

Central Management Group



Wednesday, 17 April 2013

MINUTE

Present: Senior Vice-Principal Professor M Bownes (in chair)
Vice-Principal Professor J Seckl
Vice-Principal Professor J Haywood
Vice-Principal Professor C Jeffery
Vice-Principal Dr S Rigby
Vice-Principal Professor L Waterhouse
Vice-Principal Professor L Yellowlees
Vice-Principal Mr N A L Paul
University Secretary Ms S Smith
Mr H Edmiston

In attendance: Dr I Conn
Mr A Currie
Ms S Gupta
Mr P McNaull
Mr D Waddell
Mr F Gribben on behalf of Vice-Principal Professor D Miell
Mr P Phillips, Deputy Director of Planning
Mr H McKay, Chief Internal Auditor (for items 6, 7 and 8 only)
Ms F Boyd,
Dr K J Novosel

Apologies: The Principal
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

1 MINUTE OF THE MEETING HELD ON 6 MARCH 2013

Paper A

The Minute of the meeting held on 6 March 2013 was approved as a correct record.

Members welcomed the new University Secretary, Ms Sarah Smith to this her first meeting of CMG.

2 PRINCIPAL'S BUSINESS

2.1 Principal's Communications

In the Principal's absence, Senior Vice-Principal Professor Bownes reported on the following: the opening of the new University Office of the Americas in Sao Paulo; the continuing success of MOOCS; and that the Principal had commenced his approved sabbatical at Stanford University.

2.2 Principal's Strategy Group

Paper B

CMG noted the report.

FOR DISCUSSION

- 3 PLANNING SUBMISSIONS 2013-2016 (CLOSED) Paper C**
- It was noted that there had been revisions of earlier drafts following discussions at the last meetings of PSG and CMG. The new approach of producing three year rolling plans was welcomed. The finalised executive summaries would be taken forward to F&GPC and Court in an appendix to the resource allocation paper. CMG endorsed the revised plans for onward transmission.
- 3.1 CHSS Paper C1**
- The plan set out the College's aspirations for continuing expansion with particular challenges in changing the balance of current funding sources, investment in the student experience, ensuring the development of sustainable teaching courses, and investment in services to staff.
- 3.2 CMVM Paper C2**
- The plan sought to improve clarity around budgetary systems with the main challenges around continuing investment in the estate and preparation for REF2014.
- 3.3 CSE Paper C3**
- The College wished to grow student numbers at an appropriate rate with significant challenges around improving the physical environment at KB, investing in staff, and improving the student experience.
- 3.4 CSG Paper C4**
- There were no significant changes from the previous draft, the plan focussed on continuing to provide effect and efficient services across a range of areas.
- 3.5 ISG Paper C5**
- The plan had been modified from the previous draft particularly in respect of the business cases for new developments and the financial information now included. There were continuing challenges around the complexities of the devolved structure and sharing IT solution across the University.
- 3.6 SASG Paper C6**
- SASG would continue to respond effectively to student requirements, investing in improving the student experience, looking to identify income generation opportunities and ensuring robust governance and strategic planning processes particularly in taking forward the new Code of HE Governance.
- 3.7 Student Unions Paper C7**
- CMG welcomed EUSA's progress to date in appointing new senior managers and supported the University's continuing assistance to EUSA particularly in the area of financial management. The on-going issues in respect of staffing and estates matters were also noted.

The Sports Union continued to operate effectively and CMG noted the plan.

3.8 University Corporate **Paper C8**

Currently the University Corporate supported a number of diverse areas of expenditure and it was the intention to review these various areas with a view to considering if it would be more appropriate to allocate budgets to the area with managerial responsibility for the spend. It was the intention to initiate further discussion on this with the relevant Colleges/Support Groups across the University.

4 RESOURCE ALLOCATION PROPOSALS FOR 2013/14 (CLOSED) **Paper D**

The proposed core uplift for 2013/2014 was considered appropriate by CMG. It was noted that there were a number of areas as set out in the paper where work was on-going prior to finalisation of specific budgets and CMG endorsed the proposed allocations subject to appropriate adjustments as a result of this work.

CMG further noted that work was on-going to revise the current resource allocation process and improve transparency. There was discussion on various aspects of the new model particularly around reserves and the proposals that allocated budgets would meet identified expenditure requirements thus ensuring the continuing financial sustainability of the University. It was noted that any additional surplus generated could be used to implement new projects, that the new model would take cognisance of spend across more than one year and would have flexibility to enable Colleges/Support Groups to invest in opportunities as these arose. There would be further discussion on the model prior to its introduction; a pilot was currently being undertaken in CMVM.

5 FINANCE DIRECTOR'S UPDATE (CLOSED) **Paper E**

CMG noted the report.

6 RISK APPETITE (CLOSED) **Paper F**

It was noted that since the original risk management policies and structures had been developed in 2002/2003 there had been significant movement in risk management practice within the University and that it was now appropriate to review these documents. It was further noted that the Audit Committee had in particular suggested that there should be a review of the statement on risk appetite.

CMG endorsed the proposed update to the University's Risk Policy and Risk Appetite Statement as set out in the paper noting the manner in which the different domains would interact with reputational, compliance and overall financial risks taking priority over any other factors.

