



# THE UNIVERSITY of EDINBURGH

Central Management Group  
Room 1.07, George Square Library  
12 November 2014, 10am

## AGENDA

- 1 **Minute** A  
To approve the minute of the previous meeting.
- 2 **Matters Arising** Verbal  
To raise any matters arising.
- 3 **Principal's Communications**  
To receive an update by the Principal.

## SUBSTANTIVE ITEMS

- 4 **Draft Outcome Agreement** B  
To consider and comment on paper by Deputy Secretary, Strategic Planning.
- 5 **Strategic Plan: Targets and KPIs Progress Report** C  
To consider and comment on update by the Deputy Secretary Strategic Planning.
- 6 **Mainstreaming elements of the Student Experience Project** D  
To consider and comment on proposals by Deputy Secretary, Student Experience.
- 7 **University Events – future direction** E  
To note and consider the paper by Director of Communications, Marketing and External Affairs.
- 8 **Special Investigations – lessons learned** F  
To note and consider the update by Chief Internal Auditor.
- 9 **Undergraduate Strategies** G  
To consider and approve proposals by Director of Student Recruitment and Admissions.
- 10 **Proposals for the Medical School** H  
To approve the proposals by MVM College Registrar.

If you require this agenda or any of the papers in an alternative format e.g. large print please contact Dr Katherine Novosel on 0131 650 9143 or email [Katherine.Novosel@ed.ac.uk](mailto:Katherine.Novosel@ed.ac.uk)

- 11 Award for Students** I  
 To consider and approve proposals in paper by Deputy Secretary, Student Experience.
- 12 EUSA and ESCA**
- **ESCA – Funding Proposal** J  
 To consider and approve proposals presented by Deputy Secretary, Student Experience.
  - **Relationship Agreement between EUSA and ESCA** K  
 To note.
  - **EUSA Volunteering Annual Report** L  
 To note.

### ROUTINE ITEMS

- 13 Finance Director's Update** M  
 To note and consider update by Director of Finance.
- 14 Report from Space Enhancement and Management Group** N  
 To note and approve report from Space Enhancement and Management Group.
- 15 NPRAS rates** O  
 To approve proposals in the paper to be presented by Vice-Principal Professor Seckl.
- 16 Annual Report on Complaint Handling** P  
 To note and comment on the annual report by Deputy Secretary, Student Experience.
- 17 Any Other Business** Verbal  
 To consider any other matters by members.

**ITEMS FOR FORMAL APPROVAL/NOTING** (Please note these items are not normally discussed.)

- 18 Principal's Strategy Group** Q  
 To note.
- 19 Elite Athletes - Policy and Procedure for Undergraduate Applications** R  
 To endorse.

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- 20 Fee proposals** **S**  
To approve.
- 21 Study Aboard Tuition Fees** **T**  
To approve.
- 22 Student rent proposals for 2015/2016 and indicative for 2016/2017** **WITHDRAWN**  
To approve.
- 23 Foundation of a new Chair of Economics** **V**  
To approve.
- 24 Date of next meeting**  
Tuesday, 20 January 2015 at 10 am in the Raeburn Room, Old College.

If you require this agenda or any of the papers in an alternative format e.g. large print please contact Dr Katherine Novosel on 0131 650 9143 or email [Katherine.Novosel@ed.ac.uk](mailto:Katherine.Novosel@ed.ac.uk)



**CENTRAL MANAGEMENT GROUP**

**8 October 2014**

**Minute**

**Present:**

The Principal  
Senior Vice-Principal Professor C Jeffrey  
Vice-Principal Professor S Rigby  
Vice-Principal Professor J Seckl  
Vice-Principal professor J Smith  
University Secretary, Ms S Smith  
Mr H Edmiston, Director of Corporate Services  
Mr G Jebb, Director of Estates and Buildings  
Mr P McNaull, Director of Finance  
Mrs T Slaven Deputy Secretary, Strategic Planning

