equality and diversity implications? No

Freedom of information

Can this paper be included in open business? No, disclosure would substantially prejudice the commercial interests of any person or organisation.

This paper should remain closed until the Management Accounts for this period have been published.

Originator of the paper

Dr Katherine Novosel
Head of Court Services

To be presented by:

Vice-Principal Professor A McMahon
March 2011



The University of Edinburgh

Central Management Group

9 March 2011

**Schedule of Dates of Meetings in Session 2011-2012
of the Central Management Group**

The following dates have been set for meetings of the Central Management Group during the academic session 2011/2012. Meetings will be held unless otherwise notified at 10.30am in the Raeburn Room, Old College.

2011

24 August 2011 (Reception Room, McEwan Hall)

11 October 2011 (Tuesday) (Reception Room, McEwan Hall)

14 November 2011 (2 pm until 5 pm)

2012

25 January 2012

7 March 2012

18 April 2012

23 May 2012

20 June 2012

Members are invited to note the schedule of dates.

The meetings of the CMG remaining in the 2010/2011 session will be held on: 20 April, 25 May and 15 June at 10.30 am in the Raeburn Room, Old College.

Dr Katherine Novosel
Head of Court Services
2 March 2011