

**Agenda for a meeting of the Central Management Group
to be held at 10.30 am on Wednesday, 20 June 2012
in the Raeburn Room, Old College**

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|--|---|----------|
| 1 | Minute of the meeting held on 23 May 2012 | A |
| 2 | Matters Arising | |
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| 3.1 | Principal's Communications | |
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| FOR DISCUSSION | | |
| 4 | SFC – Outcome Agreement | C |
| 5 | Scottish Equality Regulations and Equality Impact Assessment (closed) | D |
| 6 | Internal Audit Report | E |
| FOR INFORMATION/FORMAL APPROVAL | | |
| 7 | Report from Staff Committee | F |
| 8 | Report from Fees Strategy Group (closed) | G |
| 9 | Tuition Fees (closed) | H |
| 10 | Proposal for Management of Social Responsibility and Sustainability (closed) | I |
| 11 | Proposal to Establish a Chair of History of Art | J |
| 12 | Proposal to Establish a Chair of Geochemistry | K |
| 13 | Any Other Competent Business | |
| 14 | Date of next meeting | |

Wednesday, 22 August 2012 at 10.30 am in the Raeburn Room, Old College

Central Management Group



Wednesday, 23 May 2012

MINUTE

- Present: Senior Vice-Principal Professor N Brown (in the chair)
Vice-Principal Professor M Bownes
Vice-Principal Professor C Breward
Vice-Principal Professor S Hillier
Vice-Principal Professor D Hounsell
Vice-Principal Professor R Kenway
Vice-Principal Professor D Miell
Vice-Principal Professor L Waterhouse
Vice-Principal Professor L Yellowlees
Professor J Seckl
Mr N A L Paul
- In attendance: Dr I Conn
Dr A R Cornish
Mr A Currie
Mr S Marsden on behalf of Vice-Principal Professor J Haywood
Mr D Montgomery on behalf of Mr J Gorringe
Assistant Principal Dr S Rigby (for items 8 and 9 only)
Mr F Gribben (for item 13 only)
Dr K J Novosel
- Apologies: The Principal
Vice-Principal Professor J Haywood
Vice-Principal Professor C Jeffery
Mr J Gorringe
Dr K Waldron
Ms S Gupta
Mr D Waddell

1 MINUTE OF THE MEETING HELD ON 18 APRIL 2012 Paper A

The Minute of the meeting held on 18 April 2012 was approved as a correct record.

2 PRINCIPAL'S Business

2.1 Principal's Communications

In the absence of the Principal, Senior Vice-Principal Professor Brown reported on the following: the outcome of the interviews to recommend appointment of a Vice-Principal, Planning, Resources and Research Policy to Court (Professor Jonathan Seckl); the appointment of Mr Phil McNaull (currently Director of Finance at Heriot-Watt University) to the position of Director of Finance with effect from 1 September 2012; discussions with the SFC on drafting outcome agreements; and REF preparation.

- 2.2 Principal's Strategy Group** **Paper B**
- CMG noted the report.
- FOR DISCUSSION**
- 3 STRATEGIC PLAN (CLOSED)** **Paper C**
- It was noted that the Plan was now nearing completion prior to the final document being signed off by Court at its meeting on 2 July 2012 with the main focus now on finalising the KPIs and targets. CMG supported the proposed changes to shorten the strategic goal headings and made a number of suggestions and comments which would be taken forward.
- 4 UNIVERSITY'S RISK REGISTER (CLOSED)** **Paper D**
- CMG noted the revisions and endorsed the updated University Risk Register.
- 5 GENERAL COUNCIL FEE (CLOSED)** **Paper E**
- There was general support for the proposal and it was noted that there would be other mechanisms put in place to inform new graduates of their membership of the General Council. CMG agreed to recommend to Court the proposal that as from the commencement of the academic session 2012/2013, graduands should no longer be charged a General Council Membership Fee.
- 6 REPORT FROM ESTATES COMMITTEE (CLOSED)** **Paper F**
- CMG endorsed the recommendations as set out in the paper in particular the proposal to construct a nursery facility at King's Buildings, the various property disposal, lease and purchase matters including the current position with the Bongo Club and the revised Drinking Water Policy.
- 7 REPORT FROM THE STANDING CONSULTATIVE COMMITTEE FOR REDUNDANCY AVOIDANCE (SCCRA) (CLOSED)** **Paper G**
- The SCCRA Report and the monitoring work undertaken by the Committee were noted.
- 8 SUPPORT FOR STUDENT EMPLOYABILITY PROJECTS** **Paper H**
- CMG was generally supportive of the proposal to appoint a Project Officer from June 2012 until June 2014 to take forward two projects to promote student employability: the first to develop multi-professional teams of students to work in a voluntary capacity within the community based on the current approach within the School of Law; and the second to further develop the innovative learning week. It was agreed that as with other such initiatives this should be funded through matched funding between the centre (VP contingency fund) and the Colleges dependent on further consideration of the financial position and discussion with Colleges on the specifics of these initiatives.

