

**Agenda for a meeting of the Central Management Group
to be held at 9.15 am on Tuesday 22 April 2014
in the Raeburn Room, Old College**

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| 2 | Matters Arising | |
| 3 | Principal's Business | |

FOR DISCUSSION

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| 5 | Resource Allocation proposals for 2014/15 (closed) | C |
| 6 | Finance Director's Update (closed) | D |
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FOR INFORMATION/FORMAL APPROVAL

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| 8 | Scottish Chamber Orchestra – Memorandum of Understanding - Verbal Update | |
| 9 | Update on the work of the Marking Boycott Advisory Group (closed) | F |
| 10 | Management Accounts for 8 months up to 31 March 2014 (closed) | G |
| 11 | TRAC(T) 2012/13 Summary Report (closed) | H |
| 12 | Scottish Code of Good HE Governance Update (closed) | I |
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14	Biological Resources Update (closed)	K
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Wednesday, 21 May 2014 at 10.30am in the Raeburn Room, Old College

Central Management Group

Wednesday, 5 March 2014

MINUTE



Present: Senior Vice-Principal Professor M Bownes (in the Chair)
Vice-Principal Professor J Seckl
Mr H Edmiston
Vice-Principal Professor J Haywood
Vice-Principal Professor J Norman
Vice-Principal Mr N A L Paul
Vice-Principal Dr S Rigby
University Secretary Ms S Smith
Mr F Gribben on behalf of Vice-Principal Professor Miell
Assistant Principal Professor A Trew on behalf of Vice-Principal
Professor Yellowlees

In attendance: Ms L Chalmers
Dr I Conn
Mr A Currie
Ms S Gupta
Mr P McNaull
Mrs T Slaven
Dr D Cook

Apologies: The Principal
Vice-Principal Professor C Breward
Vice-Principal Professor S Hillier
Vice-Principal Professor D Hounsell
Vice-Principal Professor C Jeffrey
Vice-Principal Professor R Kenway
Vice-Principal Professor D Miell
Vice-Principal Professor L Yellowlees
Mr D Waddell

The Senior Vice Principal welcomed the Vice Principal for Equality and Diversity Professor Norman and the Director of Legal Services Ms Chalmers to their first meeting of Central Management Group.

1 MINUTE OF THE MEETING HELD ON 22 JANUARY 2014

Paper A

The Minute of the meeting held on 22 January 2014 was approved as a correct record.

2 PRINCIPAL'S BUSINESS

2.1 Principal's Communications

The Senior Vice-Principal reported on the following: the Principal's recent visits to the US and India; the Senior Vice-Principal's visit to Canada and the US on science and sustainability topics; progress on the National Physical Laboratory bid; the first meeting of the University's four overseas offices Directors where best practice had

been shared; the success of Innovative Learning Week; Responsible Investment [consultation](#) to which colleagues were invited to take part (closes on 4 April); the Principal's participation in a EUSA Q&A session; improved speed of offer making, for which the Senior Vice-Principal thanked College Admission Offices and Student Recruitment and Admissions.

A number of senior appointments were also reported including; the retirement of Senior Vice-Principal Professor Bownes from the role of Senior Vice-Principal; the appointment of Professor Charlie Jeffrey to Senior Vice-Principal from 1 October 2014; Professor Bownes' appointment as part-time Vice-Principal of Community Development from 1 October 2014; Professor Trew's appointment as Assistant Principal of Computational Science from 17 February 2014; the appointment of Dr Anne Richards as the new Vice-Convener of the University's Court from 1 August 2014; Joanne Storrar's appointment as the Executive Director of the North American Office.

2.2 Principal's Strategy Group

Paper B

CMG noted the report.

FOR DISCUSSION

3 DRAFT PLANNING SUBMISSIONS 2014-2017 (CLOSED)

Paper C

It was noted that the draft planning submissions presented to CMG were in the process of being refined, following the Principal's Strategy Group. The roundtable meetings between Colleges and Support Groups before the plans were produced, had delivered synergies within the plans, for example on library materials. It was identified that there was a general need to be efficient and consider whether if new activities are required, it was possible to stop doing other things. Following CMG, meetings would be held with Heads of Colleges and Support Groups, together with Director of Finance, Deputy Secretary – Strategic Planning and Vice-Principal Professor Seckl.

It was noted that final plans should be submitted by 25 March 2014 for consideration at PSG on 4 April and onward endorsement along with budgetary proposals by CMG on 22 April and approval by F&GPC on 28 April 2014 and endorsement by Court on 12 May.

3.1 CHSS

Paper C1

A number of key areas were highlighted; delivering and enhancing the student experience; creating efficiencies and working with Support Groups particularly on Marketing & Communications; diversifying income; building International collaborations and partnerships; boosting the postgraduate research population; and investment on infrastructure (particularly the library). It was suggested that it may be helpful to include an indicator on student satisfaction in relation to assessment and feedback and to further consider the potential impact on the student experience in relation to estates projects.

3.2 CMVM

Paper C2

The priority areas in the plan included: enhancing existing undergraduate programmes and developing new BSc programmes; better market intelligence and improved programme planning; growing postgraduate research student numbers; the

Bioquarter; College re-structuring (detailed consultation to follow); developing an IT strategy; use of IT in teaching; an ambitious capital programme and engaging in corporate initiatives. Suggestions were offered in respect of the IT strategy and dental programmes.

3.3 CSE Paper C3

The College's vision is to be in the top 3 in the UK and the top 20 in the world. Plans are to grow student numbers across all levels of study and build on increases in staff numbers, whilst diversifying income streams. Estate issues pose a challenge to expansion. There was widespread buy-in to the plan across schools and staff. Comments were offered in terms of estate risks, closer synergies with the College of Medicine and Veterinary Medicine and integration of Technologically Enhanced Scientific Education Chairs.

3.4 CSG Paper C4

The key question put to the Group was how to invest strategically in infrastructure to take forward the University's strategy? This was at a time when a number of projects are currently underway, and there is a need to deliver business continuity. The Group also noted that there had been success last year in terms of commercialisation activity. Forthcoming challenges include changes in accounting and presentation of financial reports (as a result of new financial reporting standards) and new procurement legislation. It was noted that Court members had identified concerns about the Support Group's capacity to deal with growth and changes, with current resources. There was discussion on the need to invest to be ahead of the curve.

3.5 ISG Paper C5

During 2012-13 there had been an increase in the number of services run. A number of strategic investment proposals were presented for consideration for future years. Future priorities include: a second round of Distance Education Initiative funding (the first round had resulted in online programmes in most areas of the University); increasing video and learning investment; library materials; and High Throughput Computing and data storage. There was a discussion about funding cross-cutting strategic priorities and blended learning.

3.6 SASG Paper C6

Over the past year, teams had responded to increased demand, as result of increased funding in counselling and disability services. Progress was also evident in terms of cross-boundary working on widening participation, development and alumni, the student experience and International profile. Going forward there were three priority areas – i) student experience; how to respond to increased demands for certain services and how best to continue the 5 year plan to boost student experience; ii) income generation; and iii) efficiency and effectiveness of services.

3.7 Student Unions Paper C7

CMG was supportive of these plans. It was suggested that given the current stage of EUSA's estate plans and the University's Estates Strategy, now may be an optimal time to formalise EUSA's estate plans.

- 4 FINANCE DIRECTOR’S UPDATE (CLOSED) Paper D**
- CMG noted the current position on the NPL and the contents of the paper.
- 5 CREATING INTERNATIONAL WORK AND STUDY EXPERIENCES FOR OUR STUDENTS – SHORT-TERM SOLUTION Paper E**
- The Group discussed the proposal to support student mobility, via bursaries, which was included in the SASG plan for 2014-17. Points were raised about the fit with the new Erasmus Plus programme and support for widening participation students (who will be eligible for a double bursary). CMG supported the broad approach, although noted the importance of considering as part of the planning round. The request for 2012/13 funding is to be discussed separately outside of CMG by Vice-Principal Dr Rigby, Vice-Principal Professor Seckl and the University Secretary.
- 6 DRAFT VISITING STUDENT AND NON-GRADUATING STUDENT POLICIES Paper F**
- CMG approved these refined policies which aimed to clarify the processes that should be undertaken for visiting students. The Group discussed implementation of the new policy and the importance of keeping the policy under review. There had been substantial discussion on this item at Fees Strategy Group and elsewhere, which had informed the amended policy.
- FOR INFORMATION/FORMAL APPROVAL**
- 7 RUSSELL GROUP COMPARATIVE FINANCIAL INFORMATION 2012/13 (CLOSED) Paper G**
- This excellent report was welcomed as useful context to the planning round discussions, providing insights as to where the University sits relative to peer institutions.
- 8 QUARTER 2 MANAGEMENT ACCOUNTS FORECAST 2012/13 (CLOSED) Paper H**
- CMG noted the contents of this paper, the slight projected increase in operating surplus to quarter 1. Colleges were asked to monitor their cost budgets.
- 9 10 YEAR FINANCIAL FORECAST UPDATE (CLOSED) Paper I**
- CMG noted this update.
- 10 FINANCIAL SYSTEMS PROVISION REVIEW (CLOSED) – Verbal Item**
- The Group was informed that the first meeting of the Board considering the Financial Systems Provisions had met. The Board intended to develop a long-term plan setting out what the financial systems will look like and this will be brought to CMG for discussion.
- 11 REPORT FROM FEES STRATEGY GROUP (CLOSED) Paper J**
- CMG approved the tuition fee rate proposals for 2015/16, which included a general inflationary uplift of 4% for most fees, and noted the contents of this report.

