**Agenda for a meeting of the Central Management Group
to be held at 10.30 am on Wednesday, 19 June 2013
in the Raeburn Room, Old College**

1	**Minute of the meeting held on 22 May 2013**	**A**
2	**Matters Arising**	
3	**Principal's Business**	
3.1	Principal's Communications	
3.2	Principal's Strategy Group	**B**

<div align="center">FOR DISCUSSION</div>

4	**Finance Director's Update (closed)**	**C**
5	**ECA Review – Report on Progress**	**D**

<div align="center">FOR INFORMATION/FORMAL APPROVAL</div>

6	**Management Accounts, 10 months to 31 May 2013 (closed)**	**E**
7	**Migration Management Group Update**	**F**
8	**Internal Audit Follow Up Reviews**	**G**
9	**Estates Committee Report (closed)**	**H**
10	**Fees Strategy Group Report (closed)**	**I**
11	**Establishment of a Chair of Epigenetics**	**J**
12	**Establishment of a Chair of Medical and Social Anthropology**	**K**
13	**Fees: Convener's actions and routine fees**	**L**
14	**Any Other Competent Business**	
15	**Date of next meeting**	

Wednesday, 21 August 2013 at 10.30 am, in the Raeburn Room, Old College.

Central Management Group

Wednesday, 22 May 2013

MINUTE

Present: The Principal (in chair)
Vice-Principal Professor J Seckl
Vice-Principal Professor C Breward
Vice-Principal Professor J Haywood
Vice-Principal Professor S Hillier
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
Mr H Edmiston

In attendance: Dr I Conn
Mr A Currie
Ms S Gupta
Mr P McNaull
Mrs T Slaven
Mr D Waddell
Mr F Gribben on behalf of Vice-Principal Professor D Miell
Dr K J Novosel

Apologies: Senior Vice-Principal Professor M Bownes
Vice-Principal Professor D Hounsell
Vice-Principal Professor R Kenway
Vice-Principal Professor D Miell
University Secretary Ms S Smith

1   MINUTE OF THE MEETING HELD ON 17 APRIL 2013   **Paper A**

The Minute of the meeting held on 17 April 2013 was approved as a correct record.

Members welcomed the Mrs Tracey Slaven, Deputy Secretary, Strategic Planning to this her first meeting of CMG.

2   PRINCIPAL'S BUSINESS

2.1   Principal's Communications

The Principal reported on the following: the achievements of the internationalisation strategy including the launch of the new office in Latin America, the success of the global academies and the establishment of a new global justice academy; the engagement with Russia and the Principal's recent award of an honorary degree from St Petersburg University of Humanities and Social Science; participation in the 2020 Horizon conference hosted by ERI; the continuing success of MOOCs and proposed developments in delivery platforms; and partnership working with the National Museum of Scotland on a number of initiatives including a Higgs boson exhibition and the possible re-opening the bridge over West College Street.

| 2.2 | **Principal's Strategy Group** | **Paper B** |

CMG noted the report particularly the item on NSS strategy which had now been approved by Court.

FOR DISCUSSION

| 3 | **FINANCE DIRECTOR'S UPDATE (CLOSED)** | **Paper C** |

CMG noted the report particularly the present position in respect of the complexities around the Holyrood development and the progress being made to complete negotiations by the end of June 2013.

| 4 | **REPORTING FRAMEWORK ON THE STRATEGIC PLAN** | **Paper D** |

The proposed approach was endorsed by CMG and suggested amendments were made to the draft milestones and KPIs which would be incorporated in the paper going forward to F&GPC and Court.

| 5 | **MAINSTREAMING THE EQUALITY DUTY REPORT** | **Paper E** |

It was noted that the University was required to publish a report on progress on mainstreaming the equality duty in terms of the Equality Act 2010 and that this baseline report had been published in accordance with the required date of 30 April 2013. CMG congratulated those involved in the systematic approach taken to implementing the requirements of the Act and it was noted that such reports would be published every two years.

| 6 | **REPORT FROM THE STANDING CONSULTATIVE COMMITTEE FOR REDUNDANCY AVOIDANCE (SCCRA) (CLOSED)** | **Paper F** |

CMG noted the report and welcomed the success of this Committee including its involvement in policy, guidance and support documentation development. The changes in legislation particularly to the required length of the consultation period and the treatment of fixed term contracts as set out in the paper were noted.

| 7 | **UNIVERSITY'S RISK REGISTER (CLOSED)** | **Paper G** |

The changes to the University Risk Register as a result of the annual review of emerging risks as undertaken by the Risk Management Committee were noted. The revised format was welcomed by CMG and various suggestions were made for further consideration prior to the Register being finalised and approved by Court. The particular challenging risk areas were noted and the intention that the new format would be rolled out across the locally held Registers.

| 8 | **EDINBURGH GLOBAL REVIEW AND IMPACT PLAN** | **Paper H** |

CMG welcomed the publication of the Edinburgh Global Review and Impact Plan which set out achievements over the last four years based around four themes and the way forward: the document was being widely circulated. The Impact Plan 2012-2016 which set out actions around five main themes to contribute to the delivery of international aspects within the University's Strategic Plan was endorsed by CMG. The success of the global academies was noted and that challenges and remedial actions identified to encourage our students to gain an international experience as part of studying for their Edinburgh degree.

FOR INFORMATION/FORMAL APPROVAL

| 9 | MANAGEMENT ACCOUNTS FOR 9 MONTHS TO 30 APRIL 2013 (CLOSED) | Paper I |

The continuing satisfactory financial position was noted and the close monitoring of the emerging surplus position.

| 10 | Q3 MANAGEMENT ACCOUNTS FORECAST 2012-13 (CLOSED) | Paper J |

CMG noted the forecast surplus of £39m at year end based on the management accounts as at 30 April 2013.

| 11 | PROCUREMENT STRATEGY | Paper K |

The work of APUC to take forward sustainable procurement practice within the sector was noted. CMG endorsed the updated Procurement Strategy and approved the statement to be circulated to all staff dealing with procurement.

| 12 | STRATEGIC PLAN 2008/2012 | Paper L |

This final report on the targets contained within the previous Strategic Plan 2008/2012 was noted: the data had not been available on these three targets at the time the previous report was circulated. CMG noted that the partially met target was being carried forward into the new Strategic Plan monitoring process.