- 9 STUDENT SUPPORT REVIEW: IMPLEMENTATION Paper H1**
- It had previously been agreed at PSG to undertake a review of student support as part of the initiatives to enhance the student experience and the outcome of this review had now been considered and supported by PSG. CMG considered and endorsed the proposal to initiate a three year project with a number of interrelated strands at a cost of up to £1.2m per year to take forward the recommendations of the student services review. There was discussion on specific aspects of the recommendations particularly around the desire to initially have in place by September 2012 student help desks in the main and King's Buildings' libraries and the need to ensure from the outset that these operated effectively and linked to the various services including those provided by EUSA; it was suggested that multi-lingual staff on the help desks would be advantageous. It was further noted that the source of the funding to support this project was yet to be finalised.
- 10 REVIEW OF HONORARY APPOINTMENTS Paper I**
- CMG welcomed the review and approved the recommendations for implementation as set out in the paper including that future emeritus Professors will carry the title of their former chair or discipline and that all honorary positions will be non-remunerated. It was further noted that these recommendations did not cover clinical honorary positions which would be taken forward at a later stage.
- FOR INFORMATION/FORMAL APPROVAL**
- 11 MANAGEMENT ACCOUNTS FOR 9 MONTHS TO 30 APRIL 2012 (CLOSED) Paper J**
- The continuing strong financial performance was noted.
- 12 Q3 MANAGEMENT ACCOUNTS FORECAST 2011-12 (CLOSED) Paper K**
- CMG welcomed the forecast group surplus of £41.6m based on the March 2012 management accounts. The improved outlook from the quarter 2 forecast was noted and the University's satisfactory position at this stage in the financial year.
- 13 GAELIC LANGUAGE PLAN Paper L**
- CMG endorsed the draft Plan and approved the initiation of a six week public consultation period. The funding implications were also noted and the current process to seek support from Bòrd na Gàighlig.
- 14 PROCUREMENT UPDATE (CLOSED) Paper M**
- The changes to the organisation of the procurement team were noted and the impact of legal changes on procurement practice. In particular CMG noted the protocol with the police and the potential risk areas for the University re serious organised crime.
- 15 PROPOSAL TO ESTABLISH A CHAIR OF CHILD PROTECTION Paper N**
- CMG approved the proposal to establish a new Chair of Child Protection.

The University of Edinburgh

Central Management Group

20 June 2012

**Principal's Strategy Group Meeting
21 May 2012**

Amongst the items discussed were:

1. Strategic Plan 2012-2016

Dr Cornish led the Group through the current version of the Strategic Plan and discussed the feedback received from the meeting of the University Court on 14 May 2012. The Group debated the outstanding queries and offered their advice on the further refinement of the draft.

2. Risk Register

The Group considered and discussed the risk register and suggested that the risks associated with interaction with the UKBA should be given a more prominent position and that an item concerning ethics should be added to the register.

3. Student Support Services Review

Members discussed the paper and agreed that it would proceed to the meeting of the Central Management Group on Wednesday 25th May with support from PSG before going to F&GPC.



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Central Management Group

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Outcome Agreement with SFC for 2012-13

Brief description of the paper

This paper sets out the background and reports on progress in developing the University's outcome agreement with SFC for 2012-13.

Action requested

For information.

Resource implications

Does the paper have resource implications? Having a signed agreement in place for 2012-13 is a condition of grant for 2012-13 SFC funding. Outcome agreements will be used to determine future allocations of SFC grant.

Risk assessment

Does the paper include a risk analysis? The risks inherent in outcome agreements are addressed in the University Risk Register.

Equality and diversity

Does the paper have equality and diversity implications? Equality and Diversity will be addressed in outcome 5.

Freedom of information

Can this paper be included in open business? Yes.