12 FEE PROPOSALS (CLOSED) Paper K

CMG approved the fee proposals.

13 REPORT FROM EQUALITY AND DIVERSITY MONITORING RESEARCH COMMITTEE Paper L

This report identified that the University has an above average proportion of female students and those declaring a disability in the Russell Group. The University also has a high proportion of UK domiciled students from ethnic backgrounds compared to institutions in Scotland (although lower than the Russell Group average). The Group noted that there were differences between schools and the future intention to include widening participation data in the report. In terms of staff, the University has fewer women than men at higher grades (UE09 & UE10) and there are low numbers of staff reporting a disability (although there have been improvements in data capture).

14 PROPOSAL TO CHANGE THE NAME OF THE CHAIR OF STATISTICS TO: THOMAS BAYES CHAIR OF STATISTICS Paper M

CMG approved the proposal alteration to rename the Chair of Statistics to Thomas Bayes Chair of Statistics and to recommend to Senate and Court to adopt the appropriate resolution to amend the title.

15 ANY OTHER COMPETENT BUSINESS

A working group Chaired by the Senior Vice-Principal Bownes, with representatives from the Colleges and EUSA, has been set up in respect of the marking boycott. This group will prepare practical advice and take action to reduce the adverse impact on individual students and protect the University's essential academic standards.

The Group thanked Mr Currie for his contribution to the University and for the extensive estate developments achieved during his time as Estates Director. The Group wished him the very best for his retirement.

16 DATE OF NEXT MEETING

Tuesday, 22 April 2014 at 09.15 am, in the McEwan Hall Reception Room, McEwan Hall (accessed from Doorway 2).

Post Meeting Note: The next meeting will be held at 9.15am in the Raeburn Room, Old College.

The University of Edinburgh

Central Management Group

22 April 2014

Final Planning Submissions 2014-2017

Brief description of the paper

Final planning submissions are attached for each of the Colleges, Support Groups and the Student Unions, along with the University's Corporate Statement.

Action requested

CMG is invited to discuss the final submissions.

Resource implications

Resource implications are addressed in the plans and financial forecasts. Included as part of each College/Support Group submission is a 3 year financial forecast.

Risk assessment

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

Equality and diversity

Equality and diversity should be addressed in each College and Support Group Plan, in line with the Strategic Theme 'Equality and Widening Participation' in the University's Strategic Plan 2012-16. The plans should advance equality of opportunity.

Freedom of information

Can this paper be included in open business? No

Disclosure would substantially prejudice the commercial interests of any person or organisation. The paper must be withheld until decisions are taken on the allocation of resources for 2014-15 and 2015-16.

Any other relevant information

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

Originators of the paper

Tracey Slaven

Deputy Secretary – Strategic Planning

Peter Phillips

Deputy Director of Planning

15 April 2014



The University of Edinburgh

Central Management Committee

22 April 2014

Resource Allocation Proposals for 2014/15

Brief description of the paper

This is the second version of the draft 3-year financial plan and resource allocation proposal.

Action requested

The Group is invited to review the proposals and comment on its alignment with the Strategic Plan. Comments and suggestions to improve the impact of the plan document would be appreciated and these can be incorporated into the next version, which will go to F&GPC for approval at its meeting on 28 April 2014, prior to the 12 May 2014 Court meeting.

Resource implications

Does the paper have resource implications? The resource implications are set out in the paper.

Risk assessment

Does the paper include a risk assessment? The paper refers to the University Strategic Risk Analysis which is the primary statement of the risks that the Plan would need to take into account.

Equality and diversity

Has due consideration been given to the equality impact of this paper? This paper does not raise any equality and diversity implications.

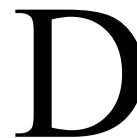
Freedom of information

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

Tracey Slaven
Deputy Secretary, Strategic Planning
16 April 2014



The University of Edinburgh
Central Management Committee

22 April 2014

Finance Director's Update

Brief description of the paper, including statement of relevance to the University's strategic plans and priorities where relevant

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
31st March 2014

To be presented by

Mr P McNaull
Director of Finance



The University of Edinburgh

Central Management Group

22 April 2014

Research Management Administration System Project Update

Brief description of the paper

RMAS: The procurement and implementation of a single system for all research activity across the University, comprising costing and pricing, reporting, pre- and post-award management and tracking.

This procurement has been run jointly with Heriot Watt University as both universities have broadly similar requirements.

The joint nature of the activities produces economies of scale as well as providing added expertise.

Action requested

The Group is requested to consider and comment on the contents of the paper.

Resource implications

As detailed in paper.

Risk assessment

Key risks are being actively managed. The risk log can be found at:
<https://www.projects.ed.ac.uk/project/res051/risks?1680424495>

Equality and diversity

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

Freedom of information

Can this paper be included in open business? No

Any other relevant information

To be presented by Vice-Principal Nigel Paul

Originator of the paper

Louise Heathcote (RMAS Project Manager)
Janet Ball (ERI)

The University of Edinburgh

Central Management Group

22 April 2014

F

Update on the work of the Marking Boycott Advisory Group

Brief description of paper

This paper updates CMG on the work of the Marking Boycott Advisory Group.

Action requested

For noting and discussion.

Resource implications

See proposal on page 3.

Risk assessment

Risks are included in the paper.

Equality and Diversity

The Advisory Group is aware there may be differential impacts amongst students and is considering the possible responses.

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 and presenter of the paper

Gavin Douglas
10 April 2014

The University of Edinburgh

Central Management Group

22 April 2014

**Management Accounts
Eight Months to 31 March 2014**



Brief description of the paper

This paper briefs Central Management Group on the University Management Accounts for 2013/14 up to the 31 March 2014. Reference is made to the Q2 full year forecast, previously reported to CMG on 5 March. The Q3 full year forecast will be reported on 21 May 2014.

Action requested

The paper is for information.

Resource implications

None

Risk Assessment

The continuing financial health of the University.

Equality and Diversity

No equality and diversity implications

Any other relevant information

None.

Freedom of information

Can this paper be included in open business? No

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

The paper should be withheld until after publication of the University's Annual Accounts for 2013/14 (i.e. 31 December 2014).

Originator of the paper

Lorna McLoughlin
Senior Management Accountant

To be presented by:

Phil McNaull
Director of Finance



The University of Edinburgh

Central Management Group

22 April 2014

Annual TRAC (T) Return 2012-13

Brief description of the paper

The paper briefs Central Management Group on the TRAC for Teaching (TRAC (T)) Return for 2012/13, which was submitted to SFC on 14 April 2014.

Action requested

The paper is for information.

Resource implications

There are no immediate resource implications, however the TRAC (T) data submitted is used by SFC in the modelling of Recurrent T Grant allocations to Scottish HEIs, so will have a potential influence on future resources allocated to the University.

Risk Assessment

The continuing financial health of the University.

Equality and Diversity

None.

Any other relevant information

None.

Originators of the paper

Stuart Graham
Management Accountant

Lorna McLoughlin
Senior Management Accountant

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? The paper should remain closed indefinitely.

To be presented by

Phil McNaull
Director of Finance

The University of Edinburgh

Central Management Group

22 April 2014

I

Scottish Code of Good Higher Education Governance - Update

Brief description of the paper

The paper provides a brief summary of the work that has been undertaken as a result of the Scottish Code of Good Higher Education Governance. The Code is with effect from 1 August 2013 with anticipated implementation during 2013/2014. It is expected that the Code will provide the good practice for the sector as required by the Post 16 Education Act (2013).