13   CHANCELLOR'S FELLOWS

The proposal to appoint two Chancellor's Fellows in leadership and research analysis of education, specifically to take forward and develop academic study and understanding of on-line learning approaches and opportunities, was endorsed by CMG.

14   DATE OF NEXT MEETING

Wednesday, 19 June 2013 at 10.30 am, in the Raeburn Room, Old College.

Principal's Strategy Group Meeting
20 May 2013

Amongst the items discussed were:

1. Staff Data

PSG discussed the proposed trend data and agreed that it provided a useful opportunity to monitor staff resource since the dissolution of the Post Review Group (PRG).

PSG recommended the addition of the following information:

- Number of on-course students over the same time period. It was felt this would better explain the increase in FTE numbers in SASG.
- Gender split.
- Proportion of international staff (academic and support).

It was suggested the data should be presented to the Central Management Group on a quarterly basis.

2. North American Office

PSG welcomed the update on plans for a North America office and were positive about the model of combining philanthropic giving with recruitment.

Principal's Strategy Group Meeting
6 June 2013

Amongst the items discussed were:

1. Edinburgh Global Review and Impact Plan

Vice-Principal Professor Hillier introduced this item and the Group discussed the future possibilities for Edinburgh Global at the University of Edinburgh.

2. QS World Rankings

PSG considered the University's current position with regard to the QS World Rankings by subject and discussed possible future improvements.

The University of Edinburgh

Central Management Group

19 June 2013

Finance Director's Update

Brief description of the paper

The paper summarises the recent activities on significant projects or activities which have financial implications for the University.

Action requested

The Group is asked to note the content and comment or raise questions where necessary.

Resource implications

Does the paper have resource implications? There are no specific requests for resource

Risk assessment

Does the paper include a risk assessment? YES, as necessary

Equality and diversity

Has due consideration been given to the equality impact of this paper? Specific issues of equality and diversity are not relevant, as the content focusses primarily on financial strategy and/or financial project considerations.
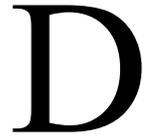
Freedom of information

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

Phil McNaull
Director of Finance
13 June 2013

D

The University of Edinburgh

Central Management Group

19 June 2013

Report on Progress Against Operational Recommendations Arising from Court Review of ECA Merger

Brief description of the paper

Update on progress with recommendations arising from Court Review of ECA Merger.

Action requested

For information. Comments welcome.

Resource implications

Does the paper have resource implications? No

Risk assessment

Does the paper include a risk assessment? No

Equality and diversity

Has due consideration been given to the equality impact of this paper? N/A

Freedom of information

Can this paper be included in open business? Yes

Originator of the paper

Dr Francine Shields, Director of Professional Services, ECA
10 June 2013

Report on Progress Against Operational Recommendations Arising from Court Review of ECA Merger

June 2013

Summary

At a meeting in November 2011 Court agreed to establish a Review Group to undertake a formal review of progress at the end of the first year following the merger date. The following 19 operational recommendations were made by the Review Group. ECA has primary responsibility for 15 of the 19 recommendations. Recommendation 8 is being worked on jointly by ECA and UHRS. Recommendations 11, 18 and 19 are the primary responsibility of other UoE areas (in consultation with ECA as appropriate). Substantial progress has been made with the majority of the recommendations and while some are now complete or nearing completion, others are necessarily now ongoing, as initial focus of effort on addressing the recommendations has now transferred into ongoing activity having been absorbed into ECA's normal business and planning priorities.

Recommendation	Update on progress	Person(s)/Area responsible	Confirmed or expected completion date
1. Prioritise any outstanding issues regarding access to data in the former ECA student record system by early 2013.	Progress on the three outstanding areas as follows: 1.1 ESALA on-programme marks have been sourced from hard copies of the Exam Board minutes, and updated into EUCLID, work complete. 1.2 PGR on-programme students details have been checked and required amendments to EUCLID have been made. All outstanding data issues for on-programme students now resolved. 1.3 Batch transcript reports have been sourced, run and the .pdf outputs saved to capture the appropriate data held on SITS to support transcript production in future. Final checks with the former ECA Deputy Head of Registry have confirmed that this data	Deputy Director of Professional Services (DoPS) leading.	1.1 and 1.2 completed May 2013. 1.3 expect to be fully complete by end August 2013 latest.

	extract is as complete and comprehensive as possible from the SITS database, and that this should most sensibly now be added to the paper files. Work to ready these for printing is time-consuming, and about half-complete. ECA staff are working on this, and to devise a revised procedure for transcript production from hard-copy records. Guidance notes from former ECA Deputy Head of Registry to be provided.		
2. Make substantial progress by the end of 2012-13 in facilitating the operation of exchange arrangements for ECA programmes within University structures, and also should work toward ensuring the exchanges are financially viable.	In liaison with International Exchange officer (Thomas Ozers), exchange partnerships for former ECA subjects have been edited to ensure quality and also to ensure the partnerships are still live or revive partnerships ECA wish to continue. This work is ongoing. The ECA International Director is also reviewing ECA exchanges as part of developing the ECA International Strategy.	International Director, UG Director, Heads.	Substantial progress has been made, but work ongoing.
3. Agree on a solution for managing the supply of art and design materials to students, and begin to implement it before the end of the 2012-13 academic session.	Substantial changes have been made to the charging system in order to handle a wider range of charges and make it more flexible for the future. Collection and reference to advance payments or deposits has been replaced with clearer schedule of 3 invoices per annum to students and invoice detail supplied to students has been improved. We have suppressed and rolled up very small invoices (¸£10). We have improved and standardised record keeping for technicians through introduction of standard spreadsheet. Partial progress has been made and still ongoing to improve ECA's ability to track student balances and provide more guidance	Head of Technical Services, DoPs, ECA Finance Officer.	Substantial progress has been made, but work ongoing.