Originator of the paper

Dr Alexis R Cornish
Director of Planning & Deputy Secretary
13 June 2012



Outcome Agreement with SFC for 2012-13

Background

The Cabinet Secretary's letter of guidance to SFC indicated that, with the additional investment through the SR settlement, the Council must ensure improved outcomes across a number of areas and deliver a more differentiated set of funding allocations. In its funding letter for 2012-13, announced in March 2012, SFC confirmed its intention to use outcome agreements with each university as the instrument to deliver the Cabinet Secretary's priorities and improved outcomes. SFC indicated its intention to complete negotiations on outcome agreements for 2012-13 by the end of July 2012. SFC also stated that until the outcome agreement has been signed, SFC will cap the release of 2012-13 main teaching and research funding at 2011-12 levels. It is our understanding that provided the agreement is being progressed in good faith funding will not be withheld although that has not yet been confirmed formally.

Approach

It is only very recently that SFC began engaging with individual universities to develop outcome agreements for 2012-13. Over 50 staff in SFC are involved in the exercise. The SFC team working with Edinburgh is Paul Hagan, Director, Research & Innovation, Pauline Jones, Senior Policy Officer and Nicola Gordon, Policy Officer. They are also working with Heriot-Watt, St Andrews and the Royal Conservatoire of Scotland. Our core team consists of Stuart Monro, Nigel Brown, Mary Bownes and Alexis Cornish.

For our first meeting on 15 May, SFC identified 3 overarching outcomes for 2012-13 - knowledge exchange, widening access and patterns of provision (where the initial focus is primarily on Nursing). This meeting was rather vague both in terms of process and content.

We had our second meeting at the end of last week, which Derek Waddell and Dorothy Miell also attended, and although the process is still evolving, we now have a clearer idea of what is required. SFC has now added a further 3 outcomes - international competitiveness of research, efficiency of the learner journey and improved retention, and equality and diversity. Given the timescales, SFC agreed with our proposal to prioritise the initial 3 areas in the first instance.

Content

SFC provided us with a draft outcome agreement document as a starting point for discussion at the meeting on 7 June. Within each of the outcomes SFC has set out objectives and aims and we are asked to report on our strategies, plans and activities and set targets in support of delivering these outcomes. The core team is continuing to negotiate with the SFC team on some of these, particularly where we feel that the level of detail being asked for is inappropriate to a university of our scale and size.

We will use the agreement to demonstrate our strengths and showcase our achievements as well as set out our ambitions for the future. Our SFC team has agreed that work on developing targets may continue over the summer in order that these are arrived at in an informed way. GaSP is co-

ordinating the drafting of our outcome agreement with input from a number of colleagues including ERI, SRA, VP Public Policy and the Colleges. We are also engaging with our EUSA officers.

We are awaiting a response from SFC as to how far our new Strategic Plan 2012-16 addresses some of the areas of the outcome agreement.

Next steps

We were made aware by SFC last week that we are required to have the bulk of our outcome agreement in draft before their SFC Board meeting on 29 June. Our next meeting with the SFC team is on 27 June. We aim to have a draft document circulated to CMG for comment by return on 20 June. Our final document will require to be approved by Court.

Beyond 2012-13

SFC aims to establish an annual cycle to discuss outcome agreements for subsequent academic years during the autumn and have these finalised and signed off by December each year. They envisage publishing a summary document at that point setting out the key deliverables and funding for each university. This would replace the main grant letter that SFC normally publishes in December of each year.

Issues

Universities have raised a number of issues including the fact that the process is still evolving, the apparent lack of strategic approach and national coherence of targets, the move to very detailed levels of reporting, timescales that are very challenging, and the lack of clarity on how future SFC funding will be allocated. These issues are being progressed by Universities Scotland on behalf of the sector.

Alexis R Cornish, Director of Planning and Deputy Secretary
13 June 2012

The University of Edinburgh

Central Management Group

20 June 2012

D

Scottish Equality Regulations and Equality Impact Assessment

Brief description of the paper

This paper outlines the new 'specific duties' placed on the University by the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 which came into force on 27 May 2012. It makes proposals for addressing these duties, including particular proposals in respect of equality impact assessment for CMG's consideration and approval.

Action requested

For information and approval.

Resource implications

Implementation of the proposals has resource implications in relation to the time of staff. The intention is that equality impact assessment should be carried out as an integral part of the development and review of policies and practices.

Risk Assessment

Does the paper include a risk analysis? This paper outlines proposals to meet the Universities statutory equality duties. However, there are risks associated with failure to meet these duties, such as challenge by the Equality and Human Rights Commission or other bodies, individual discrimination claims and reputational risks. Although these risks cannot be wholly removed, the proposed action should reduce these risks.