Action requested

CMG is invited to note the contents of the paper and to comment on the proposals, particularly on the proposed new committee structure and whether it would be beneficial for CMG to have terms of reference

Resource implications

None directly. New ways of working will absorb additional time of certain staff, particularly from committee secretaries. However, governance improvements are on-going.

Risk Assessment

It is expected that compliance with the Scottish Code of Good Higher Education Governance will be a condition of SFC funding. The proposals to implement the Code mitigate the risk of non-compliance.

Equality and Diversity

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

Implementation of the Code has enabled further promotion of equality of opportunity and best practice in equality and diversity.

Freedom of Information

Can this paper be included in open business? No

Disclosure would substantially prejudice the effective conduct of public affairs

For how long must the paper be withheld? Until the Court meeting of 12 May 2014 has been held.

Originator and presenter of the paper

Sarah Smith
University Secretary
08 April 2014

The University of Edinburgh

Central Management Group

22 April 2014

Gaelic Language Provision Update

Brief description of the paper

In August 2012, the Central Management Group approved the proposal to create a Gaelic Officer post, part-funded from resources secured from Bòrd na Gàidhlig's annual Gaelic Language Act Implementation Fund (GLAIF). The remaining funding for the initial three year post is covered by the Student and Academic Services Group.

The University's Gaelic Officer was appointed in February 2013 and this paper summarises the main achievements in the first year in post, and briefly summaries planned activities for 2014.

Action requested

CMG is asked to note the Gaelic Language Provision Update.

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? Yes

Freedom of information

Can this paper be included in open business? Yes

Originator of the paper

Bria Mason
Gaelic Officer

To be presented by

Sarah Smith
University Secretary

J

Gaelic Language Provision Update

1. Introduction

The Gaelic Officer post was established in conjunction with the agreement of the University's Gaelic Language Plan 2013-18. The Gaelic Officer began in post on 4 February 2013. The aims of both the Gaelic Language Plan and the post are:

- To raise the profile of Gaelic at the University of Edinburgh.
- To create opportunities for the use of Gaelic at the University of Edinburgh.

The Gaelic Language Plan 2013-18 is a voluntary plan which was prepared in consultation with Bòrd na Gàidhlig.

2. Core Commitments

Guided by Bòrd na Gàidhlig, there are four core areas of service delivery that the University of Edinburgh addressed when preparing its Gaelic Language Plan: Identity; Communications; Publications; and Staffing. Activity in each core area is summarised below.

Identity

The University of Edinburgh recognises the importance of extending the visibility of Gaelic and increasing its status. Key achievements include:

- Working with Communications and Marketing, a separate Gaelic logo was designed to be used by departments within the University engaged with Gaelic e.g. the School of Literatures, Languages and Cultures and the Office of Lifelong Learning. This logo is also made available for use throughout the University as appropriate (e.g. specific conferences and events).
- The sale of bilingual University merchandise with the Gaelic logo in use (hoodies).
- Working with Communications and Marketing and Estates and Buildings, a bilingual signage policy was approved by the Central Management Group in January 2014. This policy provides guidance on where signage is to be bilingual in Gaelic and English, and how the principle of 'equal respect' is to be shown on this signage. The policy enables bilingual signage to be installed at key areas of the University when it is reasonably practical to do so (including Old College Reception and the new School of Literatures, Languages and Cultures Building), as well as setting a policy for the installation of bilingual signage on other buildings on a replacement/renewal basis. The policy also states that the banner commissioned and displayed on the two poles outside McEwan Hall should be bilingual, which is currently in place (Welcome and Fàilte).

Communications

The University of Edinburgh recognises the importance of creating opportunities for the practical use of Gaelic in a wide range of everyday situations and is committed to increasing its level of provision in this area. Key achievements include:

- Expansion of the number of Gaelic medium meetings, seminars and events, with an increase in promotion and marketing to ensure those outside the University community are aware of the opportunities to attend such events. These include:
 - The official launch of the University’s Gaelic Language Plan in November 2013. This was preceded by a Gaelic Fair, where staff, students and members of the public could learn more about Gaelic at the University, in Edinburgh, and nationally. Students from the Department of Celtic & Scottish Studies also ran hourly taster sessions on Gaelic language and culture throughout the afternoon.
 - Gaelic Week – a week-long programme of events for students, staff and community members to use and learn about Gaelic in March 2014. This included a Gaelic Song Day, Gaelic in the University’s Collections, Gaelic Themed Tour of the Parliament and a talk on Donnchadh Bàn Macintyre, Edinburgh’s Gaelic poet.
 - The successful piloting in Spring 2014 of a Gaelic song group attended by staff, student and community members, to be run regularly in 2015-16.
- The performance of two Gaelic songs by the Edinburgh Singers at graduation ceremonies – the first time Gaelic songs have been part of a graduation ceremony.
- University representation at community Gaelic events, including the new Gaelic primary school, Bun-sgoil Taobh na Pàirce.
- Liaison with other Edinburgh-based organisation implementing Gaelic Language Plans, and liaison with Gaelic Officers at other Higher Education Institutions (Glasgow, Aberdeen and Sabhal Mòr Ostaig).
- Gaelic Officer acts as secretary to G Mòr, the national Gaelic plan practitioners group.
- Gaelic Officer took part in a Scottish Government-funded pilot interpretation training programme for Gaelic speakers at Heriot-Watt University, aimed at increasing capacity of Gaelic interpreters.

Planned activities for 2014 include:

- Gaelic medium event on the referendum, as part of the ESRC ‘The Future of the UK and Scotland’ programme. Scheduled to take place on the 1st May 2014.
- Internal events programme, including Seachdain na Gàidhlig (Gaelic Week).
- Creation of a Gaelic page for high level content on the University website.
- Continue to publicise Gaelic Plan and events through website, social media, newsletter, internal and external press.

Publications

The use of Gaelic in a range of printed material can assist Gaelic development in a variety of ways. The use of Gaelic in the media also helps demonstrate an organisation’s commitment to making important information available through the medium of Gaelic, as well as enhancing the visibility and status of the language. The University of Edinburgh is committed to increasing the use of Gaelic in those areas where the subject matter is of most interest to the general public or relates specifically to Gaelic issues. Key achievements include:

- Creation and continued use of University of Edinburgh Gaelic Facebook page (155 likes) & Twitter (181 followers) account, along with a regular newsletter (126 subscribers). Work will continue to increase the number of subscribers to each of these.
- Creation of 'Gaelic at the University' leaflet (http://www.ed.ac.uk/polopoly_fs/1.126860!/fileManager/Gaelic%20at%20the%20University_6.pdf). This is currently available at several reception areas throughout the University and is a useful resource to display at both internal and external events.
- Gaelic-related PR and media releases are now issued bilingually.
- Use of internal publications and websites to promote the Gaelic Language Plan and publicise Gaelic initiatives and activities.
- Subject Information Sheets in Celtic & Scottish Studies have been produced bilingually for the first time.
- Dedicated section of the University website for the Gaelic Language Plan (www.ed.ac.uk/gaelic). This site is fully bilingual.

Planned activities for 2014 include:

- Creation of 'Gaelic in Edinburgh' promotional leaflet, with a view to sharing good practice and identifying opportunities for collaboration.

Staffing

The University of Edinburgh recognises the importance of seeing Gaelic as an important job skill and of identifying situations in which its use is essential or desirable. The University of Edinburgh also recognises the importance of enabling staff to develop their Gaelic skills if they wish to do so. Key achievements include:

- The incorporation of Gaelic into EUSA Global's Tandem Language Café (a multilingual conversation opportunity).
- Development and delivery of monthly Gaelic Language & Culture Taster sessions and weekly conversation opportunities for students and staff. These have been held at the central campus and King's Buildings, and there are plans for this to be delivered at other campuses.
- The administration of free 6-week Gaelic taster classes each semester: one for staff, one for students.

Planned activities for 2014 include:

- Provide language training to main University reception desks so they are able to give and respond to greetings in Gaelic and direct inquiries in Gaelic to the required department or person.
- Establishment of a database of Gaelic speaking experts for media interviews and events.
- Investigate establishment of a Gaelic common room in George Square.

3. Policy implications for Gaelic: Implementation of the National Plan for Gaelic

The University of Edinburgh recognises that the various priority areas identified in the National Plan for Gaelic will be primarily implemented through our Gaelic Language Plan, but that opportunities

will arise to promote and develop the language through existing policy measures. The key achievement in 2013 was the development of a new degree in Gaelic and Education, offering a new pathway into Gaelic-medium teaching. The first students will be starting this new degree in September 2014.