**Apologies**

Vice-Principal Professor M Bownes  
Vice-Principal Professor C Breward  
Vice-Principal Professor J Haywood  
Vice-Principal Professor R Kenway  
Vice-Principal Professor D Miell  
Vice-Principal Professor A Morris  
Vice-Principal Professor J Norman  
Vice-Principal Professor Sir John Savill  
Vice-Principal Professor L Yellowlees  
Professor C Clarke, Head of School of Health in Social Science  
Dr I Conn, Director of Communications and Marketing  
Ms M Ayers, Acting Director of HR

**In attendance:**

Ms L Chambers, Director of Legal Services  
Mr G Douglas, Deputy Secretary, Student Experience  
Mr D Gorman, Director of Social Responsibility and Sustainability  
Mr B MacGregor, Director of User Services Division  
Mr D Waddell, Director of ERI  
Assistant Principal Professor A Trew, on behalf of Vice-Principal Professor Yellowlees  
Ms A Edgar on behalf of Ms M Ayers  
Ms C Elliot on behalf of Vice-Principal Professor Sir John Savill  
Mr F Gribben on behalf of Vice-Principal Professor D Miell  
Mr D Kyles, Chief Internal Auditor  
Mr S Marsden on behalf of Vice-Principal Professor J Haywood  
Mr M Jenkins (for item 12 only)  
Deputy Vice-Principal Mr A Mackay (for item 3 only)  
EUSA President (for part of item 6 only)  
EUSA VP Services (for part of item 6 only)  
Dr K J Novosel, Head of Court Services

## **1 Minute**

**Paper A**

The Minute of the meeting held on 20 August was approved as a correct record.

## **2 Principal's Communications**

The Principal reported on the following: the University's ranking in the QS league table; concern being expressed around the density of student accommodation on the south side of the city; the appointment of Ms Zŏe Lewandowski to the position of Director of Human Resources; the success of recent open days; the University's contribution to the Edinburgh Festivals; the recent discussion at Senate on postgraduate research including the student experience: on-going discussions with SRUC; progress in respect of the Turing Institute bid; further work around a Digital Arts Arena; the success of the inaugural concert held on 7 October to celebrate the restoration of the McEwan Hall organ; the opening of the new Nursery at King's Buildings; and various estate improvements underway in respect of signage and the 'Golden Boy'.

### **SUBSTANTIVE ITEMS**

## **3 Home Office - Student Migration - University of Edinburgh**

**Paper B**

CMG noted the issues emerging around the Home Office requirements for the University maintaining its 'Highly Trusted Sponsor' status in respect of international students and its holding a Home Office Tier 4 licence.

There was discussion on the areas identified as a result of a recent mapping exercise by Internal Audit of six Schools the most significant being around student attendance and engagement. It was agreed that there should be a consistent approach across the University and the various actions being taken forward were welcomed including: a new policy being approved around student attendance and engagement; a standard IT tool being developed to record information; a designated Tier 4 contact officer being identified in every School: and the establishment of a new Home Office Management Group. It was also confirmed that a similar approach should be taken to monitor all students to improve the overall student experience: it was noted that this may be achieved via a phased approach and progress in each College was noted. Appropriate guidance to staff on their responsibilities and the need for clear documentation would be developed. It was welcomed that regular University reviews would be initiated and reported to CMG and the new Home Office Management Group.

**4 Outcome Agreement - 2015 Cycle including Draft Self-Evaluation of 2013-14 Agreement**

**Paper C**

Members noted the self-evaluation report of the 2013/2014 Agreement and that any additional information would be welcomed before the document was considered and signed off by Court on 3 November 2014 for submission to SFC

The timetable for the 2015 round was noted including the meeting with the SFC in early November and the requirement for an initial draft to be submitted on 8 December and the final version on 28 February 2015: to enable reflection of the REF results announced on 18 December 2014. Of particular note were the issues around gender balance in relation to areas of study and the opportunity to raise funding issues with SFC. CMG suggested, in addition to ECA redevelopment and Chancellor's Fellows, funding to support area study centres eg China and India, further collaboration working with the Zoo, and the SRUC project.