Equality and Diversity

Does the paper have equality and diversity implications? Yes – it has significant implications for addressing the University's public sector equality duty, as set out in the paper.

Originator of the paper

Lorraine Waterhouse, Vice-Principal Equality and Diversity and
Eilidh K Fraser, Deputy Director of HR
with input from Karen Bowman, Director of Procurement in relation to the public procurement aspects

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? Until the policy approach to equality impact assessment is agreed.



The University of Edinburgh

Central Management Group

20 June 2012

Internal Audit Report

Brief description of the paper

Senior management is responsible for governance and internal control. The attached report covers the work done by Internal Audit between October 2011 and May 2012. It is provided as part of the overall monitoring framework to help management assess the University's control environment and it highlights the significant pan-university issues arising.

Action requested

Members are asked to note and, if so minded, to discuss the contents of the report.

Resource implications

None directly, but there may be resource implications arising depending upon actions agreed.

Risk assessment

Specific residual risks identified during the period are highlighted in the report.

Equality and diversity

Not applicable

Freedom of information

Can this paper be included in open business? Yes

Any other relevant information

Not applicable

Originator of the paper

Hamish McKay
Chief Internal Auditor
8 June 2012

Internal Audit

Internal Audit Reviews - listed in the order completed from October 2011 to May 2012.

Completed audit assignments

- 1 Moray House School of Education
- 2 Severance Annual Return
- 3 Cash transaction authorisations
- 4 Use of credit card terminals - VfM
- 5 Shared Academic Timetabling Project
- 6 Eligibility for Research Council Studentships
- 7 Financial control processes for Estates & Buildings payments
- 8 UKBA legislation – staff
- 9 Medical Education
- 10 Research Grants Section
- 11 Research grant cost recovery
- 12 School of Economics
- 13 Edinburgh University Press
- 14 School of Physics & Astronomy – special investigation
- 15 Password Policies
- 16 Data Protection Risk

Issues arising

Issues are highlighted below where the subject has either (a) wider significance across the University and/or, (b) common themes requiring attention by senior management. Some assignments were carried out by specialist staff under contract.

Password Policies

Passwords are currently the only practical, effective, and hence the most commonly used means of authentication in the University, albeit subject to some weaknesses. Promulgating password policies, and monitoring observation of same, remains a challenge on a pan-University basis. From related work, we have identified a number of incidents involving access controls and IT security in general. The lack of any authorised body to provide a focus for proactive monitoring and testing activities regarding passwords, and IT Security in general is of concern. Given the University's increased dependence on IT systems, we have recommended that consideration needs to be given as to whether this is matched with an appropriate investment in IT security resources and operations.

UKBA Legislation – Staff

The Immigration, Asylum and Nationality Act 2006 sets out the law on the prevention of illegal migrant working. It allows employers to establish a “statutory excuse” against liability for payment of a civil penalty for employing an illegal migrant by checking, copying and retaining certain documents (passports, visas, etc) before an individual commences employment and where relevant, by repeating these checks at least every 12 months.

Testing during this audit review did not reveal any migrant workers who are working illegally. HR have procedures in place to provide the “statutory excuse”, however there is evidence that, in some cases, these procedures are not being complied with, incurring additional temporary risks by foregoing the “statutory excuse” in those instances. Recommendations have been agreed to address these risks and for improvements to procedures and the provision of regular training and information for recruiters in schools / business units to address the temporary risk associated with staff starting work before specified documents have been checked. Recommendations have also been made to improve Oracle data integrity and validation.

Shared Academic Timetabling Project

The Project adheres to proven project administration mechanisms. Observations regarding the execution of some aspects of project management have been taken on board by the Project Team. The Project had been selected to pilot the governance toolkit developed by the Knowledge Strategy Committee. The Academic Sponsor was invited to provide a presentation to the Audit Committee recently. Members were reassured on various aspects of the project by the information provided, in particular, on the use of the project governance toolkit to provide the Project Board with information on the areas going well and the areas requiring action.

Data Protection Risk

The University has policies addressing aspects of data protection risk and these policies are successfully communicated via a variety of channels. Data protection responsibility is assigned to individuals across the University, and Records Management Section offers specialist support to all schools and departments. Testing indicated a high level of awareness in areas which routinely handle sensitive personal data. Although we can confirm that the University has taken all reasonable steps to observe data protection legislation, CMG should note that it will never be possible to prevent a deliberate breach or a gross abdication of responsibility.