4. Further questions

CMG is asked to note the Gaelic Language Provision Update. Further questions on Gaelic activity within the University can be addressed to Bria Mason, Gaelic Officer.

The University of Edinburgh

Central Management Group

22 April 2014

Biological Resources Update

K

Brief description of paper

This paper updates CMG on the proposals for the future shape and governance of the University's Biological Resources programme.

Action requested

The paper asks CMG to:

note progress made to date in developing the new unified management structure for the University's Biological Resources programme; and

agree that this should come into operation from 1 August 2014 on the lines proposed by the Governance Board.

Resource implications

None – although the proposals should lead to a more effective use of existing resource.

Risk assessment

The risk implications of the current approach and future proposals are discussed in the paper.

Equality and Diversity

There are no equality and diversity implications

Freedom of information

No this paper can't be included in open business.

Originator and presenter of the paper

University Secretary

8 April 2014

22 April 2014



Internal Audit Follow Up Reviews

Brief description of the paper

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 27th February 2014:

Table

1	Received since the last Audit Committee.	17
2	Actively in progress & awaiting a response.	5
3	Pending – including those with revised follow-up dates.	17

The Audit Committee noted CMG's declared target that 80% of all agreed Internal Audit recommendations should be found to have been completed within the agreed timescale. Members invited CMG to consider raising the target to 90%.

Action requested

To note progress in implementing agreed internal audit recommendations and consider the Audit Committee's invitation to raise the completion target to 90%.

Resource implications

There may be resource implications for management when implementing recommendations.

Risk Assessment

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

Equality and Diversity

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.

Freedom of Information

Can this paper be included in open business? Yes

Originator and presenter of the paper

Hamish McKay
Chief Internal Auditor
1 April 2014

Rolling summary

Audit Committee	Total No. of Recs checked	Actioned	% ALL recommendations reported as actioned within agreed timescale	Total No. of HIGH Recs checked	Actioned	% HIGH priority recommendations reported as actioned within agreed timescale
May 2013	42	21	50	4	0	0
Sept 2013	101	77	76	19	12	63
Nov 2013	65	50	77	16	11	69
Feb 2014	55	41	75	11	8	73

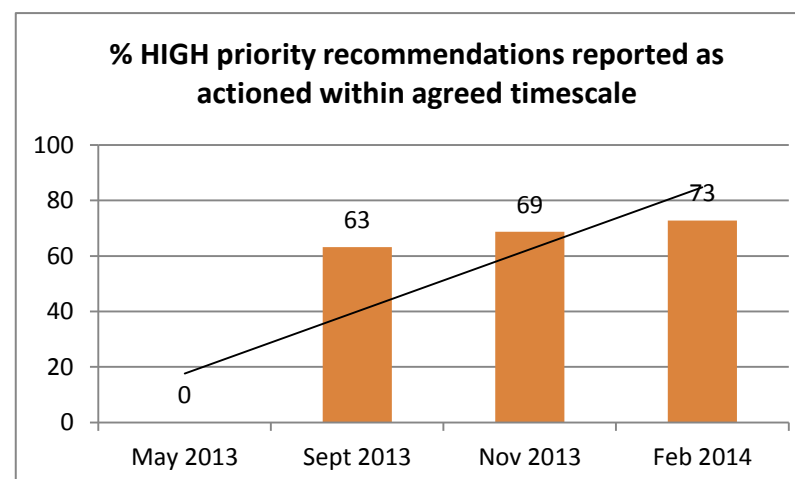
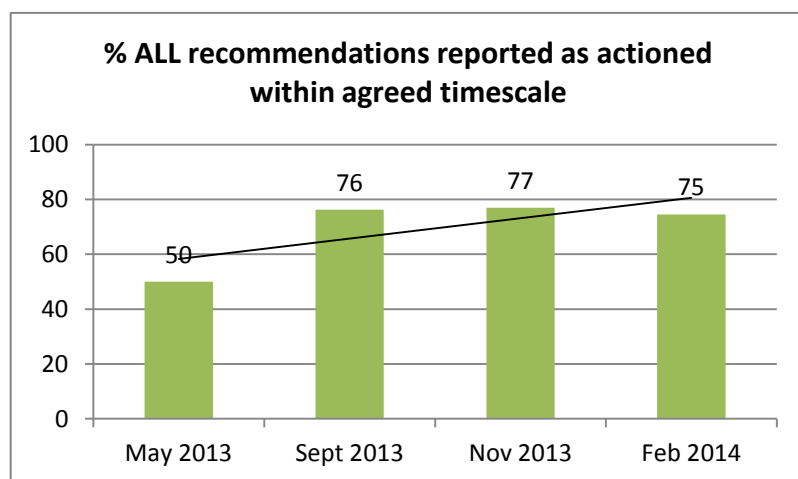


Table 1) Internal Audit Follow-Up Reviews received since the previous Audit Committee - 17

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].

Report Ref	Report Title	Total Number of Recommendations	Actioned	Partly Actioned	In Progress	Not Actioned	Senior Responsibility	Coll / SGroup
2010/19	School of Geosciences	1[0]	1[0]				Hd of School	SCE
2012/05	Personal Tutor System	1[1]	1[1]				AP Learning & Support	SASG
2012/23	Institute of Genetics & Molecular Medicine – MRC Human Genetics Unit	10[3]	10[3]				Dir IGMM	MVM
2011/17	School of Physics & Astronomy	4[0]	4[0]				Hd of School	SCE
2011/02	UKBA Legislation – Students	5[1]	2[0]		3[1] ¹		Dir International	SASG

¹ An update was received on 11 February 2014. Two of the outstanding recommendations have been actioned, 3 remain in progress. Standardisation / review of procedures at a local level is proving to be challenging and 2 of the recommendations are related to these tasks. The third recommendation still in progress relates to updates to registry database systems and EUCLID. A further follow up report will be requested in May 2014. An internal audit on Student Attendance Monitoring / notifications to Academic Registry and Home Office is scheduled for quarter 3 and will review outstanding areas. *[Had initial meetings and due to start April / May.]*

Report Ref	Report Title	Total Number of Recommendations	Actioned	Partly Actioned	In Progress	Not Actioned	Senior Responsibility	Coll / SGroup
							Office	
2012/09B	IT security (MVM) - EMMeC	2[0]			2[0] ²		Hd of School	MVM
2011/13	Space Management - PGT	4 [0]	2 [0]		2 [0] ³		VP Planning, Resources & Research Policy	---
2012/12	Key Information Sets	2[0]	2[0]				Secretary	SASG
2012/17	Doctoral Training Centre	3[2]	3[2]				Hd of DTC	HSS
2012/24	Equine Veterinary Services – Equine Hospital	2[0]	2[0]				Hd of School	MVM
2012/22	Edinburgh College of Art	8[1]	4[0]		4[1] ⁴		Hd of School	HSS
2012/32	Insurance	3[0]	3[0]				Dir of Finance	CSG
2012/06	IT Security Incident Reporting	1[0]			1[0] ⁵		Chief Information Officer	ISG

² Due to staff re-organisation, a revised action date of May 2014 has been put forward.

³ There has been substantial progress towards implementing the recommendations. Two have been actioned and two remain in progress to allow final input from LTSAG and SEMG. Next follow up on 1 April 2014.

⁴ Remaining recommendations are almost complete. Significant work in merging ECA with UoE.

⁵ A Policy is being prepared on Security Incident Procedure Handling. This has been discussed by ITC and is expected to appear as a finalised policy during the 4th quarter of the year.

Report Ref	Report Title	Total Number of Recommendations	Actioned	Partly Actioned	In Progress	Not Actioned	Senior Responsibility	Coll / SGroup
2012/20	School of Divinity	1[0]	1[0]				Hd of School	HSS
2010/03	UKBA Legislation - Staff	1[0]			1[0] ⁶		Dir HR	CSG
2010/22	UoE Utilities Supply Company Ltd	2[1]	1[0]		1[1] ⁷		Dep Dir Finance	CSG
2011/16	Estates & Buildings Let Property	5[2]	5[2]				AD Estates (Operations)	CSG
	TOTALS	55[11]	41[8]		14[3]			

⁶ Update received on 7 February 2014. One element of a recommendation on training is outstanding but is expected to be completed by August 2014.