**5 Planning Guidance 2015/2016**

**Paper D**

CMG noted the annual planning guidance and timetable, in particular that there would be no automatic inflationary increase in base budgets. Various issues had also been taken into account in preparing the guidance including as previously agreed the emerging strategic priorities of the Thematic Vice-Principals. There would be challenges going forward on where best to allocate strategic investment against an agreed approach for the University to continue to expand.

There was discussion on various issues including the evolving planning process, future anticipated funding, resourcing College and support group aspirations, taking forward the ambitions of the estates programme and the need to focus on reducing duplication and increase commercial activity. The on-going compliance issues were also noted particularly in respect of Health and Safety and Procurement. Some suggestions were made to increase the clarity of the document and the desire to improve the transparency of the allocation process was noted. CMG further noted the key changes to the guidance as set out in the document and the external environment in which the University was operating.

CMG was content to approve the issues of the guidance subject to consideration of the discussed suggestions.

## **6 Outcome of UNPRI review and next steps**

**Paper E**

CMG noted discussion across the UK sector and overseas on taking forward the sustainability agenda particularly around ethical investment and the various approaches which had been adopted. There was significant interest within the student body on the development of the University of Edinburgh Socially Responsible Investment Policy against the backdrop of the University being a signatory to the UNPRI and the outcome of the University's consultation on these Principles was noted. CMG endorsed, in principle, the draft Socially Responsible Investment Policy as set out in the paper subject to further consideration of the procedure for avoiding investment.

The EUSA President and Vice-President Services presented concerns around investment in fossil fuels and armaments and the case for divestment particularly given the approach recently agreed by other Scottish Universities. There was discussion around how best to explore these issues and ensure that all views were considered: the University should take a measured approach. It was important to develop a robust process to consider investment issues and for this process to be tested.

It was agreed given the complexity of the issues involved to establish a short-life working group as soon as possible under the convenership of the Senior Vice-Principal to include student representatives, staff with relevant academic expertise and colleagues with relevant financial and investment experience to initially consider the case for divestment in fossil fuels against the principles and criteria as set out in the Policy. If this approach proved appropriate thereafter a similar approach could be adopted to explore divestment in armaments. The working-group would update CMG on progress.

## **7 Edinburgh BioQuarter**

**Paper F**

There had been previous discussion at CMG on a possible model going forward for the Edinburgh BioQuarter. The opportunities across the University were noted in the proposals as set out in the paper and that the model would be progressed over 3 stages. It was agreed that it would be helpful if detailed financial information could be included in the papers being presented to the Policy and Resources Committee and Court. It was further noted that initially authority would be sought to explore the proposed business plan outwith the University to enable the business plan to become more developed and robust.

## **8 Relocation – An aid to recruitment**

**Paper G**

CMG welcomed these policies which had been developed following an

analysis of need and will aid the University in successfully recruiting the best academic and professional talent world-wide. The cost implications were noted and that value for money would be obtained through the contract and SLA with the third party suppliers. CMG agreed to recommend approval of both documents to Policy and Resources Committee subject to amendment to the Relocation Policy around flexibility of the University to meet otherwise self-funded provisions.

## **ROUTINE ITEMS**

### **9 Finance's Director's Update Paper H**

The endowment fund solid performance was noted and that the external audit of the Group Accounts was now well underway with a surplus of approximately £32.4m for the 2013/2014 year end being recorded subject to any audit adjustments: an excellent financial position. CMG further welcomed the various improvements to the finance's business processes.

### **10 University Management Accounts for the year 2013-14 – Flash Report Paper I**

CMG noted and welcomed the draft information on the University's management accounts for end of year excluding subsidiary companies.

### **11 Internal Audit Status Report Paper J**

CMG welcomed the revised format of this report and noted the key points emerging and outcomes from the assignments undertaken in 2013/14. There was also discussion around the implementation of actions agreed as a result of audit assignment recommendations and that only a small number of high priority recommendations remained open: the Audit and Risk Committee was considering further how best to monitor the status of outstanding recommendations.