	to support staff on how to handle materials charges. Work oning on improving communications with students about charging levels, timetable and process (new website will help).		
4. In line with the University's Strategic Plan continue to prioritise widening participation to all ECA's programmes.	Review of WP for ECA was undertaken by Working Group and their recommendations approved by ECA Management Group. ECA WP Officer started early June 2013 to work closely with academic colleagues, SRA, CHSS Admissions and existing projects such as ACES to prioritise widening participation activities in ECA.	Heads, UG Director, WP Officer	Progress has been made, and ECA will continue to prioritise WP.
5. Assess if there is a further need for temporary change facilitation support in the ECA.	Ongoing need is being established as part of the current Review of Professional Services. Two Change Facilitators still in post, and will be reviewed to establish if need to be extended. Fixed term (18 months) Teaching Projects Officer started April 2013. Some Blue Arrow temp roles ongoing for another 2-3 months to support merger related records and website work.	DoPs with assistance from support managers	End of June 2013.
6. Review ECA's administrative support structures to ensure the number and organisation of administrative staff is appropriate by March 2013.	Has been ongoing since merger and over last few months in response to need, but ongoing need and priorities is being established through current Review of Professional Services.	DoPS with assistance from support managers	End of June 2013.
7. Monitor the management arrangements for technical staff to ensure that the new arrangements are delivering benefits and providing appropriate support.	Feedback has been gathered through current Review of Professional Services and appropriate adjustments will be made where required (e.g. there is a priority need for deputies for the Head of Technical Services)	DoPS, Head of Technical Services and Heads.	End of June 2013.
8. Work with HR to undertake a training needs analysis with all relevant staff (those in the ECA and	DoPS working with UHRS (Frances Grebenc) on this. Further training and development requirements for all ECA	UHRS, DoPs and academic Heads	End of Summer 2013, but training and development will be ongoing.

those that transferred to the wider University) to establish any outstanding requirements by March 2013.	support services has been gathered through the Review of Professional Services June 2013 and appraisals. Academic staff requirements are being gathered through appraisals, REF monitoring and Heads/line managers.		
9. Work with HR to ensure that all ECA managers are actively engaged with the annual review process.	Skills based appraiser training for some support managers completed on 6th May. Appraisals for all staff categories are ongoing and ECA is on track for all eligible staff to be appraised by end of July 2013 and thereafter annually.	All line managers.	End of July 2013, thereafter annually.
10. As part of taking forward the ECA's academic vision, progress developing proposals to open up opportunities for ECA students to take UG courses elsewhere in the University and for wider University students to take appropriate ECA courses.	The new MA Music that will recruit in 2014 will offer courses developed and delivered across ECA. Further to this Art's recent rationalisation of its degree programmes will allow for 20 credit elective courses that students can take across CHSS. Both Art and Design subjects have made significant structural changes to their UG degree programmes to allow electives at pre-honours. This is the first stage in allowing students from Art and Design the opportunity to take electives within the rest of ECA or CHSS. There is a good degree of scope for offering 'class' electives and these could be fairly simple. The ability to offer 'studio' electives requires a significant change not least to the teaching organization and realistically it will be 2014/15 before ECA are offering electives from ECA elsewhere in the University.	UG Director, Academic Heads	Progress has been made, but ongoing.
11. Monitor the arrangements for the 'arms-length' management of the Wee Red Bar and associated facilities.	Following the integration of the Wee Red Bar and associated facilities including the Wee Red Lounge and Music Room into Accommodation Services operations, over 2011/2012 these were all managed at "arms-length" as per the merger	Ian Macaulay (Edinburgh First).	n/a

	recommendation and Accommodation Services worked over that period with the paid EUSA sabbatical representing ECA. The sabbatical post operated for this one year period after the closure of ECA Students Association which enabled a more full time focus/resource on operations so Accommodation Services were in a more advisory/arm's length role. 2011/12 also saw rationalisation of the associated services in this period with the Wee Red Lounge closed due to lack of use and also the music room was handed over to be managed by the College. In 2012/13 Accommodation Services have had to take a more direct role as ECA is now represented within EUSA by an unpaid School Representative who is a full time student and as EUSA do not wish to operate the Wee Red Bar in order to ensure continuation of delivery of the service this recommendation to be "arms length" in the original Court review of the merger has not be possible to sustain or is now appropriate on the basis proposed.		
12. Continue to work to understand the research support needs and enhancement related activities of the former ECA academic staff and to raise awareness of the wider support available.	There has been a considerable degree of support and development for colleagues from ECA and ACE during the transition. The REF exercise provided a careful audit of current activity both in terms of breadth and depth, we now have a much clearer position post-merger. ECA have developed a better understanding of the nature of creative practice as research equivalent output, what it constitutes and how is it presented and work in this area continues, we have facilitated the understanding through a	Director and Deputy Director of Research, Heads, RKEO.	Substantial progress has been made, but work ongoing.

	series of workshops, advice sessions and mentoring on PURE, research portfolio, grant applications, introductions of new staff etc. ECA will continue to operate an inclusive policy towards research. The REF process has helped to develop and identify specific mentoring needs. A series of events are planned to review and reflect on the REF process in the coming academic session. The RKEO office is working effectively (although can be under pressure occasionally given the breadth of its remit and the major events that it manages). We have worked hard to ensure that research is seen broadly as being managed at the ECA level rather than individual subject area and there is equal representation from all subjects areas in discussions on finance, ref, ethics etc., to ensure that there is mutual respect for each discipline. Key aspects of the RKEO Office are the open door policy, staff are very flexible and will visit academics to advise and the clarity and fairness of the RKE procedures. We are now receiving and processing increasing numbers of grant applications and our conversion rate is good by CHSS standards. The ECA has been particularly successful in internal EU funding initiatives such as the Challenge Investment Fund. Collaboration and interdisciplinary working is a key aspect of our developing research and we shall continue to develop more links with		