⁷ An update was received on 6 February 2014. One recommendation relating to the development of a Business Plan remains in progress. A Business Plan is being drafted and is expected to be finalised by 14 February. *[Since confirmed as completed and all recommendations implemented.]*

Audit Assignment Status Report – Follow-Ups Open as at 12 February 2014

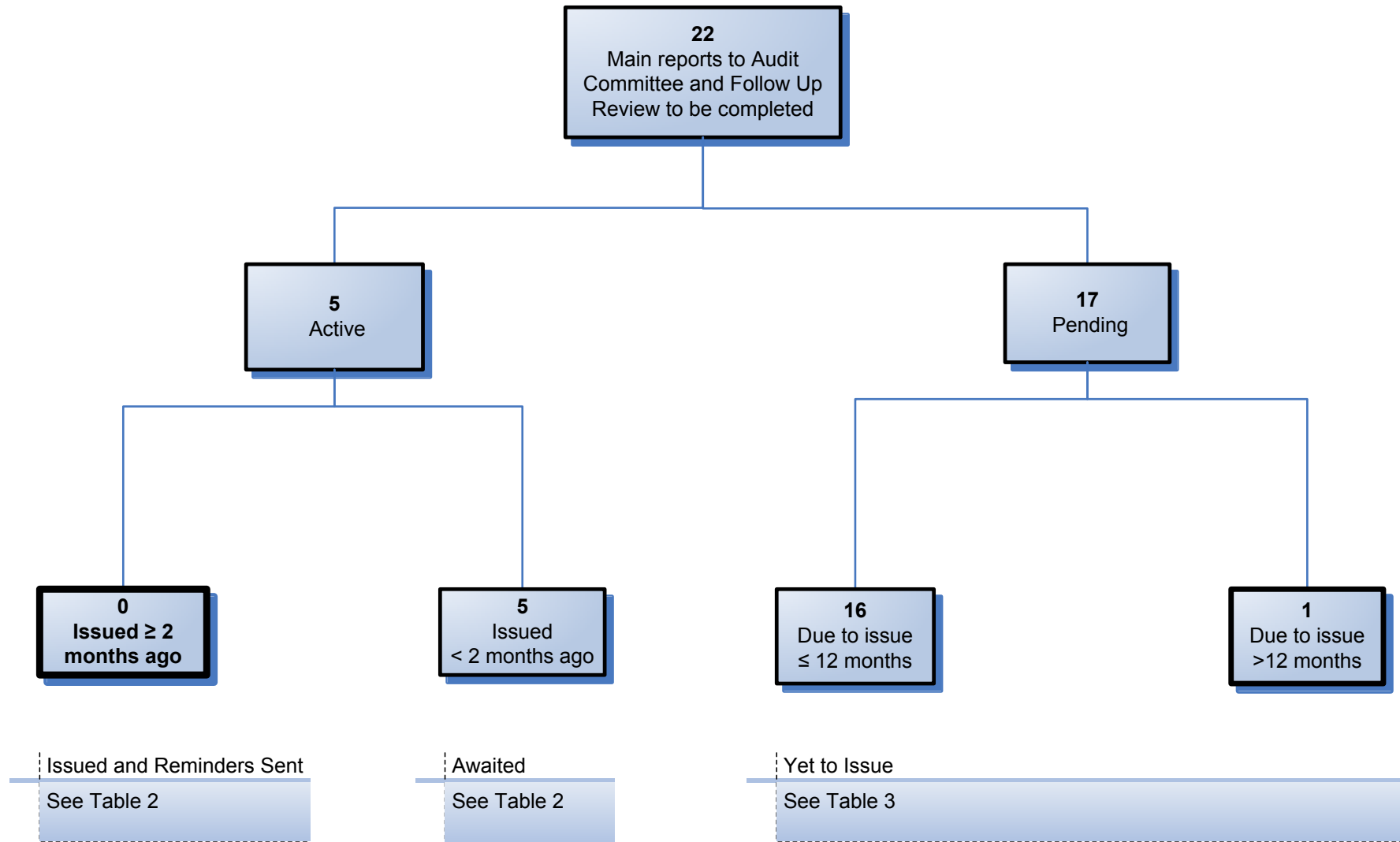


Table 2) Follow-Up Reviews Actively in Progress (as at 17 February 2014) - 5

Audit Ref	Subject	Follow-up review issued Date(s)	Update for Audit Committee	Senior Responsibility	Coll / SGroup
2010/20	Medical Education	29/07/2013 & 6/01/2014	EEMeC is now being re-launched. This will be the platform for documentation repository. Following appointment of new DULT, membership of MBChB committees is being considered, as is training for key committee roles. Response is awaited.	MVM College Registrar	MVM
2008/11	Mobile Working	11/08/2011, 10/01/2012 & 2/5/13 & 10/7/13 & 30/01/14	Mobile working will now be covered under the project to redevelop the 'Flexible Working Policy' as mobile working is one of the many forms of flexible working. University HR Services planned to start to develop a revised Policy on Flexible Working in early 2013, which will include provision for mobile working and working from home. The development process will involve consultation with colleagues from devolved HR teams, IS, Managers and Trade Unions, and it is expected that the policy will be finalised by the start of the next Academic Year. This has now been further delayed due to the forthcoming change in legislation around who is eligible to apply for flexible working. A fresh update from Vice Principal Knowledge Management and Chief Information Officer is awaited. <i>[The Vice Principal updated the Audit Committee that a policy on mobile working is being developed in conjunction with HR.]</i>	Dir IT Infrastructure & Dir HR	ISG/CSG

Audit Ref	Subject	Follow-up review issued Date(s)	Update for Audit Committee	Senior Responsibility	Coll / SGroup
2012/24	Equine Veterinary Services - Equine Hospital	04/10/2013 & 3/02/2014	Update received on 3 February 2014. Current position is 16 actioned. Report awaited on one remaining outstanding recommendation that relates to the provision of management information via the Tristan system. <i>[All recommendations now actioned.]</i>	Hd of School	MVM
2012/18	School of Engineering	02/09/2013 & 5/02/2014	<i>[All recommendations now actioned.]</i>	Hd of School	SCE
2012/21	School of Law	05/02/2014	<i>[All actioned except one that remains pending.]</i>	Hd of School	HSS

Table 3) Follow-Up Reviews Pending (as at 17 February 2014) – including those with revised follow-up dates – 17

Audit Ref	Subject	(Next) Follow-up date	Senior Responsibility	Coll / SGroup
2013/08	eTime in HSS	28/03/2014	Head of College, HSS	HSS
2010/22	UoE Utilities Supply Company Limited	01/03/2014	Dep Dir Finance <i>[Update – actioned.]</i>	CSG
2009/02	Financial Planning of Capital Projects	31/03/2014	DoF and Dir Estates	CSG
2012/09A	School of Engineering EXAM Application - IT Security	31/03/2014	Hd of School	CSE
2011/13	Space Management - PGT	01/04/2014	VP Planning, Resources & Research Policy	---
2012/09C	IT Security Vet School	01/04/2014	Hd of School	MVM
2011/02	UKBA Legislation - Students	01/05/2014	Dir International Office	SASG
2012/01	Capital projects - compliance with external conditions	01/05/2014	Dir E&B	CSG
2012/09B	IT security (MVM) - EMMeC	05/05/2014	Hd of College	MVM
2010/16	Moray House School of Education	01/06/2014	Hd of School	HSS
2013/11	EUSA grant funding	01/06/2014	EUSA	---
2012/02	Annual Reviews	01/08/2014	Dir HR	CSG
2010/03	UKBA Legislation - Staff	15/08/2014	Dir HR	CSG
2012/22	Edinburgh College of Art	01/09/2014	Hd of School	HSS
2012/06	IT Security Incident Reporting	07/11/2014	University Chief Information Officer	ISG
2012/10	Academic collaborations	30/11/2014	Dep Secretary	SASG

Internal Audit Follow Up Reviews

Audit Ref	Subject	(Next) Follow-up date	Senior Responsibility	Coll / SGroup
2012/11	Procurement arrangements	01/08/2015	Director of Procurement	CSG



The University of Edinburgh

Central Management Group

22 April 2014

**Report from Staff Committee
25 February 2014**

Brief description of the paper

This paper provides a summary of the key issues discussed and agreed at the meeting of Staff Committee held on 25 February 2014.

Action requested

CMG is asked to note this paper.

Resource implications

Does the paper have 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.

Risk Assessment

Does the paper have risk implications?

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

Equality and Diversity

Equality and diversity impact assessments will be carried out as part of each separate initiative where relevant.

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? Until approval has been given for the initiatives under consideration.

Originator of the paper

Sheila Gupta, Director of Human Resources

The University of Edinburgh

Central Management Group

22 April 2014



Report from Estates Committee held on 26 March 2014

Brief description of the paper

The paper reports on key discussions and recommendations made at the meeting of EC, held on 26 March 2014.