Eligibility for Research Council Studentships

For a selection of Schools in the College of Science and Engineering, we reviewed the arrangements to ensure that Research Council doctoral training awards are distributed in accordance with eligibility requirements. Eligibility decisions are based on student's nationality, as declared by the student; while there is stringent checking of nationality this is done from a UKBA perspective which does not exactly overlap with Research Council eligibility decisions. We also highlighted the need to agree with research partners which institution is responsible for checking eligibility of students in research collaborations. CSCE has issued procedures to be followed in that College and other Colleges may wish to adopt them.

Research Grants Cost Recovery

Total costs per annum associated with Small Research Facilities are in excess of £13 million and the total value of capital equipment associated with the facilities exceeds £15m. (The majority of these are in CSCE.) If the University is to maximise cost recovery, it is essential that all such facilities are identified and costed fully; and that the rates are included in all relevant research grant applications. There are a variety of arrangements in place which should help ensure that recovery of small research facilities costs is maximised in practice in CSCE including: approval of such facilities by the College Accountant; a costing template; and an annual review procedure. There was scope to enhance existing processes through: preparing College-wide guidance notes; enhancements to the Implications of Research Grant Form for research grant applications; and various other measures identified during the review.

Streamline credit card terminals – VfM

This review focussed on optimising Value for Money around the "Streamline" system used to receive payments by debit and credit card. Streamline was introduced following a competitive tender (meaning that the system should provide Value for Money overall) but potential improvements were identified around the utilisation of the system. Current, normal practice throughout the University means that transaction fees are not recharged to, or recovered directly from, the payee. Rather such fees are absorbed by the departments, and are nominally included in each calculation of charges for services (and thus paid indirectly by the payee). This means that there was little incentive for payees to pay by the cheaper payment methods available (such as ePay) and thus for the University to bear reduced transaction charges. Fixed debit card transaction fees are on average much lower than the variable credit card fees and increased use of debit cards would reduce the overall transaction fee payable to Streamline. Consequently, we recommended that the supply of management information to users should be improved such that users have the information to aim to minimise transaction fees by incentivising payees to use cheaper methods of payment. We also identified a need to clarify roles and responsibilities when dealing with Streamline via improved protocols.

Hamish McKay,
Chief Internal Auditor, 8th June 2012

University of Edinburgh

Central Management Group

20 June 2012

Report from Staff Committee

Brief Description of Paper

This paper provides a summary of the key issues discussed and agreed at the meeting of Staff Committee held on 4 June 2012.

Action Requested

CMG is asked to note this paper.

Resource Implications

Any resource implications are covered in the content of the separate papers under discussion, where these are known. However, many papers are here for discussion and will be developed into a formal proposal later with costs, subject to support and agreement from Staff Committee for the initiative to proceed.

Equality and Diversity Implications

Any equality and diversity implications are considered as part of each initiative under discussion.

Risk Assessment

Any relevant issues relating to effective risk management are covered in the content of the separate papers under discussion.

Freedom of Information

Can this paper be included in open business? Yes

Originator of paper

Sheila Gupta
Director of Human Resources

Introduction

1. This paper summarises the key issues discussed and decisions reached at the meeting of Staff Committee held on 4 June 2012.

Matters Arising

HR Workforce Performance Indicators Report 2012

2. Ms Miller introduced this paper, which follows on from previous reports presented to Staff Committee summarising data from the annual DLA Piper HR Benchmark Report, which provides comparative data on a range of indicators against which the University is able to evaluate its performance with other Higher Education and other sectors in the UK. Ms Miller highlighted a number of points that merited greater consideration, in particular, that the University planned to conduct Equal Pay Audits every two years and that gender pay differences would be a theme in the new Strategic Plan.

3. After discussion, Staff Committee recommended the following:

- that receiving reports on benchmarking were useful and that these reports should continue with some revisions in the analysis for next year, including the presentation of the statistical data
- an update on whether the indicators of the University's performance were demonstrating an improvement or not. It would be most helpful to focus on the measures that matter most to the University and its position in relation to our comparators
- an appendix to be added for next year providing, "History at a Glance"
- provide information on priorities for action that come from the data.

4. Ms Miller agreed to take these actions away and revise the report for the future to reflect the advice of Staff Committee.