	other schools and colleges. Impact and KE are seen as major opportunities for ECA and work continues to develop more effective means of recognising and capturing data and metrics. Generally the feedback ECA receives on research support is very positive and we have been commended for the increased clarity of expectation in comparison with previous systems but the process is ongoing and the breadth of activity of the ECA is substantial and multi-faceted and we need to continue to respond to various needs of our active research community.		
13. During 2012-13 explore ways to provide improved multi-site delivery for Graduate School services.	The GSO Administrator and team have piloted co-locating the relevant PG Secretary with colleagues in the UGTO offices for at least a day a week where possible. This model has worked well and will be taken forward and established as an outcome of the Review of Professional Services too. This was also a recommendation from the recent PPR.	DoPs and Head of Graduate Office, PG Director.	Progress has been made but Support Review will elicit further options if required. End of June 2013.
14. Consider a two way communications strategy to ensure that staff and students within the ECA understand its structures, procedures and arrangements, and that the ECA's activities are more visible to staff and students elsewhere in the University.	The new website project, the branding roll-out and the wider social media/marketing activities will address this in some form. Further consideration is required.	ECA Management Group, CAM.	Progress made with branding and web, but work ongoing.
15. Develop the ECA's strategy for the future of the ECA Student Portal as part of its broader communications strategy.	The ECA Management Group has discussed next steps in reviewing the best use of the ECA Student Portal. A small working group is scoping ECA's	e.Learning/VLE Working Group (Jared Taylor, Geoff Lee, Judith Miller, Olwen Gorie) with final decisions made by ECA Management	Ongoing: communications decision and working group reports by summer 2013

	e-learning requirements more widely, and the learning and teaching functions of the Portal will be a major component of this. The focus of discussion and IT development has been on the Portal's learning and teaching functions, with its future as part of an ECA communications strategy under further discussion.	Group	
16. Continue to develop a brand identity and marketing strategy that articulates the new ECA's academic vision while allowing individual subject areas the flexibility to project their own identities.	Significant progress has been made with CAM and ECA on CAM branding exercise and development of appropriate marketing and publicity materials that meet this recommendation/requirement. ECA Graphics Assistant working with CAM on ECA publicity, signage and other materials, coherent with emerging brand and using new ECA Logo. Completion of the CAM branding exercise and the launch of a new ECA website will ensure that ECA benefits from a coherent external profile and further develops appropriate marketing and publicity materials through 2013/14.	ECA Principal, ECA Deputy Principal, CAM, Management Group, Graphics Assistant.	Progress has been made, but work ongoing.
17. Commit sufficient resources to launch ECA's new website by Spring 2013.	ECA Budget established, CHSS has committed resources and time from CHSS Web team. ECA has committed resources to fund a Web Project Coordinator role and ongoing support (subject to CHSS PRAF approval). New website due to launch Oct 2013.	Deputy ECA Principal, ECA Web Project Coordinator, Management Group.	October 2013 website launch.
18. Prioritise the provision of outstanding actuarial information from USS and LGPS to enable individuals to reach a decision over transferring their accrued service.	Anne Banks advises this has happened Feb- March 2013, and staff have made decisions.	University Pensions Office, Anne Banks	March 2013.
19. Review whether the level of student representation arrangements that applies from 2012-13 is adequate.	Sarah Purves to update.	Edinburgh University Students' Association, contact is Sarah Purves	TBC

E

The University of Edinburgh

Central Management Group

19 June 2013

Management Accounts
Ten months to 31 May 2013

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.

Originator of the paper

Susan McIntosh and Shona Williamson
13 June 2013

Freedom of information

Can this paper be included in open business? No

To be presented by

Phil McNaull
Director of Finance

The University of Edinburgh

Central Management Group

19 June 2013

Managed Migration Group – Update

Brief description of the paper

Update on Managed Migration Group and activities relating to international students.

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

Has due consideration been given to the equality impact of this paper?

Consideration given and there is no equality impact as paper is for information purposes only.

Freedom of information

Can this paper be included in open business? Yes

Any other relevant information

HR may wish to provide verbal update on any related issues with regards to international staff and Home Office in recent months.

Originator of the paper

Alan Mackay, International Office
Euan Fergusson, International Office

MANAGED MIGRATION GROUP UPDATE

TIER 4 LICENCE RENEWALS

In March 2013, we applied for a renewal to our Tier 4 licence. Following consideration by the Home Office, this was accepted and granted and our Highly Trusted Sponsor rated licence continues to March 2017, subject to continued compliance and auditing processes.

DOCTORAL EXTENSION SCHEME

Home Office policy from April 2013 has permitted completing PhD and other doctorate level students to apply to remain in the UK for a period of up to 1 year. The International Office has engaged with this and ensured that Edinburgh is one of select group of UK universities supporting this important new initiative, not all universities are participating, in addition to our participation in the Graduate Entrepreneur Scheme and the MBA post study work route.

INTERNAL AUDIT

International Office and Academic Registry have been carrying out Home Office/UKBA internal audit processes and have to date, met with the Veterinary Teaching Office, the English Language Teaching Centre and the College of Medicine and Veterinary Medicine. Visits to the College of Science and Engineering and the College of Humanities and Social Science college offices are planned for completion by the 14th June 2013. The rolling audit programme seeks to map compliance and ensuring that we have robust processes in place.

VISITING STUDENTS

A short-life working group has been established to consider visiting students who do not fall under the normal degree programme structure. This is to ensure such students are registered appropriately and are eligible in relation to the visa regulations, to come to the UK for their varying academic purposes. It has been noted that this is an area of significant risk to the institution and we must ensure that there are established procedures in place relating to informal agreements between staff and overseas students who wish to carry out research as part of their non-UK degree, work on specific projects or attend to collaborate in research.