Action requested

CMG is invited to note the EC report and provide any comments on the recommendations contained in the paper.

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.

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

The Vice-Principal Planning, Resources and Research Policy will present the paper.

CMG is reminded that copies of the EC papers are available to CMG members on request from Angela Lewthwaite (Tel: 651 4384, email: angela.lewthwaite@ed.ac.uk) or online at: <https://www.wiki.ed.ac.uk/display/UCC/Estates+Committee>

Freedom of information

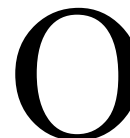
Has due consideration been given to the equality impact of this paper. The paper is **closed**.

Its disclosure would substantially prejudice the commercial interests of any person or organisation
All EC papers contain FOI information including reasons for closing papers.

Originator of the paper

Paul Cruickshank - Estate Programme Administrator
Angela Lewthwaite - Secretary to Estates Committee
14 April 2014

16 April 2014



Space Enhancement and Management Policy - Draft

Brief description of the paper

The requirement to review the existing Space Policy was driven by an Internal Audit recommendation (Space Management – PGT) that the policy should be reviewed and enhanced by the addition of more detailed policy guidance including guiding principles / standards for the provision and development of various types of space to meet the needs of staff and students. The attached is a final draft of a revised Space Enhancement and Management Policy.

Action requested

CMG is invited to endorse the Space Enhancement and Management Policy.

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? There are no expected Equality and Diversity impacts. An Equality Impact Assessment is underway.

Freedom of information

Can this paper be included in open business? Yes

Any other relevant information

This revised Space Enhancement and Management Policy – Draft was endorsed by the Estates Committee on 26 March 2014.

The existing Space Policy was approved by Court on 20 June 2011.

Originator of the paper

Graham Bell, Depute Director of Estates and Buildings

To be presented by

Vice-Principal Professor J Seckl
Convener of Space Enhancement and Management Group
8 April 2014

Space Enhancement and Management Policy

Estate context

The University estate provides the physical environment in which our colleagues work, and in which our students study and live. The purpose of the Estate is to support and enable the delivery of the University's strategic goals. The University's estate is substantial, over 750,000m² gross area (including >150,000m² residential property), reflecting over 500 buildings. The University's staff and student FTEs/m² non-residential space is one of the highest in the Russell Group of leading UK research-intensive Universities. The University's income per m² for non-residential areas has not increased (allowing for inflation) since 2007. This is not because, compared with other metropolitan Universities, our space is poor quality since over 80% of our buildings are at the highest grades, a proportion comparable to or better than our competitors. This suggests there is room for improvement in the way we use our space.

Scope and Purpose

This policy applies to all of the University estate, excluding our residential accommodation. The purpose of the policy is to optimise the use of space.

Space Enhancement and Management Policy Principles

The Space Enhancement and Management Policy sets out the principles, procedures and guidelines adopted by the University to drive optimal use of its estate. The Space Enhancement and Management Policy is governed by the University Strategic Plan 2012-16¹. Three objectives - Excellence in Education, Excellence in Research and Excellence in Innovation – are defined as the University's core strategic goals.

University Infrastructure (and therein management of space), is one of the three Enablers in meeting the University's strategic goals, and as specified under the Strategic Plan 2012-2016 KPIs and Targets. This states *“optimise our use of space”* as one of the core objectives, with the attached strategy of *“making strides to improve our use of space and deliver increased value for money, by demonstrably improving our learning and teaching estate utilisation via the delivery of the long-term aims of our Timetabling Policy, by reducing the extent of our dispersal across small buildings and by effectively communicating the importance of good space management”*.

The long term goal in Estates Strategy is to occupy the most 'fit for purpose' and cost effective space possible to operate using consolidated and rationalised flexible facilities and improve utilisation including creating appropriate decant space to facilitate strategic estates development.

University Space Enhancement and Management Policy is based on the following principles:

1. The University Space Enhancement and Management Policy determines how the University's physical estate is configured and deployed to optimise the effective and efficient use of its educational, research, innovation, support and other activities to meet our Strategic Goals.
2. As a critical asset, space is to be used in a flexible way to optimise utilisation
3. Whilst the University is the owner of its physical assets, the management and allocation of space in University buildings is devolved to Colleges and Support Groups, unless

¹ The University of Edinburgh Strategic Plan 2012-16 <http://www.ed.ac.uk/schools-departments/governance-strategic-planning/strategic-planning/strategic-plan-2012-16>

special circumstances determine an alternative. Generally, a College or Support group will have responsibility for a whole building.

The Head of College or Support Group is thus responsible for determining space apportionment and use within the compass of the University's Space Enhancement and Management Policy, overall strategy and KPIs.

4. Space usage and allocation is subject to on-going monitoring, review and, where strategically justified, redistribution to maximise benefit to the University, its students and staff as a whole.
5. Colleges, Schools and Support Groups are required to justify space requests on the basis of need, enhancement of the student experience or research/KE capability, and improvement in utilisation. Major changes in the use of existing space or its quantity (new buildings, closing buildings, etc.), are subject to a robust business case and comprehensive review at Estates Committee.
6. All general learning and teaching spaces will progressively come under central booking and timetabling. Areas surplus to need will be sequentially re-purposed to support College ambitions such as facilities for student learning, student-staff interactions, staff accommodation and KE.

Space Enhancement and Management Policy Governance

The University's Space Enhancement and Management Policy sets out the principles and governance in the allocation and management of space which reflects:

1. The total amount of space need (demand), as determined by the Strategic Plan and College/Support Group plans.
2. Space Policy KPIs and targets, linked to the Strategic Plan KPIs / targets.
3. University requirements for a change or modification of space requirement, deployment, condition or allocation according to changing circumstances.

Space Management Policy is governed, managed and monitored by the Space Enhancement and Management Group (SEMG)².

Space Enhancement and Management Group is accountable for annually reviewing College and Support Group space plans and requirements within the University Space Enhancement and Management Policy.

Space Management Policy Processes

Space Enhancement and Management Policy establishes the processes and procedures for the allocation and management of space on behalf of the University, Colleges and Support Groups. The following policy processes apply:

1. Space Enhancement and Management Group is responsible for proposing space norms to the University. It is recognised that these are only norms and will not be achievable in some older buildings and inflexible sites or where needs differ.

² SEMG Terms of Reference and Policy etc.

2. These norms will address standard office, teaching, interaction/social and general laboratory accommodation. More specialised facilities are beyond the scope of Space Enhancement and Management Group, but it is expected that Colleges will monitor their efficient usage.
3. It is proposed that the Space Enhancement and Management Group uses the timetabling and occupancy tools now available to address the optimal use of general teaching rooms, whether centrally-bookable or otherwise. SEMG has established that it is optimal to have >70% frequency of occupancy of general teaching space during the teaching week.
4. Colleges will drive efficient use of their research space and procedures for research accommodation will be developed to take account of changing practice in management of research areas.
5. Office accommodation is subject to space norms. Again, Colleges and Support Groups are expected to determine optimal usage.
6. Space has a cost and this is recognised in the current NPRAS resource allocation system. It will continue to be recognised in any future resource allocation model (RAM). The intention is for gross floor area to be the measure of space, simplifying calculations and minimising any incentive not optimally to exploit all space.
7. Each of the three Colleges and three Support Groups submit a 3-year rolling plan to reflect the University Strategic Plan 2012-16 and to meet Strategic KPIs and targets and provide an annual space update to the Space Enhancement and Management Group.

Benchmarking Data, Space Guidelines and Targets

The following data will be reported to the Space Management and Enhancement Group on an annual basis:

- Gross Internal Area in m² per Student & Staff FTE
- Percentage of building in Functional Suitability Grades 1 and 2
- Percentage of building in Condition Categories A and B
- Planned and survey utilisation data for frequency and occupancy of teaching space
- Ratio of net internal area to gross internal area
- Total income per m² of gross internal area

Office Space Guidelines for new buildings and refurbishments are noted in Appendix

Space Enhancement and Management Enhancement Group (SEMG) responsibilities

The Space Management and Enhancement Group is responsible for monitoring, reporting and advising the University on the extent to which University buildings and spaces are being utilised in line with KPIs and targets set out in University's strategy documents. It has specific roles in managing general learning and teaching spaces and presaging novel trends in this area. It is informed by estates professionals and leaders of Colleges and Support Groups - SEMG is charged with supporting Colleges and Support Groups to deliver space KPIs.

SEMG reports to Estates Committee and thence to Central Management Group (CMG), Finance and General Purposes Committee (F&GPC) and the University's Court.