7 INTERNAL AUDIT REPORT **Paper G**

CMG noted the themes emerging from internal audit assignments undertaken between June 2012 and March 2013. In particular, project governance issues, UKBA compliance and IT security were highlighted. CMG noted that in respect of IT security a revised policy had now been approved. It was suggested that it would be helpful if additional assistance could be provided at School level although it was also recognised that a number of IT security matters relied on compliance of good practice.

8 INTERNAL AUDIT FOLLOW UP REVIEWS Paper H

CMG fully supported the need for agreed actions arising from recommendations within internal audit reports to be completed in a timeous manner and shared Audit Committee's concerns. Heads of Colleges and Support Groups would take this forward and it was welcomed that CMG would receive routine reports to enable implementation of recommendations to be effectively monitored.

9 REPORT FROM ESTATES COMMITTEE (CLOSED) Paper I

CMG noted the report and supported the recommendations. Progress toward the 2025 vision was welcomed as were the proposals in respect of the School of Biological Sciences and College of Medicine and Veterinary Medicine. The on-going discussions around Murchison House were noted and the proposals in respect of the offer to purchase arrangements were endorsed. It was noted that an opportunity had arisen to develop the Potterrow site into a performing arts facility in collaboration with the Scottish Chamber Orchestra. CMG was supportive of these proposals which were at an early stage. CMG further noted the significant disruption in taking forward the relocation of the Department of Clinical Neuroscience and recommended approval to Court of the disposal of land at Bilston and Roslin.

10 ANALYSIS OF NSS RETURNS (CLOSED) Paper J

CMG considered the circulated paper J, the tabled appendix to the paper J and the additional paper on Principal's Career Development Scholars. There was detailed debate on the issues raised, the proposed remedial actions, the balance between research and teaching and learning activities across the University, and the projected period to observe marked improvements to NSS scores. There was discussion on immediate actions which could be initiated and on the longer term cultural and structural issues. CMG noted paper J and the tabled appendix and was supportive of the remedial actions required as set out in the documents. CMG further agreed that Colleges should consider the proposals in the additional tabled paper and it was confirmed that any costs in 2012/2013 would have to be met from existing allocations and that one approach might be to consider arrangements for existing PhD students.

11 REPORT FROM STAFF COMMITTEE (CLOSED) Paper K

CMG noted the report and welcomed the developments in the area of reward and career progression and the introduction of evidence based pay analysis.

12 EQUALITY OUTCOMES Paper L

CMG approved the proposed Equality Outcomes subject to consideration of: references to other recognition schemes as well as Athena SWAN and that Support Groups and professional support staff in Colleges should also be included; and equality and diversity issues in relation to membership of Court.

FOR INFORMATION/FORMAL APPROVAL

13 MANAGEMENT ACCOUNTS FOR 8 MONTHS TO 31 MARCH 2013 (CLOSED) Paper M

CMG noted the satisfactory financial position.

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| 14 | RUSSELL GROUP COMPARATIVE FINANCIAL INFORMATION 2011/2012 (CLOSED) | Paper N |
| | CMG noted the information and the University's performance against comparable peer institutions. | |
| 15 | TRAC RETURNS 2011/2012 (CLOSED) | Paper O |
| | CMG noted the information. | |
| 16 | UPDATED UNIVERSITY COMPUTING REGULATIONS | Paper P |
| | CMG recommended approval of the revised Regulations to Court noting the inclusion of references to mobile devices. | |
| 17 | REPORT FROM EQUALITY AND DIVERSITY MONITORING RESEARCH COMMITTEE | Paper Q |
| | The fourth Report from the Committee was noted. | |
| 18 | FEES STRATEGY GROUP: CONVENER'S ACTION AND ROUTINE FEES (CLOSED) | Paper R |
| | CMG approved the proposed increase in fees for continuing overseas undergraduates for 2014/2015, non-standard fee proposals in the College of Medicine and Veterinary Medicine for 2012/2013 and various postgraduate programmes in all three Colleges as set out in the paper. | |
| 19 | HEALTH AND SAFETY REPORT | Paper S |
| | The Health and Safety quarterly report for January to March 2013 was noted. | |
| 20 | TALBOT RICE GALLERY | Paper T |
| | CMG approved the proposal to realign the Talbot Rice Gallery with effect from 1 May 2013 on the understanding that the Gallery would continue to operate as a University space. | |
| 21 | NAME CHANGE TO LIBRARY AND COLLECTIONS PLANNING UNIT | Paper U |
| | The proposal to amend the name of Library and Collections to Library and University Collections unit was approved by CMG. | |
| 22 | PROPOSAL TO ESTABLISH A CHAIR IN THE SCHOOL OF CHEMISTRY | Paper V |
| | CMG approved the proposal to establish a Crawford Tercentenary Chair of Chemistry. | |
| 23 | THE UNIVERSITY AND EDINBURGH'S FESTIVALS | Paper W |
| | While fully supportive the University's continuing links with the Edinburgh Festivals, CMG noted the real pressures particularly on E&B staff around the tight timescales between the close of the Festivals and the commencement of fresher week activities. | |

24 DATE OF NEXT MEETING

Wednesday, 22 May 2013 at 10.30 am, in the Raeburn Room, Old College