ENGLISH LANGUAGE COMPETENCY

Home Office policy sets out that for degree level studies, the English language competency of an applicant must meet the minimum requirement of the Common European Framework of Reference level B2 across the four components of language: listening, speaking, reading and writing. At present, a varied approach exists across the institution which has the potential to create confusion for admissions staff and applicants, to base decisions on unsound evidence (such as evidence based on working in an English language environment) or to ask for further qualifications/certification where an existing alternative may be valid. A short-life project is to be convened to create a University-wide list of acceptable evidential requirements that can be reliably and consistently used to satisfy the requirement.

HOME OFFICE

Home Secretary formally disbanded the UK Border Agency in March. UKBA's roles are now split into two separate units: one focusing on immigration and visa services, the other on immigration law enforcement, with both units reporting directly to Home Office Ministers.

The University of Edinburgh

Central Management Group

19 June 2013

Internal Audit Follow Up Reviews

<u>Brief description of the paper</u>

The annual Audit Plan includes a programme of follow up reviews to monitor the extent to which recommendations agreed by management are reported as having been implemented. The following tables summarise the follow up reviews at the time of the Audit Committee on 30th May 2013:

Table		
1	**Received** since the last Audit Committee.	11
2	**Actively** in progress & awaiting a response.	6
3	**Pending** – including those with revised follow-up dates.	30

<u>Action requested</u>

The Audit Committee has suggested that CMG ought to receive this report routinely, to note progress in implementing agreed internal audit recommendations.

<u>Resource implications</u>

There may be resource implications for management when implementing recommendations.

<u>Risk Assessment</u>

This report provides an indication of the progress being made by management to implement recommendations made to help mitigate identified risks.

<u>Equality and Diversity</u>

A reminder is now issued with all audit reports that managers and individuals with responsibility for implementing any change to a policy or practice must ensure that due regard is given as to whether an equality impact assessment is needed.

<u>Freedom of Information</u>

Can this paper be included in open business? Yes

<u>Originator of the paper</u>

Hamish McKay, Chief Internal Auditor

<u>To be presented by</u>

Nigel Paul
Vice Principal and Director of Corporate Services
12 June 2013

Table 1) Internal Audit Follow Up Reviews Received Since The Last Audit Committee

The following table shows internal audit reviews that have been followed up since the last Audit Committee meeting. It summarises the progress reported by management in implementing recommendations made and agreed with Internal Audit at the time of the original review. The 'Actioned' column may include recommendations where management have implemented alternative action to cover the risk leading to the original recommendation. The table shows the total number of recommendations in each case. The subset of Higher Priority recommendations are show in brackets e.g. [3].

Summary	No of assignments	Total Number of Recommendations	Actioned	Partly Actioned	In Progress	Not Actioned
Recommendations agreed to be actioned Feb '13 to May '13	11	42 [4] *100%*	21 [0] *50%*	0 [0] *0%*	19 [4] *45%*	2 [0] *5%*
Recommendations agreed to be actioned Nov '12 to Feb '13	16	79 [11] *100%*	40 [4] *51%*	2 [1] *3%*	34 [6] *42%*	3 [0] *4%*
Recommendations agreed to be actioned Sept '12 to Nov '12	10	38 [7] 100%	30 [6] 79%	1 [0] 3%	7 [1] 18%	0 [0] 0%

Report Ref	Report Title	Total Number of Recommendations	Actioned	Partly Actioned	In Progress	Not Actioned	Senior Responsibility	Coll / SGroup
2010/03	UKBA Legislation - Staff	1 [0]			1[0][1]		Dir of HR	CSG
2010/13	Application of Internal University IT Codes of Practice	1[0]			1[0][2]		Dir IT Infrastructure	ISG
2010/22	UoE Utilities Supply Company Limited	2[1]			2[1][3]		Dep Dir Finance	CSG
2011/07	Research Grants Section	2[0]			2[0][4]		Dir of Finance	CSG
2011/08A	IT Security - Biological Sciences: SAMBA	1[0]	1[0]				Hd of School	CSE
2011/08C	IT Security SPS Pen Test	8[0]	3[0]		3[0][5]	2[0][6]	Hd of School	CHSS

[1] One element of this recommendation on training provision remains outstanding due to delays in the implementation of phase 2 of the eRecruitment System. Now expected to be fully actioned by the end of January 2014.

[2] The remaining recommendation is to establish Codes of Practice. 16 of the 18 identified high priority Codes of Practice have been completed with 2 remaining outstanding. One code is in draft. At present no date has been set for the completion of the remaining Code of Practice.

[3] The Supply Agreement and Lease Agreement have yet to be signed off, but no difficulties are anticipated. The Business Plan has yet to be completed.

[4] Delayed implementation of two recommendations due to software difficulties. Further revised re-check date of end June 2013.

[5] These relate to security issues regarding Apple Mac laptop computers – the recommendations are scheduled to be completed during July 2013.

[6] These recommendations involved Windows laptop password controls. As agreed initially, the School has now investigated the issues raised. It has determined that the suggested approach would deliver relatively little return in mitigating the risk of data loss once a laptop is in the wrong hands. On the basis of usability and manageability, the School has decided to accept the risks involved.

Report Ref	Report Title	Total Number of Recommendations	Actioned	Partly Actioned	In Progress	Not Actioned	Senior Responsibility	Coll / SGroup
2011/08C	IT Security - Penetration Test (EASE)	4[0]			4[0][7]		Dir IT Infrastructure	ISG
2011/10	Unidesk	1[0]	1[0]				Dir IT Support Services	ISG
2011/12	Treasury Management	9 [1]	6 [0]		3[1][8]		Dir of Finance	CSG
2011/15	Stewardship of Philanthropic Gifts	8[0]	8[0]				Dir Dev & Alumni	SASG
2012/05	Personal Tutor support system	5[2]	2[0]		3[2][9]		AP Learning & Support	SASG

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[7] These recommendations relate to the updating of software on EASE servers. Completion deferred until the end of June 2013 to avoid examinations.

[8] Cash Flow forecasting tools in development and are expected to be completed during summer for use from August onwards.