Review Proposal – Principles for Academic Workload Scheme

5. Ms Miller introduced the paper and provided the background for the proposals with it. These related to two primary drivers for reviewing the current principles and practice across the University:

(i) During broad consultation with UCU they cited concerns relating to academic staff workloads and parity of treatment of academic staff carrying out the same or similar tasks. As a consequence, University HR Services advised that consideration would be given to reviewing the guidance document entitled, "Principles for Academic Workload Schemes".

(ii) Academic workload models have also been raised in relation to the new Personal Tutor Scheme, part of the wider Enhancing Student Support Project, in which a number of Schools have identified academic workloads as a risk to the successful implementation of the scheme. UCU have raised formally their concerns over this particular aspect of the implementation of the Personal Tutor Scheme through the Student Support Implementation Group.

6. It was agreed that these concerns would be discussed at Staff Committee to inform a way forward that would offer assurance to academic staff, that the University would embed policies and practices that represented fair, transparent and equitable allocation of work across the University, whilst recognising disciplinary differences. The choice to be made would be between whether to carry out a focused project to review the current 'Principles for Academic Workload Allocation' document, or to embark on a far more significant piece of work at University level on analysing various different schemes in operation on workload allocation. In making an assessment of options, Staff Committee considered the need for swift and meaningful action, which a more significant project would not be able to deliver within tight timescales. A further consideration was that in view of two other major projects that are underway, relating to Student Support and Tutors and Demonstrators, it may be advantageous to await the conclusion of these projects, before embarking on another similar endeavour.

7. Ms Miller sought the advice of Staff Committee on appropriate actions to take forward based on the issues that were covered in the paper. Staff Committee advised that:

(i) a single University model would not be either possible or practical, but that each School should have/develop a workload allocation scheme, informed by disciplinary considerations and that this work would best be conducted at College level, to afford the opportunity for those Schools with similar disciplinary demands, to compare their work and develop good practice together

(ii) transparency and openness were important features of any process seeking to achieve equity and fairness and these principles needed to be embedded within School-based models

(iii) more work had to be carried out on ensuring the accuracy of data, which also played an important part in ensuring parity of treatment. However, the schemes should not be over-burdensome to operate.

(iv) the current principles were in need of review and should be updated in the light of the debate.

8. Professor Waterhouse concluded that these recommendations would be taken forward in the interests of promoting good practice and sustaining positive relations with the University's trade unions. She also suggested that the University should consider these principles in relation to professional services staff.

Staff Disability Policy

9. Professor Waterhouse introduced the reasons for the University developing a Policy on Staff Disability and then invited Ms Fraser to present the Policy in more detail. She explained that the new policy had provided an opportunity to codify current established arrangements for supporting disabled staff and provide advice on good practice.

10. A helpful discussion followed and it was recommended that in order to foster a truly inclusive and positive environment, more emphasis should be placed on how reasonable adjustments benefit all staff, promoting a proactive culture and making changes that anticipate the needs of disabled people. This approach was endorsed fully and it was agreed to amend the policy to reflect this principle.

Learning & Development Governance: Decision-Making Framework

11. Ms Robertson presented the paper setting out its purpose. She explained there was currently no University-wide governance and decision-making structure which could be used at a University level to identify, plan, resource, deliver and evaluate training and development needs and provision to support strategic priorities, for example, leadership development, management skills programmes or equality and diversity training. To date, such provision had evolved over time and, whilst well received, there was no clear strategic link to either the University's or College/Support Group Strategic Plans. Most large organisations operate such frameworks to ensure the relevance and value that the investment in training and development provides to them.

12. This framework would not impact on the range of training and development managed and offered locally in Schools and Support Groups, which deal with individual or more local academic, professional or group needs. The mixed model of central and local provision works well.

13. A wide ranging debate followed and Staff Committee offered the following advice:

(i) the title of the framework needs to be considered to reflect the fact that this model is intended to provide direction and inform decisions in relation to strategic need and avoid confusion with provision relating to student learning.

(ii) there was strong support for the need for such a model in order to enable the University to have a clear system for embedding Annual Review across the University.

(iii) the model was seen as a useful means for determining what should be provided centrally and locally. It also afforded a systematic means by which to engage with external provision, which was key for much of the University's people development agenda.

(iv) it was agreed to move forward by addressing the use of language to ensure its relevance; by making clear that this model is high level and not intended to cut across established areas of local provision, but to set the agenda at the University level; and to proceed with the actions set out in the paper in an exploratory mode.