### **12 English Language Teaching Centre: Strategic Vision Paper K**

The current proposals for the English Language Teaching Centre were noted and there was CMG support for the Centre's vision as set out in the paper. This involved refocusing provision around support to non-native speaking international students within an academic environment and support to staff working with these international students.

CMG noted the importance of the work of the Centre to the internationalisation agenda and other issues such as Home Office

requirements. There was discussion and suggestions were made around exploring further commercial opportunities, the provision of on-line courses, and support to international students at other universities and to the families of international staff. CMG also noted the work currently underway within the whole of OLL to look at sustainability.

**13 SASG**

**Verbal**

It was noted that SASG would be renamed University Secretary's Group (USG) with effect from 1 November 2014.

**ITEMS FOR FORMAL APPROVAL/NOTING**

**14 Principal's Strategy Group**

**Paper M**

CMG noted the report.

**15 Fee Proposals**

**Paper N**

CMG approved the fee proposals as set out in the paper.

**16 Joint Zhejiang-Edinburgh Programme in Biomedical Sciences**

**Paper O**

CMG noted the proposed new programme in Biomedical Sciences noting that there was detailed work underway to complete a business case, undertake a robust due diligence exercise and agree legal arrangements.

**17 Creation of new Chairs**

**Paper P  
Paper Q**

CMG approved the establishment of new chairs in the College of Humanities and Social Science and the College of Science and Engineering as set out in the paper subject to confirmation of specific chair titles in respect of the generic Chairs of Technology Enhanced Science Education.

**18 Date of next meeting**

The new meeting of CMG will be held on Wednesday, 12 November 2014 at 10 am in the Meeting Room 1.07, Main Library.



**CENTRAL MANAGEMENT GROUP**

**12 November 2014**

**Draft Outcome Agreement – 2015-18**

**Description of paper**

1. The 2015-18 Outcome Agreement process is underway and will involve input from students and trade unions as well as negotiation with the Scottish Funding Council. The draft document (Appendix 1) which accompanies this paper will therefore evolve before submission as a draft to SFC in December 2014.

**Action requested**

2. CMG is asked to consider the draft Outcome Agreement document, providing advice on the level of ambition associated with the commitments within the document.

3. CMG is also asked to consider the information provided in relation to gender imbalance in programme intakes and whether we wish to identify a specific area for further investigation.

**Recommendation**

4. CMG is recommended to endorse the on-going development of the draft Outcome Agreement.

*Paragraphs 5 – 14 have been removed as exempt from release due to FOI.*

**Risk Management**

15. The Outcome Agreement document will be a public document and is a requirement of SFC funding. There are consequently risks to both University reputation and funding if an effective agreement is not reached. The widening access component of the Outcome Agreement has a statutory underpinning via the Post 16 Education (Scotland) Act 2013.

**Equality and Diversity**

16. The Outcome Agreement is intended to explicitly support Equality & Diversity with commitments to further improve performance, in line with the University's Equality and Diversity plan.

*Paragraph 17 has been removed as exempt from release due to FOI.*

**Consultation**

18. Initial discussion with trade unions took place on 24 October with agreement to comment and input on the draft document as it develops. Input to the draft has been received from across the university - which will be further developed following advice from PRC and CMG. The Deputy Secretary, Strategic Planning is due with the President of EUSA to discuss student engagement, particularly in relation to widening access issues, on 5 November. A programme of engagement with students over the next year connected to the Widening Participation elements of the Outcome Agreement will be developed.

**Further Information**

19. Author

Tracey Slaven  
Deputy Secretary, Strategic Planning  
2 November 2014

Presenter

Tracey Slaven  
Deputy Secretary, Strategic Planning

**Freedom of Information**

20. The paper should remain Closed until final approval of the Outcome Agreement by the University Court.



CENTRAL MANAGEMENT GROUP

12 November 2014

**Strategic Plans KPIs and targets – draft progress report**

**Description of paper**

1. This paper presents progress made against the targets and Key Performance Indicators within the University's Strategic Plan for 2013/14 (where data is available) or 2012/13 (where 2013/14 data is not yet available).