The Space Management and Enhancement Group will:

1. Monitor quantitatively space and its usage whilst giving consideration to qualitative matters
2. Propose space policy to the University Estates Committee and oversee its application
3. Work with Colleges and Support Groups to manage space effectively, supporting and implementing change and driving efficiency
4. Assist Colleges and Support Groups in formulating and managing space aspects of their planning
5. Develop appropriate space norms and strategies for optimal utilisation, taking account of the differing needs of the various activities across the University
6. Suggest and oversee delivery of optimal contemporary learning and teaching spaces for students.
7. Consider the implications of any increase / decrease in the size of the University estate on the University's Social Responsibility and Sustainability Strategy and Carbon Action Plan.

OFFICE SPACE GUIDELINES FOR NEW BUILDING AND REFURBISHMENTS OF EXISTING BUILDINGS (M2)

The following are space **guidelines** for office areas by m2, developed both through the SMG:UK project, and analysis and discussions with other Higher Education Institutions. The areas per m2 are not prescriptive and will vary dependant on the Academic or Support Group specific requirements and qualitative matters. For full terms of reference, the Space Assessment Model including the detail for all m2 areas by School are available at <http://smg.ac.uk/AUDE%20Toolkit.html>

These figures apply to both Academic and Support groups across the University Estate.

SPACE	M2 per person
<p>Academic and Single Occupancy cellular office</p> <p>If a single occupancy office is requested, a statement of business need is required (unless the physical constraints of a particular building does not allow scope for either open plan of shared office areas)</p>	11.0
<p>Open Plan office</p> <p>Where possible, Open Plan areas should be developed. Benefits of open plan areas include flexibility to adapt layouts quickly for changes in staff numbers/job requirements. Also provides better efficiencies on Utilities / Building Maintenance, which in turn allows University funding to be directed to the specific requirements to the provision of appropriate Teaching and Research facilities.</p>	7.5
<p>Shared Cellular Office</p> <p>Where open plan proposals are not viable, due to either physical constraints within the building, or specific business requirements, Shared cellular office space should then be considered.</p> <p>It is advised that where possible, larger office areas should be developed, for the same principles promoted under the open plan office guidance above.</p>	4.5 to 7.5
<p>Postgraduate Research Space</p> <p>Where possible an open plan layout or large shared cellular office layout should be provided.</p>	4.5

The University of Edinburgh

Central Management Group

22 April 2014

Ethical Fundraising Advisory Group

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Brief description of the paper

The principal purpose of the Ethical Fundraising Advisory Group (EFAG) is to consider and advise on whether the sources and purposes of prospective donations, fundraising and other funded activities are ethically acceptable.

The EFAG terms of reference state “The draft minute and report on specific points discussed at each meeting will be provided to the subsequent meeting of the CMG”.

In January 2013 the University took a significant step forward in linking its sustainability and investment strategies through its adoption of the United Nations Principles of Responsible Investment (UNPRI). These principles are also addressed in relation to prospective donations, fundraising and other funded activities, as outlined under section 4.5 of the EFAG Terms of Reference.

EFAG therefore recommends that the Director of Social Responsibility and Sustainability shall be an *ex officio* member of the Advisory Group, given his lead role in implementing these principles. It is also recommended that agenda, papers and approved minutes are published on the University’s website where appropriate, recognising the sensitive nature of matters discussed at EFAG.

Action requested

CMG is asked to note the minute of the meeting held on 20 February 2014 and approve the revised EFAG terms of reference shown in track changes.

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? Yes

Freedom of information

Can this paper be included in open business? Yes

Originator of the paper

Sarah Smith
University Secretary

To be presented by

Sarah Smith
University Secretary

Ethical Fundraising Advisory Group

Minute of meeting held on Thursday 20th February 2014, 14:15 – 15.00, Elder Room, Old College

Present:

Professor Mary Bownes	Vice Principal External Engagement
Kirsty Haigh	EUSA Vice President Services
Kirsty Macdonald	Director of Development and Alumni
Professor Stuart Monro	Vice Convener of University Court
Professor Sir Timothy O'Shea (Chair)	Principal and Vice-Chancellor
Sarah Smith	University Secretary
Jamie Tait (Secretary)	Projects Office and Policy Adviser to the University Secretary

Apologies:

Phil McNaul	Director of Finance
Professor Jane Norman	Vice Principal Equality and Diversity

In attendance:

Elizabeth Welch	Assistant Director, Finance
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1. Welcome and introductions

- 1.1. Kirsty Haigh was welcomed to her first meeting of the Ethical Fundraising Advisory Group (EFAG).

2. Minute of last meeting held on 9/1/13

- 2.1. The minute of the meeting held on the 9th January 2013 was approved as a true and accurate record (**Paper A**).

3. EFAG update

- 3.1. The Principal highlighted the importance of the procedures for the ethical screening of donations that were approved by the Central Management Group in March 2013. Members then noted the EFAG update (**Paper B**) and recommended the following:

- Membership be extended to include Professor Dave Gorman, Director of Social Responsibility and Sustainability, in his capacity of leading on the implementation of the requirements of the UN Principles for Responsible Investment (UNPRI).
- Unsolicited donations below £1k be exempt from an initial ethical screening, although an oversight of these donations be maintained by Development & Alumni.

4. EFAG terms of reference

- 4.1. Members noted the EFAG terms of reference (**Paper C**). In addition to the composition change noted above, it was also recommended that under 5.5, the agenda, papers and approved minutes should only be published on the University's website where appropriate, given the sensitive nature of matters discussed at EFAG.

5. EFAG procedures

- 5.1. Members noted the EFAG procedures (**Paper D**) and the update that was required in relation to unsolicited donations.

6. Full Ethical Screenings

- 6.1. Members noted the full ethical screenings that had taken place in 2013 (**Papers E and F**).
- 6.2. It was agreed that if a Foundation had a number of Directors it was the Foundation itself that should be the subject of the review.
- 6.3. It was noted that a further full ethical screening on a potential donation would shortly be presented to EFAG. Development & Alumni had already arranged for this to be reviewed externally, and it was agreed this was a useful process to undertake in certain circumstances.

7. A.O.B

- 7.1. There was no other competent business.

8. Date of next meeting

- 8.1. It was agreed the next meeting should take place in academic session 2014/15.

Ethical Fundraising Advisory Group – Terms of Reference

1 Purpose

The principal purpose of the Ethical Fundraising Advisory Group (EFAG) is to consider and advise on whether the sources and purposes of prospective donations, fundraising and other funded activities are ethically acceptable.

2 Composition

2.1 The Advisory Group shall consist of ~~eight~~nine members.

2.2 The Principal, the Senior Vice-Principal with responsibility for Development, the Vice-Principal with responsibility for equality and diversity, the University Secretary, the Director of Finance, ~~and~~ the Director of Development and Alumni and the Director of Social Responsibility and Sustainability shall be *ex officio* members of the Advisory Group.

2.3 The other members of the Advisory Group shall consist of one members of Court and one member nominated by the Edinburgh University Students' Association (EUSA).

2.4 EUSA shall appoint, on an annual basis, a representative to be a member of the Advisory Group. This will normally be the President of EUSA who will remain a member of the Advisory Group for the length of their term of office.

2.5 Court shall appoint a member of the Advisory Group on the recommendation of the Nominations Committee.

2.6 The Nominations Committee shall take cognisance of *ex officio* members of the Advisory Group and ensure that the composition of the Advisory Group is as set out in 2.3.

2.7 The term of office of the Court member will be no longer than their membership of Court unless otherwise determined by Court and shall normally be for a maximum of three years.

2.8 Previous members are eligible for re-appointment up to a normal maximum of two consecutive terms of office.

2.9 The Principal shall be appointed *ex officio* Convener of the Advisory Group, and in the absence of the Convener, the University Secretary will act as Convener.

2.10 All members of EFAG are expected to comply with the University's Code of Conduct as set out in the University's Handbook and declare any interests which may conflict with their responsibilities as members of the Advisory Group.

2.11 Other individuals from within or outwith the University may also be invited to attend meetings from time to time, to provide the Advisory Group with information on specific items on the agenda.

3 Meetings

3.1 The Advisory Group will meet as required to fulfil its remit and will meet at least once each academic session. With the prior approval of the Convener of the Advisory Group, urgent matters may be considered through correspondence.

3.2 Meetings will be timetabled on an annual basis and will take account of the schedule for Central Management Group (CMG) meetings to ensure appropriate reporting.

3.3 Minutes, agendas and papers will normally be circulated to members of the Advisory Group at least five days in advance of the meeting. Late papers may be circulated up to two days before the meeting. Only in the case of extreme urgency and with the agreement of the Convener will papers be tabled at meetings of the Advisory Group.