[9] Recommendations relating to the overall project structure, roles and responsibilities and resource monitoring are being progressed. Student Support Implementation Group (SSIG) colleagues have been working with Valuta to develop the project management framework. A revised roles and responsibilities document will be presented to the next SSIG meeting for approval.

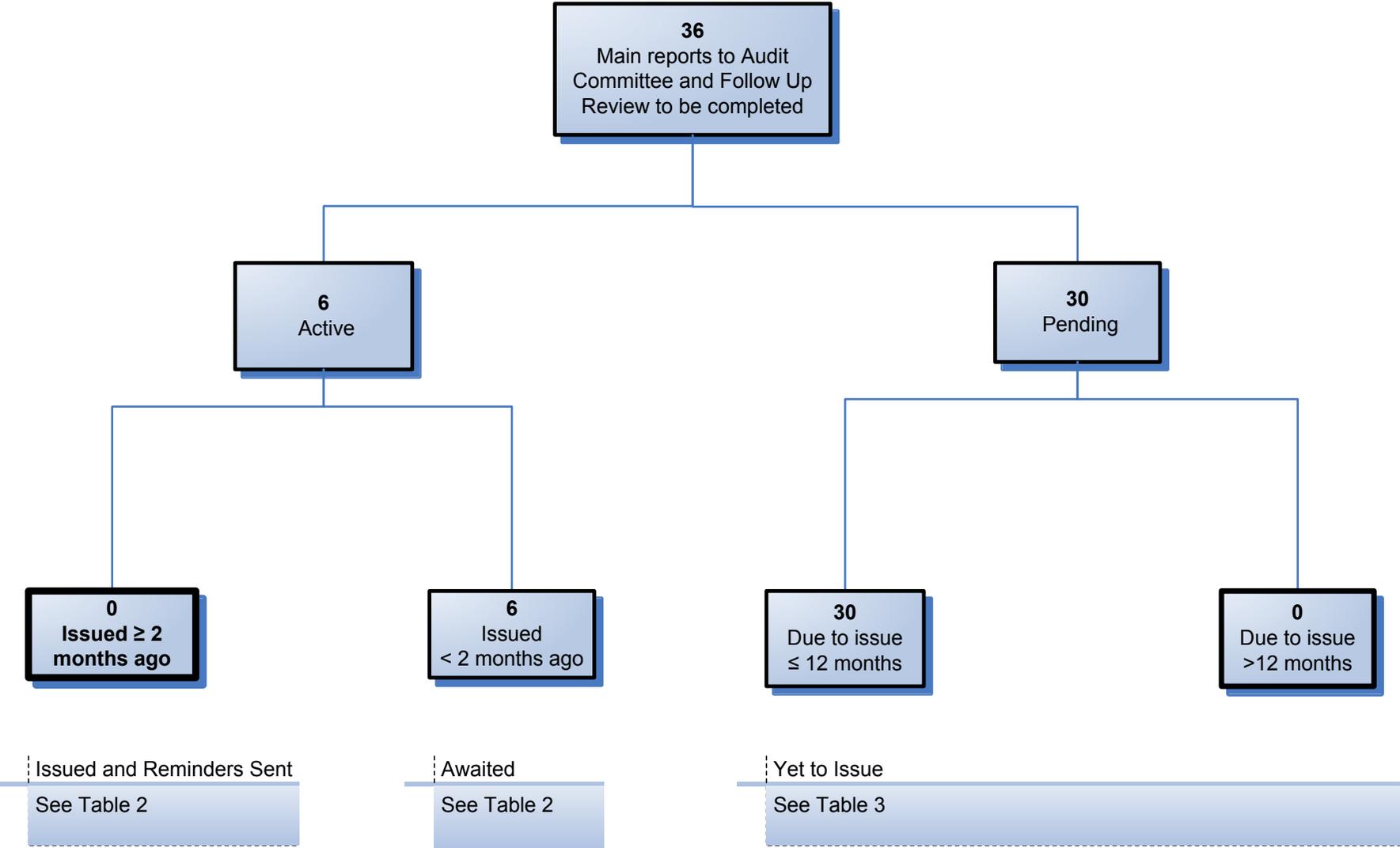## Audit Assignment Status Report – Follow Ups Open as at 20 May 2013

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                              ┌─────────────────────────┐
                              │          36             │
                              │   Main reports to Audit  │
                              │  Committee and Follow Up │
                              │  Review to be completed  │
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              │       6       │                        │      30        │
              │    Active     │                        │   Pending      │
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  │ Issued ≥ 2   │      │   Issued     │    │ Due to issue │      │ Due to issue │
  │ months ago   │      │ < 2 months   │    │ ≤ 12 months  │      │ >12 months   │
  │              │      │    ago       │    │              │      │              │
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Issued and Reminders Sent	Awaited	Yet to Issue
See Table 2	See Table 2	See Table 3

Table 2) Follow Up Reviews Actively in Progress & awaiting a response as at 20 May 2013 - 6

Audit Ref	Subject	Follow-up review FUR Issued Date(s)	Update for Audit Committee on 30 May 2013	Senior responsibility	Coll / SGroup
2008/13	Intellectual property	2/08/10 & 7/11/11 & 5/1/12 & 14/3/12 & 1/8/12 & 1/8/12 & 13/9/12 & 20/5/13	Comments from a draft policy have been received from the CJCNC. These are being reviewed by the Legal Dept. Now progressing again as of 20/5/13.	ERI Hd of Legal	CSG
2010/08	Identity Management (Service) IDM	11/01/13 & 25/01/13 & 20/05/13	Two recommendations actioned and two deferred to end April 2013. [IDM Group to meet in June 2013.]	Dir Application Div IS	ISG
2011/03	Data Protection Risk	13/05/2013		Hd Records Management	SASG
2011/16	Estates & Buildings Let Property	13/05/2013		Ass Dir Estates, Operations	CSG
2011/19	CHSS Postgraduate Research Student Progression Monitoring	15/05/2013	[Satisfactory response received 11/6/13.]	PG Dean	CHSS
2012/17	Doctoral Training Centre	13/05/2013		Head of DTC	CHSS

