

## Central Management Group

Tuesday, 22 April 2014

### MINUTE

Present: Senior Vice-Principal Professor M Bownes (in the Chair)  
Mr H Edmiston  
Vice-Principal Professor S Hillier  
Vice-Principal Professor C Jeffrey  
Vice-Principal Professor R Kenway  
Vice-Principal Professor D Miell  
Vice-Principal Professor J Norman  
Vice-Principal Professor J Seckl  
University Secretary Ms S Smith  
Assistant Principal Professor A Trew  
Mr S Marsden on behalf of Vice-Principal Professor Haywood

In attendance: Mr G Bell  
Ms F Boyd  
Dr I Conn  
Mr G Douglas (for Item 10)  
Ms S Gupta  
Mr H McKay (for Item 2)  
Mr P McNaull  
Mrs T Slaven  
Mr D Waddell  
Dr D Cook

Apologies: The Principal  
Vice-Principal Professor C Breward  
Ms L Chalmers  
Vice-Principal Professor J Haywood  
Vice-Principal Professor D Hounsell  
Vice-Principal Mr N A L Paul  
Vice-Principal Dr S Rigby  
Vice-Principal Professor L Yellowlees

**1 MINUTE OF THE MEETING HELD ON 5 MARCH 2014 Paper A**

The Minute of the meeting held on 5 March 2014 was approved as a correct record.

**2 INTERNAL AUDIT FOLLOW-UP REVIEWS REPORT Paper L**

The Group noted the Report and that 75% of Internal Audit recommendations had been implemented within the agreed timescale in the previous quarter (from the follow-up reviews). It was the last CMG meeting that the Head of Internal Audit would attend, following his intention to retire. The Chair thanked the Mr Hamish McKay, on behalf of the Group for his contribution to the University and for raising the profile of Internal Audit.

### **3 PRINCIPAL'S BUSINESS**

#### **3.1 Principal's Communications**

The Senior Vice-Principal reported on the following whilst the Principal was on sabbatical: the Principal's visit to Shanghai for the inauguration of the Shanghai College of Fashion and Innovation at Donghau University; the appointment of Mr Hugh Edmiston as Director of Corporate Services Group (CSG) from 1 September 2014; Support Group changes taking effect from 1 August; Human Resources will join the Student and Academic Services Group (SASG) strengthening the people focus of the group; Internal Audit will join SASG enhancing good governance (recruitment of the new Head of Internal Audit is underway); a new unified Biological Services Resource team will join the CSG enabling it to benefit from operational and expertise in CSG and the new Director of Corporate Services will take on the role of Principal Licence Holder from 1 September 2014; continued exploration into closer collaboration with SRUC; submission of a bid for the National Physical Laboratory partnership by the University; the recognition of Professor Richard Morris being awarded a 2014 Royal Medal by the Royal Society of Edinburgh and 10 University of Edinburgh academics becoming fellows of the Royal Society of Edinburgh.

#### **FOR DISCUSSION**

#### **4 FINAL PLANNING SUBMISSIONS 2014-2017 (CLOSED)**

**Papers B,  
B1-B7**

Since the plans had last been discussed at CMG, Vice-Principal Professor Seckl, Deputy Secretary Strategic Planning and the Director of Finance had met with Colleges and Support Groups and the Plans had been changed to improve synergies and support themes.

All the plans had been changed following the April PSG, but to varying extents. CHSS, CMVM and CSE plans had minor changes. The CSG final plan articulated their vision which included creating a stimulating environment and efficient and effective professional services across the University for staff, students and visitors. CMG supported the clear measurable indicators included in CSG's plan which demonstrated performance over time and future aspirations; and commended the approach to the other Support Groups and Colleges. The ISG final plan included the proposed additional funding for library materials. The SASG final plan incorporated identified efficiencies and an innovative use of an area of underspend. The EUSU and EUSA plans remained the same.

#### **5 RESOURCE ALLOCATION PROPOSALS FOR 2014/15 (CLOSED)**

**Paper C**

The Resource Allocation proposals had developed following the 4 April PSG meeting. There had been significant discussion on efficiencies, priorities and dealing with uncertainties (such as increasing student demand for services) as well as innovative proposals from CSE and SASG. The proposed budget supports the strategic direction of the University. Sizeable investments required during 2014/15 mean that the resource allocation proposal will result in a smaller operating surplus than envisaged under the University's target of 3-5% (surplus as a percentage of total income). The Group discussed the need to have a culture of continual review and stop doing some activities in order to address new priorities. The Group supported the proposal to carry out end-to-end process reviews across Colleges and Support Groups to drive further improvements. The Group also anticipated that the number of grant applications would increase in the future, as a result of the Chancellor's Fellows.

Clarification was sought over the prospects of the International Scholarship Fund. It was identified that the current arrangements were more complex than originally thought and a longer-lead in time was required to address this. The UK Research Partnership Investment Fund was discussed and it was agreed that further discussion would be beneficial.

**6 FINANCE DIRECTOR'S UPDATE (CLOSED) Paper D**

Progress in respect of NPL was noted, together with the contents of the paper.

**7 RESEARCH MANAGEMENT ADMINISTRATION SYSTEM PROJECT UPDATE Paper E**

This is a key project being delivered in partnership with Colleges which will deliver efficiencies to the current research administration systems and processes at the University, uniting pre-and post-award activity under one umbrella, generating a faster, more efficient and adaptive system. Implementation of the new system will start in May 2014 with an anticipated go live date of the first quarter of 2015.