Scottish Public Sector Equality Duty Regulation

14. Professor Waterhouse set out the legislative context for this paper and Ms Fraser then presented its main provisions. She explained the new legal obligations that the University would be required to implement with the publication of the Scottish Public Sector Equality Duty Regulations.

15. Ms Fraser highlighted the particular importance of the need to have a clear policy and guidelines on the use of Equality Impact Assessments. Detailed work was currently underway on producing these documents, which would be based on the advice of the Equality and Human Rights Commission and the Equality Challenge Unit. Such advice was only now being made available, but would enable the University to produce template forms, guidance and related training programmes, to

help staff implement these requirements across the piece in a way that was meaningful and contributed to embedding equality into all of our policies and practices as relevant.

16. Staff Committee endorsed the report and the recommended actions for progressing this important agenda.

Standing Items

Appeals Against Dismissal

17. It was reported at the last Staff Committee that there had been 7 Appeals against dismissal, 5 of which had not been upheld.

18. Ms Gupta reported at this meeting that the remaining 2 appeal cases had not been upheld.

Any Other Business

19. Professor Waterhouse thanked Professor Nigel Brown and Professor Dai Hounsell for their contribution to Staff Committee and wished them well in their retirement.



The University of Edinburgh

Central Management Group

20 June 2012

Fees Strategy Group: note of meeting 6 June 2012

Brief description of the paper

Note of the meeting of the Fees Strategy Group of 6 June 2012. This includes recommendations to CMG on non-routine fee proposals for 2013/2014.

Action requested

Approve recommendations as set out at items 3, 4, 6 and appendices 1, 2, 3 and 4. Note the point at item 2.

Resource implications

Does the paper have resource implications? Yes.

This paper deals with fee setting for 2013/2014 and scholarship schemes.

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 and its Secretary.

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.

Originator of the paper

Deborah Cook
Governance and Strategic Planning
13 June 2012



The University of Edinburgh

Central Management Group

20 June 2012

Routine Tuition Fees: Postgraduate Taught

Brief description of the paper

The paper contains routine proposals to increase fees for postgraduate taught courses in years 2013/14. This is part of a new accelerated business process to approve routine fees as agreed by CMG on 7 March 2012.

Action requested

Approve the recommendations.

Resource implications

Does the paper have resource implications? Yes.

This paper deals with fee setting for 2013/2014.

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 and its Secretary.

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.

Originator of the paper

Deborah Cook
Governance and Strategic Planning
13 June 2012

The University of Edinburgh

Central Management Group

20 June 2012

**Social Responsibility and Sustainability
Proposals for management within Corporate Services Group**

I

Brief description of the paper

The paper presents a summary of the current structures for the management of Social Responsibility and Sustainability at the University and highlights proposals for a restructuring within the Corporate Services Group which will deliver the next phase of development and implementation of the SRS Strategy adopted by Court in 2010.

Action requested

CMG is invited to note the proposal and endorse the recommendations contained in the paper.

Resource implications

Does the paper have resource implications? The proposed restructure will be funded from existing CSG budgets.

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

The Director of Corporate Services will present the paper.

Freedom of information

Can this paper be included in open business? No

If no, please indicate which of the reason below justifies the paper being withheld.

Other reason (sensitive HR issues to be concluded)

This paper should be withheld until appointments to the various posts have been confirmed.

Originators of the paper

Nigel Paul, Director of CSG
VP Mary Bownes

The University of Edinburgh

Central Management Group

20 June 2012

Proposal to create a Chair in History of Art

Establishment of a new Chair in History of Art

Edinburgh College of Art seeks to create and appoint to a Chair in History of Art. This new chair will not be period-prescribed, but will join History of Art at this critical post-merger period which coincides with two other senior colleagues who are retiring or leaving in the run up to REF. (More detailed justification of the post on staffing grounds can be provided, if required.)

The Edinburgh College of Art sees this post as a strategic appointment for the following reasons:

- History of Art would benefit from an incoming colleague at this high level who could assist us in developing our distinctive identity.
- We are keen to develop the subject area in innovative ways, within ECA and the University as a whole.
- We are also keen to position ourselves more proactively within our discipline on a national and international stage, leading on initiatives that promote the integrity of historical research and method in the visual arts, relationships with contemporary practice, and collaboration with non HEI partners.
- Now that we are part of an expanded ECA it is the perfect time to embark on this exciting new phase.