3.4 Non-contentious or urgent matters not on the agenda may be considered at a meeting subject to the agreement of the Convener of the meeting and the majority of members present.

3.5 Papers will indicate the originator(s) and purpose of the paper, the matter(s) which the Advisory Group is being asked to consider, any action(s) required, and confirm the status of the paper in respect of freedom of information legislation.

3.6 Four members of the Advisory Group shall be a quorum. This number must include the Principal or the University Secretary, who will act as Convener to the Advisory Group should the Principal be absent for the duration of the meeting.

3.7 A formal minute will be kept of proceedings and submitted for approval at the next meeting of the Advisory Group. The draft minute will be agreed with the Convener of the Advisory Group prior to circulation, and in the case of the absence of the Convener at a meeting, the University Secretary.

3.8 The Advisory Group may also function between meetings through correspondence and any decision(s) taken formally ratified at the next meeting of the Advisory Group.

4 Remit

4.1 To consider and advise on whether the sources and purposes of a) prospective donations (restricted and/or unrestricted), b) fundraising, and c) other funded activities are ethically acceptable. Although the University of Edinburgh Development Trust, on behalf of the University of Edinburgh, is grateful to receive support from a wide variety of sources, there are occasions when it might not be appropriate to accept a donation. It is also possible that other matters may need to be referred to the Advisory Group, and it will be the responsibility of the Principal and University Secretary to agree when matters of this nature require to be considered. This includes funded activities from an individual or organisation that would not ordinarily be considered a donation, which would primarily be raised through Edinburgh Research and Innovation (ERI).

4.2 To draft procedures for the ethical screening of donations for approval by CMG. The procedures will be reviewed on an annual basis by the Advisory Group, who will subsequently make recommendations to the CMG.

4.3 To oversee the approved procedures for the ethical screening of donations. Where a doubt remains following initial ethical screening by Development and Alumni (D&A), referrals will be made to the Advisory Group on the advice of the Director of D&A or a named alternate. If the Advisory Group is unable to reach agreement or any doubt remains, the matter will be referred to the Central Management Group.

4.4 To be a sub-group of the Central Management Group and accountable to it.

4.5 To adhere to the University's commitment to the United Nations Principles for Responsible Investment (UNPRI). Although the remit of the Advisory Group is specifically related to donations, the UNPRI provides a framework for an organisation to take environmental, social and corporate governance (ESG) considerations into its investment strategies. These principles shall be addressed in relation to prospective donations, fundraising and other funded activities the Advisory Group considers and advises on.

5 Other

5.1 The Advisory Group will from time to time undertake a review of its own performance and effectiveness and thereon report to the CMG.

5.2 In order to fulfil its remit the Advisory Group may obtain external professional advice as necessary, including seeking legal advice.

5.3 The draft minute and report on specific points discussed at each meeting will be provided to the subsequent meeting of the CMG.

5.4 An annual EFAG report will also be prepared and presented to the CMG. The report will also be submitted to the University's Audit Committee and Risk Management Committee for information.

5.5 Agenda, papers and approved minutes [where appropriate](#) will be published on the University's website in accordance with the University's agreed publication scheme and freedom of information legislation. This will include details on the membership of the Advisory Group.



22 April 2014

Fee Proposals

Brief description of the paper

This paper invites CMG to endorse the following fee proposals

Action requested

For information and endorse the items in section 1.

Resource implications

Does the paper have resource implications? Yes – all sections

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? Yes

Equality and diversity issues are considered as part of the on-going 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

For how long must the paper be withheld: Until 2014/15 fee details are published.

Originator of the paper

Emma Lyall
Fees Strategy Group Secretary
April 2014

The University of Edinburgh

Central Management Group

22 April 2014

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Proposals to establish three new chairs in the College of Humanities and Social Science

Brief Description of Paper

The paper outlines the case for the creation of a three new chairs in the College of Humanities and Social Science:

Chair of Continuing Education in the Office of Lifelong Learning;
Chair of Digital Education jointly in the Moray House School of Education and School of Informatics; and
Chair of Learning Analytics and Informatics jointly in the Moray House School of Education and School of Informatics

Action requested

Approve the establishment of these three new chairs to enable recruitment to commence.

Resource implications

As outlined in the paper.

Risk assessment

There are no significant risks involved from approving the posts.

Equality and diversity

There are no direct implications on equality and diversity.

Freedom of information

Yes, this paper can be included in open business.

Originator(s) of the paper

Professor Dorothy Miell, Vice-Principal, CHSS
8 April 2014

Proposal to create a new Chair in the Office of Lifelong Learning

The Office of Lifelong Learning wish to establish a new Chair, the Chair of Continuing Education at the University of Edinburgh.

The new Chair would allow the Office of Lifelong Learning to build upon its existing strengths in linking the University of Edinburgh into the wider community and providing an excellent education experience for adults, from those taking their first steps back into learning to professionals updating their skills.

Under the leadership of a Chair, the Office of Lifelong Learning will be able to strengthen the delivery of its portfolio of continuing education courses, and extend the range of those courses through further expansion of online learning and MOOCs.

In the broader University context, OLL also provides vital support to our internationalisation strategy, though the work of the English Language Teaching Centre, and its contribution to the Open Languages programme of foreign language support for our degree-programme students.

The Chair of Continuing Education would provide a high profile addition to the academic work of the Office of Lifelong Learning. Such a position would place the University of Edinburgh within the forefront of continuing education within higher education establishments, matching the Professorships held by the Directors of Continuing Education at The University of Oxford and Nottingham University.

With this appointment the College is seeking to appoint an academic with strong leadership skills who will oversee a cohesive centre for lifelong learning. Given the strong reputation and traditions of continuing education at the University, the College of Humanities and Social Science is confident that it can recruit to the post successfully.

The current Director of the Office of Life Long Learning, Dr Con Gillen, is retiring in the summer of 2014. The intention is that the appointee will replace him as Director, so no increase in overall costs is expected.

Proposal to create 2 new Chairs in the Moray House School of Education and the School of Informatics

The Schools of Education and Informatics wish to establish two new Chairs, the Chair of Learning Analytics and Informatics and the Chair of Digital Education at the University of Edinburgh.

These new Chairs would allow the Schools of Education and Informatics to build upon their existing strengths in research and teaching in digital education and informatics and the work of the Digital Cultures in Education (DiCE) research group, and a range of other research networks and groups across the University.

Much of the research into digital education and learning analytics is based in the University's expanding portfolio of taught online Masters courses, MOOCs and expanding innovative uses of technology in on-campus courses.

The University is a leader in online learning and these Chairs, along with planned new senior posts in online e-learning in several Schools, will provide fertile ground for research-informed practice.

In the broader university context, there is a growing focus on research that uses large and complex datasets, and this investment would help to develop world-leading capabilities in this area and build stronger cross-University networks in research, teaching and grant applications.

The Chair in Learning Analytics and Informatics and the Chair in Digital Education would provide high profile additions to teams within both Schools. It is expected that the Chairs would also bring substantial benefit to the Schools' research profile.

With these appointments the Schools are seeking to appoint world leaders in digital education and learning analytics that have strong connections to the field of digital education. The Schools are confident that they can successfully recruit to these posts in this particularly high profile area.

The Principal has agreed to provide start-up funding for the posts for a period of 5 years, by which time the two Schools will have put in place the required plans to fund the post recurrently.

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

Professor Dorothy Miell

Vice-Principal and Head of the College of Humanities and Social Science



The University of Edinburgh

Central Management Group

22 April 2014

**Schedule of Dates of Meetings in Session 2013-2014 and 2014-2015
of the Central Management Group**

The following dates have been set for meetings of the Central Management Group during the academic session 2013/2014 and 2015/2016. Meetings will normally be held at 10.30 am in the Raeburn Room, Old College.

Due to the review of HE Governance, membership of this Group has still to be confirmed.

2014/2015

20 August 2014
8 October 2014
12 November 2014
20 January 2015
4 March 2015 (pm)
14 April 2015 (pm)
19 May 2015
16 June 2015

2015/2016

18 August 2015
6 October 2015
10 November 2015
19 January 2016
1 March 2016
12 April 2016
17 May 2016
14 June 2016

Members are invited to note the schedule of dates.

The meetings of the CMG remaining in the 2013/2014 session will be held on: 21 May 2014 at 10.30 am and 16 June at 2 pm in the Raeburn Room, Old College.

Evelyn Dunton
Court Services Officer
April 2014