**Action requested**

2. Members are asked to review and comment on the paper.

**Recommendation**

3. We recommend that the Group agree that the University is broadly on track to deliver against its Strategic Plan.

*Paragraphs 4 – 12 have been removed as exempt from release due to FOI.*

**Risk Management**

13. Inadequate monitoring of progress against the University's Strategic Plan targets and KPIs could result in the failure to meet these milestones and, ultimately, non-delivery of the University's objectives and strategies.

**Equality & Diversity**

14. The plan includes a Strategic Theme 'Equality and Widening Participation', with relevant targets and Key Performance Indicators. The paper contains details of progress made against this area.

*Paragraphs 15 – 15 have been removed as exempt from release due to FOI.*

**Consultation**

16. Colleagues from across the University have provided content for this paper, and in particular the detailed breakdown in the Appendix. Those consulted include: the International Office, Careers Service, Student Surveys, Student Recruitment and Admissions, Edinburgh Research and Innovation, Human Resources, Estates and Buildings, Finance, Senior VP, VP Learning and Teaching, Student Systems, Development & Alumni, Centre for Sport and Exercise, Office of Lifelong Learning, Communications and Marketing and Information Systems.

**Further information**

17. Author

Pauline Jones  
Governance and Strategic Planning  
29 October 2014

Presenter

Tracey Slaven, Deputy Secretary  
Governance and Strategic Planning

**Freedom of Information**

18. This paper is closed as the final version is intended for future publication after the December Court meeting.



12 November 2014

D

## Mainstreaming elements of the Student Experience Project

### Description of paper

1. Describes the impact of the Student Experience Project to date and summarises the recommendations of the Student Enhancement Programme Board with regard to mainstreaming some strands of the project from 2015/16.

### Action requested

2. CMG is asked to consider the findings of the evaluation and note the recommendations of the Student Enhancement Programme Board that activity should be progressed through a planning round request for recurrent funding of four elements of the Student Experience Project.

### Recommendation

3. Review the evidence of impact provided and the anticipated costs and benefits of providing recurrent funding for these workstreams from 2015/16.

*Paragraphs 4 – 20 have been removed as exempt from release due to FOI.*

### Risk Management

21. The main risk is that much of the impact of the Student Experience Project will be lost when project funding ends in 2015/16.

### Equality & Diversity

22. We do not believe an EIA is needed in this case.

*Paragraph 23 has been removed as exempt from release due to FOI.*

### Consultation

24. The paper is adapted from the discussions of the Student Enhancement Programme Board, October 2014.

### Further information

25. Gavin Douglas, Deputy Secretary Student Experience; Sue Rigby, VP Learning & Teaching.

### 26. Authors

Mr Gavin Douglas  
Deputy Secretary Student Experience  
Professor Sue Rigby  
Vice-Principal, Learning & Teaching  
15 January 2014

### Presenters

Mr Gavin Douglas  
Deputy Secretary Student Experience  
Professor Sue Rigby  
Vice-Principal, Learning & Teaching

### Freedom of Information

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



**CENTRAL MANAGEMENT GROUP**

**12 November 2014**

**University events – future direction**

**Description of paper**

1. This paper builds on the work of the Festivals Engagement Working Group under the leadership of Professor Mary Bownes and seeks to raise issues and questions around the running of University-wide events. The Festivals Engagement Working Group was tasked to consider collating current activity with regard to festivals as well as their promotion, communication and evaluation. This paper takes a similar approach to the subject of major, corporate University-wide and College/Schools-based events in general.

**Action requested**

2. The paper asks for consideration of a way forward in terms of how these events are led and run in the immediate as well as the longer term future.

**Recommendation**

3. Our future public engagement and events portfolio must be proactive, strategic, consistent, and reflect the University's values and strong brand. The events programme should be aligned to the University's Strategic Plan and be actively managed in order to contribute to the achievement of the University's goals and ambitions, and should be informed by improved long term planning (2-3 years ahead). We should seek to deliver a range of high impact events at all levels alongside a planned thematic programme of annual events that strongly position the University.