Edinburgh College of Art will insist on 4* research outputs, experience of successful grant applications and a portfolio of high-profile collaborative projects that will strengthen the REF submission for UoA34; the holder of the Chair will have experience of international collaboration with sister institutions including museums, galleries and industry; s/he will assume major leadership and management roles at subject area and ECA-level.

History of Art is currently in sound financial health and expects the Chair to generate additional income, so making this appointment a sensible financial investment.

Professor Chris Breward, ECA Principal

Dr Vicky Coltman, Head of History of Art

CMG is invited to recommend to Court and Senate the adoption of the appropriate resolution.

Action requested

For approval

Resource Implications

Does the paper have resource implications?

Yes

Risk Assessment

Does the paper include a risk analysis? No

Equality and Diversity

Does the paper have any equality and diversity implications? No

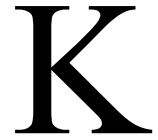
Freedom of Information

Can this paper be included in open business? Yes

Originators of the paper

Professor Chris Breward, ECA Principal
Dr Vicky Coltman, Head of History of Art
21 May 2012

Professor Dorothy Miell
Vice-Principal and Head of College of Humanities and Social Science
22 May 2012



The University of Edinburgh

Central Management Group

20 June 2012

Proposal to establish a Chair of Geochemistry

Brief description of the paper

An opportunity exists in School of GeoSciences to consolidate research in geochemistry. A Chair appointment is proposed to bring a distinguished researcher to the School to help in realising this opportunity.

Action requested

For approval.

Resource implications

Does the paper have resource implications? Yes

The chair is intended to be funded from existing School resources.

Risk Assessment

Does the paper include a risk analysis? No

Equality and Diversity

Does the paper have equality and diversity implications? No

Originator of the paper

Professor Lesley Yellowlees, Head of the College of Science and Engineering
July 2007

Freedom of information

Can this paper be included in open business? Yes

Appointment in Geochemistry

Background: The University of Edinburgh has a longstanding reputation for excellence and innovation in geochemistry. This can be traced back as far as James Hutton and John Murray, but in the more recent era has focussed on marine, environmental and solid-earth geochemistry using novel field, experimental and analytical techniques and facilities. These analytical facilities currently include the world-class Ion Microprobe facility, high-pressure and high-temperature experimental facilities (including contributions to CSEC), trace element and stable isotope mass spectrometry and, with SUERC, accelerator mass spectrometry. Geochemistry is increasingly playing a key role in helping address some of the ‘grand challenge’ questions in the natural sciences, including those around environmental variability and change, natural resources (food, water, energy and material security), environmental health and climate change and mitigation. In these areas, geochemistry provides the basis for identifying key processes, quantifying rates and timings, and developing strategies for mitigation of climate change and pollution risk. Increasingly, geochemical processes are included in sophisticated models used to develop an ability to predict the behaviour of the complex coupled earth system (for example, bio-geochemical processes are now included in many Earth System Models used for future climate and environmental change research).

The Opportunity: In recognition of the growing relevance of geochemistry to environmental science, we now seek to establish a Chair in Geochemistry. This case is further strengthened through the emergence of an exceptional opportunity to attract to the University of Edinburgh an outstanding marine geochemist who is currently a Professor at another World-leading institution. Initial discussions with this person have been very constructive, and we now wish to be ready to move swiftly to secure the opportunity.

Description of the Post: We wish to establish a Chair in Geochemistry to be held in the School of GeoSciences. The successful candidate will have a world-class reputation in marine geochemistry and in geochronology. They will have a track record of innovation in developing high precision U-series dating of marine and terrestrial archives, innovation in using marine geochemical tracers to identify and quantify key Earth system processes on modern to geological timescales, a track record of combining process and modelling studies, and interests in recent climate and environmental change in the marine realm, including the potential for geo-engineering solutions to contribute to mitigation strategies. Further, they will have a demonstrated track record of securing external funding and for leading large, interdisciplinary and international research projects. The successful candidate is expected to capitalise on our existing facilities and areas of excellence in geochemical research, further develop our analytical capabilities, and to develop strong interdisciplinary links within the School and beyond. In summary, they are expected to provide dynamic and prescient leadership to ensure University of Edinburgh remains at the forefront of innovation and relevance in geochemical research.

Funding for the Post: The School has amassed considerable reserves over the past years and in the Annual Planning round agreed to invest much of these reserves in academic posts in the period up to the REF census date. The costs of this post are included within this planned expenditure. It is anticipated that more than 60% of this post’s costs will be recovered via the REG and the applicant recurrently recovering at least 30% of his or her salary costs via grant income.