Table 3) Follow Up Reviews Pending – including those with revised follow-up dates - 30

Audit Ref	Subject	(Next) follow-up date	Senior responsibility	Coll / SGroup
2010/19	School of Geosciences	01/06/2013	Hd of School	CSE
2011/08C	IT Security - Penetration Test (EASE)	26/06/2013	Dir IT Infrastructure	ISG
2011/07	Research Grants Section	30/06/2013	DoF	CSG
2011/08B	IT Security: EPCC Projects	30/06/2013	Hd of School	CSE
2012/03	Population of REF2014 module in PURE	01/07/2013	Dir Planning	SASG
2012/15	DPA compliance - student data	01/07/2013	Dir - Academic Registry	SASG
2009/02	Financial Planning of Capital Projects	31/07/2013	DoF and Dir Estates	CSG
2010/16	Moray House School of Education	31/07/2013	Hd of School	CHSS
2011/21	School of Health in Social Sciences (HiSS)	31/07/2013	Hd of School	CHSS
2008/11	Mobile Working	01/08/2013	Dir IT Infrastructure & Dir HR	ISG / CSG
2010/20	Medical Education	01/08/2013	MVM College Registrar	CMVM
2011/02	UKBA Legislation - Students	01/08/2013	Dir International Office	SASG
2011/05	Student Fee Finance Processes	01/08/2013	DoF & Secretary	CSG / SASG
2011/08C	External Penetration test(SPSS)	01/08/2013	Hd of School	CHSS
2011/14	Equality Act 2010	01/08/2013	Dep Dir HR	CSG
2012/08	Distance Education - IT provision	01/08/2013	Dir IT User Services	ISG
2010/13	Application of Internal University IT Codes of Practice	26/08/2013	Dir IT Infrastructure	ISG
2008/07A	(Full) business continuity - non IT Related	01/09/2013	Dir Corps Services	CSG

Audit Ref	Subject	(Next) follow-up date	Senior responsibility	Coll / SGroup
2011/12	Treasury Management	01/09/2013	Ass Dir Finance, Treasury + Dir of Finance	CSG
2011/20	Business School	01/09/2013	Hd of School	CHSS
2012/05	Personal Tutor System	01/09/2013	AP Learning & Support	SASG
2012/18	School of Engineering	01/09/2013	Hd of School	CSE
2010/12	Research Grant Cost Recovery	01/10/2013	College Accountant SCE	CSE
2010/22	UoE Utilities Supply Company Limited	01/10/2013	Dep Dir Finance	CSG
2012/23	Institute of Genetics & Molecular Medicine - Human Genetics Unit	01/11/2013	Dir of IGMM	CMVM
2011/17	School of Physics & Astronomy	30/11/2013	Hd of School	CSE
2011/22	MVM Postgraduate Office Recruitment Procedures	31/12/2013	PG Dean	CMVM
2011/13	Space Management - PGT	01/01/2014	VP Planning, Resources & Research Policy	VP Planning, Resources & Research Policy
2012/22	Edinburgh College of Art	01/01/2014	Hd of School	CHSS
2010/03	UKBA Legislation - Staff	01/02/2014	Dir HR	CSG

The University of Edinburgh

Central Management Group

19 June 2013

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Report from Estates Committee held on 29 May 2013

Brief description of the paper

The paper reports on key discussions and recommendations made at the meeting of EC, held on 29 May 2013.

Action requested

CMG is invited to note this report.

Resource implications

Does the paper have resource implications? Yes, detailed throughout the paper.

Risk Assessment

Does the paper include a risk analysis? It should be noted that EC papers contain, where applicable, separate risk assessments. Some of these may be contained within the reports to CMG, FGPC, and Court.

General:
Legislation Non-Compliance/Business Continuity – mitigated by regular assessment and update of priorities, risk register and implementation of annual major replacements/compliance programme

Capital/Revenue commitments – mitigated by tracking via the Group Estate Development Programme and regular updating in consultation with Finance and reporting to EC, CMG and FGPC, through to Court.

Project Management – mitigated by on-going monitoring of Design Team, Contractor, Risk Register and meetings of Project Boards who in turn report significant programme/cost issues to EC etc.

Equality and Diversity

Has due consideration been given to the equality impact of this paper?   None of the proposals in this paper raise issues beyond those that are routinely handled in all estates developments. It should be noted that EC papers contain, where applicable, separate E&D assessments.

Any other relevant information

This report was presented to FGPC on 10 June.

CMG is reminded that copies of the EC papers and the minutes of the meeting are available to CMG members on request from Angela Lewthwaite (Tel: 651 4384, email: angela.lewthwaite@ed.ac.uk) or online via the EC web-site at http://www.ec.estates.ed.ac.uk/index.cfm

Originator of the paper

Paul Cruickshank
Estate Programme Administrator

Angela Lewthwaite
Secretary to Estates Committee

To be presented by

Professor J Seckl, Vice-Principal Planning, Resources and Research Policy

The University of Edinburgh

Central Management Group

19 June 2013

International fixed fees and exceptions policies

<u>Brief description of the paper</u>

This paper proposes fixed international undergraduate and postgraduate taught fees set irrespective of degree duration.

<u>Action requested</u>

To consider recommendations.

<u>Resource implications</u>

Does the paper have resource implications? Yes. See section 4 of the paper

<u>Risk assessment</u>

Does the paper include a risk analysis? Yes. See section 2 'Risks'

<u>Equality and diversity</u>

Has due consideration been given to the equality impact of this paper? n/a

<u>Freedom of information</u>

Can this paper be included in open business? No

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

<u>Originator of the paper</u>

Helen Stocks & Emma Lyall
Governance and Strategic Planning

The University of Edinburgh

Central Management Group

19 June 2013

**Proposal to Establish a Chair of Epigenetics in the
School of Biological Sciences**

Brief description of the paper

The School wishes to establish a Chair to lead new developments in epigenetics. This is one of four strategic themes which the School has identified as areas with strongest potential for research growth and world-leading performance, and with appropriate leadership the School has the potential to be a major player in this developing discipline.