4. The creation of a new Events Working Group led by, in the first instance, Senior Vice-Principal Professor Charlie Jeffery, to take an overview of events and decide on priorities and areas of leadership responsibility. Once the Group is established it should take a medium to long term view of future resourcing requirements to support events.

5. The implementation of an events development plan focusing firstly on the need to ensure co-ordination of existing activity, address leadership issues and generate an information base of current events. In the following two to three years, to explore the options for a co-ordinated central service to oversee major corporate events and support academic colleagues with events at College/School level.

6. Every major event should be mapped against and aligned to the University Strategy so that there is a clear understanding of the purpose of the event in strategic terms.

7. An agreed protocol should be developed on follow-through post event. An early objective of the Working Group should be to develop formalised "de-briefs" and ensure that post event actions are systemised.

## **Background and context**

8. A major opportunity exists for the University to extend its profile and position at all levels from the local to the global. The next decade will witness significant change in higher education resulting in a greater need than ever for the University to develop its profile as a centre of excellence for research and teaching - and as a major thought leader. Events play an important role in this kind of activity. Each year the University plays host to an extremely wide range of events. The attached appendix gives a sense of the scope and diversity of these events, some of which are co-ordinated and run centrally and some of which are co-ordinated and run by Colleges, Schools, departments etc. At all levels of University life, they have a significant role to play in the way in which the University is perceived as an institution. They contribute greatly to our public engagement and knowledge exchange agendas as well as assisting with areas of activity such as development, relationship-building and general reputation management. There are currently a number of teams/departments which contribute their skills and expertise to the running of events – rather than a single events office - and, in general, this works successfully, the recent launch of the New York office being a case in point. However, on occasion, the success and impact of a major event has the potential to be compromised by a lack of clarity in relation to ownership of that event and its main focus and purpose. It is these issues – as well as ultimately, the question of resources – that this paper seeks to address.

## **Discussion**

9. Issues around events currently can be grouped into three main themes – **strategy, delivery** and **follow-through**.

10. In terms of **strategy**, despite the success of the majority of University-wide events, there is not always a thorough understanding of how the events serve the University's wider strategic vision and tie in with strategic aims and objectives. Events activity is not routinely mapped and evaluated or routinely aligned to overarching strategic themes.

11. In terms of **delivery**, the lack of a single point of contact for major University-wide event organisation creates challenges and puts the University at odds with similar-sized HE institutions, many of which have an events office which oversees all significant University-wide events. Events work most effectively when there is clear ownership and responsibility – but this is not always the case at the moment. Currently a variety of departments contribute to events. These include D&A, Protocol, CAM, SRA, Principal's Office, International Office, Student Administration, Information Services, Festivals Office etc. Issues around multiple internal stakeholders can on occasion lead to a lack of clarity with regard to who is owning and running the event and its purpose - as was the case with one of our recent large-scale, high profile public lectures. At present there is not in place an agreed "modus operandi" for events of corporate importance to ensure how they could be run more efficiently and effectively. In broad terms these type of events fall into the following groups:

- The set-piece public lectures (Gifford, Enlightenment, Mackintosh, Montague Burton, Erickson, Our Changing World etc)
- The main D&A events over the year (alumni weekend, General Council, Chancellor's Dinner, Benefactors' Dinner, events at the festivals (e.g. James

Tait Black) and festival-related events at which we entertain supporters (Tattoo, final concert etc)

- Major international events such as new office launches in U.S and Latin America
- Ad hoc major events like the Global Citizenship Commission hosted by Gordon Brown
- The presence and profile of academic colleagues at festival events to showcase their work
- Graduations and the special ceremonies held recently for the groups of honorary degree recipients

12. There is currently distributed resource and distributed responsibility for events of this kind. As a result there is sometimes a lack of clarity of understanding with regard to everyone's role and contribution. These events also require high levels of technical support - from signage and branding, through sound and lighting to filming and live webcasting - to ensure a consistency of approach. The expectations for the quality of event delivery have risen as technology has advanced and at present there is no ring-fenced centrally-administered budget in place to meet these demands.