The Group recognised the importance of engaging would-be users in the system's development and provided some suggestions. Efforts by Colleges to promote participation of Principal Investigators in the project were supported by CMG.

**8 SCOTTISH CHAMBER ORCHESTRA – MEMORANDUM OF UNDERSTANDING – VERBAL UPDATE (CLOSED)**

It was reported that the Estates Committee had considered options to upgrade the ECA's estate and address its Estates strategy. The preferred solution included working with new partners, in particular with the Scottish Chamber Orchestra.

A Memorandum of Understanding between the University and the Scottish Chamber Orchestra is planned to capture the wider current collaborations, to clarify future direction and ways of working.

**FOR INFORMATION/FORMAL APPROVAL**

**9 REPORT FROM ESTATES COMMITTEE (CLOSED) Paper N**

The Group noted that £71M was forecast to be spent in 2013/14 and that spend was forecast to increase in the future. CMG noted that the main business of the Estates Committee had been to discuss the ECA Strategy; the Estates Committee supported the preferred option, but the Estates Committee had been clear on the need for a fall-back option. The challenging external funding environment for building projects was discussed by Central Management Group, as well as the need to factor this into risk assessments.

The estates projects on the Confucius Institute and the St Cecilia Hall and contents of the rest of the report were noted by CMG. The Group raised the importance of estate investment being accompanied by plans to generate additional income from upgraded or new buildings.

- 10 UPDATE ON THE WORK OF THE MARKING BOYCOTT ADVISORY GROUP (CLOSED) Paper F**
- The Group was provided with an update on the Marking Boycott Advisory Group, which has been set up to ensure appropriate preparations are in place for the potential marking boycott. The aim of the advisory group is to minimise the impact on our students without compromising academic standards. Work had been carried out in particular on contingency arrangements and communications. CMG Members were invited to draw to their staff members' attention guidance on the website about the Boycott:  
<http://www.ed.ac.uk/schools-departments/student-administration/marking-boycott>
- 11 MANAGEMENT ACCOUNTS OF 8 MONTHS UP TO 31 MARCH 2014 (CLOSED) Paper G**
- The Group noted this report, which identified that it was expected that the University's surplus would be higher than originally anticipated and that staff costs had increased compared to the previous year to date.
- 12 TRAC(T) 2012/13 SUMMARY REPORT (CLOSED) Paper H**
- It was recognised that further work is required in this area to fully understand the costs of research and teaching. It was also noted that it would be important to look at efficiencies through end to end process reviews.
- 13 SCOTTISH CODE OF GOOD HIGHER EDUCATION GOVERNANCE (CLOSED) Paper I**
- The Court Sub-Group taking forward the implementation of the Code had met several times and had considered the Court committee structure in respect of the following key principles: to avoid duplication of effort; add value; provide clarity and aid the decision-making process and be effective and quicker at progressing issues to the next stage. Whilst the focus had been on Court and its committees, work had started to explore the management layer of committees and groups such as CMG, including considering creating terms of reference for CMG.
- 14 GAELIC LANGUAGE UPDATE Paper J**
- CMG noted this update.
- 15 BIOLOGICAL RESOURCES UPDATE (CLOSED) Paper K**
- CMG noted the progress that had been made to date in developing the new unified management structure for the University's Biological Resources Programme. CMG also agreed that the new unified management structure for the University's Biological Resources Programme should come into operation from 1 August 2014, along the lines as proposed by the Governance Board. The new unified structure will be hosted in the University's Corporate Services Group and the new Director of Corporate Services Group will take on the role of Principal Establishment Licence Holder from his appointment date of 1 September 2014.
- 16 REPORT FROM STAFF COMMITTEE (CLOSED) Paper M**
- This report was noted by CMG.

- 17 SPACE ENCHANCEMENT AND MANAGEMENT POLICY Paper O**
- The University's income per m2 for non-residential areas has not increased (allowing for inflation) since 2007, despite the University's buildings being of a high quality. The policy proposes ownership, where possible, of University buildings by a College or Support Group to drive space efficiencies. CMG endorsed the policy.
- 18 ETHICAL FUNDRAISING ADVISORY GROUP REPORT Paper P**
- CMG approved amending the terms of reference for the Ethical Fundraising Advisory Group to include the Director of Social Responsibility and Sustainability as member of the Advisory Group. The contents of the report were noted by the Group.
- 19 FEE PROPOSALS (CLOSED) Paper Q**
- CMG noted and endorsed the fee proposals.
- 20 PROPOSAL TO ESTABLISH THREE NEW CHAIRS IN THE COLLEGE OF HUMANITIES AND SOCIAL SCIENCES Paper R**
- CMG approved the proposals to create three new Chairs (Chair of Continuing Education; Chair of Digital Education; and Chair of Learning Analytics and Informatics) and to recommend to Senate and Court to adopt the appropriate resolutions.
- 21 SCHEDULE OF DATES 2014-15 AND 2015-16 Paper S**
- CMG noted the future schedule of dates.
- 22 DATE OF NEXT MEETING**
- Wednesday, 21 May 2014 at 10.30 in the Raeburn Room in Old College.