Action requested

For approval.

Resource implications

Does the paper have resource implications? Yes:

The salary will be funded by School's core budget. Start-up costs will be met from a combination of School and sustainability pot investments and external grants and awards. A key ambition is to secure major strategic funding (such as a Wellcome Centre) which will generate income to offset the costs of the new position.

Risk assessment

Does the paper include a risk analysis? Yes:

There is a substantial risk in not making this appointment. SBS has been working with the Head of College, Development & Alumni, and ERI to formulate a development campaign to take the School forward towards our 2025 vision. Key to this is development of our potential to make a world-leading contribution to the new research and impact opportunities offered in the field of epigenetics. This will build on our existing expertise in cell biology and evolution and is strongly supported by our leading researchers. It also has strong synergies with our other main focus for development, synthetic biology, in which a Chair was created earlier this year. However, without demonstrating a University commitment to investment in sustainable leadership in this field we will be unable to capitalise on this groundwork to secure the really large research partnerships, philanthropic gifts and funding awards. The cost of an appointment will be more than offset by the expected income that can be secured in the relatively short term.

Given the timing of this recruitment there is a risk we will not be able to make an appointment before the REF census date (although we will focus on a rapid process to achieve this). However, the long-term benefits from having the right person in the post will substantially outweigh this should the timing prove untenable for REF.

Equality and diversity

Has due consideration been given to the equality impact of this paper?

Yes, in the context of the School's aims to recruit more women to senior academic positions. We have succeeded in securing a higher proportion of female applicants to recent Chair recruitment exercises (one of the factors that contributed to our success in securing an Athena Silver Swan award) and will take the same pro-active approach in this case.

<u>Freedom of information</u>

Can this paper be included in open business? Yes

<u>Originator of the paper</u>

Professor Lesley Yellowlees, Head of the College of Science and Engineering
June 2013

Proposal to Establish a Chair of Epigenetics in the School of Biological Sciences

Epigenetics is one of four key themes which the School of Biological Sciences (SBS) has identified as a strategic focus for investment and growth of our research capabilities.

We are stuck with our DNA sequence for life, so if this is the primary determinant of who we are, the scope for adjustment is minimal. 'Epigenetic' information, on the other hand, can in principle be reversed, with an impact as potentially life-altering as reversing the effects of lifelong genetic disorders (as demonstrated by groundbreaking research carried out by Adrian Bird's group in Edinburgh).

A better understanding of the way epigenetic mechanisms 'empower' the genome and modulate its function could enable us to shape interventions ranging from chemical/drug treatments to fight disease, to the adoption of altered lifestyles to enhance healthy aging, to strategies to improve crop yields for a growing human population.

At Edinburgh we are exceptionally well-placed to address these challenging questions and capitalise upon the current trends within epigenetics. Edinburgh is now home to probably the largest cluster of epigenetic-related research and expertise in the UK. The unique breadth of Edinburgh's School of Biological Sciences offers the possibility of working across disciplines in ways which could lead researchers to the next breakthroughs in medical science.

With our strong foundation and current expertise within epigenetics, a new initiative devoted to the discipline would, it is anticipated, attract a whole new generation of the brightest minds working on epigenetics today to create an Edinburgh Centre of truly world class significance and impact. We are already starting to invest in the foundations of such a centre of excellence by focusing junior academic appointments around this theme, and in the immediate future a further two Chancellor's Fellowships will be appointed in the field of epigenetics.

What is required to ignite our presence in this field is a dynamic leader with a recognised international reputation specifically in epigenetics, rather than in the broader field of cell biology where we already have excellent leadership. We are fortunate to have identified at least one extremely strong candidate with impeccable world-class research credentials, who is seriously interested in relocating to Edinburgh. This gives us confidence that a Chair recruitment will deliver an excellent appointment to meet our academic aims.

The Chair appointment will also be expected to further develop collaboration with the College of Medicine & Veterinary Medicine through the application of epigenetics in medicine.

The University of Edinburgh

Central Management Group

19 June 2013

Proposal to create the Chair in Medical and Social Anthropology

<u>Brief description of the paper</u>

The School of Social and Political Science wishes to create a Chair in Medical and Social Anthropology within the College of Humanities and Social Science at the University of Edinburgh.

Consolidating and expanding upon the successes of Social Anthropology in past RAEs and in anticipation of REFs 2014 and 2020, the Chair will integrate into the leadership structures for the development of Social Anthropology, thereby contributing to the enhancement of its strong international presence. Specifically it will aim:

- To contribute to the process of renewal and succession of Edinburgh Social Anthropology as a world-leading centre of excellence in teaching and research;

- To promote the Subject's profiles in impact and in externally funded research;

- To further the Subject's global reach, including, for example, the anthropology of the Americas;

- To further develop Edinburgh's capacities in the anthropology of health and illness, and to enhance interdisciplinary links with Social Policy / Global Public Health; Science, Technology and Innovation Studies; and areas outside the School of Social and Political Science.

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

<u>Action requested</u>

For approval.

<u>Resource implications</u>

Does the paper have resource implications? Yes

<u>Risk assessment</u>

Does the paper include a risk analysis? No

<u>Equality and diversity</u>

Has due consideration been given to the equality impact of this paper? N/A

<u>Freedom of information</u>

Can this paper be included in open business? Yes

<u>Originator of the paper</u>

Professor Dorothy Miell
Vice-Principal and Head of College of Humanities and Social Science
June 2013

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The University of Edinburgh

Central Management Group

19 June 2013

Fees: Convener's actions and routine fees

Brief description of the paper

The paper contains an action from the Fees Strategy Group Convener and recommendations on routine fees for CMG's approval.

Action requested

To approve fees set out.

Resource implications

Does the paper have resource implications?

Yes. This paper sets out tuition fee proposals.

Risk assessment

Does the paper include a risk analysis? No

Equality and diversity

Has due consideration been given to the equality impact of this paper? n/a

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

Emma Lyall
Governance and Strategic Planning