13. As well as the major, corporate University-wide events, there are many of significance that are held more "locally" by academic and other colleagues (for example at School level) but that nevertheless have the potential to impact on the University's reputation (*see appendix for breakdown*). There may also be an opportunity here for a co-ordinated central service to provide guidance, advice and event promotion and support. At present, the levels of consistency and quality for people attending University events can be variable - when in fact all events should reflect the standing and reputation of the University in the same way.

14. Finally there is the issue of **follow-through** post-event. There is a general sense that follow-through is ad hoc and variable and that we may be missing out on the opportunities to build longer-term relationships with key stakeholders after events. A coherent, centralised approach to this kind of activity may be difficult to achieve in a highly devolved institution but it raises the following questions: How do we develop a more strategic and uniform approach to ensuring that opportunities arising from events are maximised? Once a major public figure has visited the University to deliver a lecture, how do we build on that relationship? Once someone has received an honorary degree, how do we develop that relationship for the future? And who takes ownership of this stewardship activity post-event?

### **Resource implications**

15. At this stage there are no immediate significant resource implications. The aim is to seek better internal management of events from existing resources in the first instance. The newly established Working Group should explore options for a centralised service as per section 5 in the recommendations and should address future resources in forthcoming planning rounds.

### **Risk Management**

16. There are no key risks associated with these proposals. The risk lies with maintaining the status quo in the form of a potential risk to reputation (as highlighted).

### **Equality & Diversity**

17. Mapping events and aligning them with the University's core aims will ensure that events reflect the University's strategic objectives and values with regard to Equality & Diversity issues.

### **Next steps/implications**

18. With CMG agreement, Senior Vice Principal Professor Charlie Jeffery should initially convene an Events Working Group.

### **Consultation**

19. This paper has been reviewed and approved by Senior Vice Principal Professor Charlie Jeffery.

### **Further information**

20. Further information can be provided by Senior Vice Principal Professor Charlie Jeffery and/or Dr Ian Conn, Director of Communications, Marketing & External Affairs.

21. Author

Senior Vice-Principal Professor  
Charlie Jeffrey  
Dr Ian Conn  
Director of Communications, Marketing  
& External Affairs  
5 November 2014

Presenter

Dr Ian Conn  
Director of Communications,  
Marketing & External Affairs

### **Freedom of Information**

This paper is open.





**CENTRAL MANAGEMENT GROUP**

**12 November 2014**

**Special Investigations: Lessons Learned**

**Description of paper**

1. During the previous 12 months there have been five special investigations undertaken, four of which have arisen since July 2014. This paper highlights the key control issues identified, as assessed by the Chief Internal Auditor. A number of remedial actions have already been taken and, for the remainder, required actions will be validated and implemented to address the control issues identified.

**Action requested**

2. The CMG is asked to note the key learnings and control weaknesses identified from the special investigations in the period.

**Recommendation**

3. The CMG is asked to endorse control improvements in the identified areas, some of which may require pan-University communication, to help prevent similar issues arising in the future.

*Paragraphs 4 – 19 have been removed as exempt from release due to FOI.*

**Risk Management**

20. Internal Audit plays a central role in assessing that there is an effective control environment in respect of risks identified through the risk management process within the University.

**Equality & Diversity**

21. The special investigations referred to in this report did not raise any major equality and diversity impacts.

*Paragraph 22 has been removed as exempt from release due to FOI.*

**Consultation**

23. No other Committees have reviewed this report but it has been agreed with the Director of Finance.

**Further information**

24. Author

David Kyles  
Chief Internal Auditor  
5 November 2014

Presenter

David Kyles  
Chief Internal Auditor

**Freedom of Information**

25. This is a closed paper as individuals may be identifiable.



CENTRAL MANAGEMENT GROUP

12 November 2014

**Undergraduate offer-making strategies, 2015/16 entry**

**Description of paper**

1. This paper summarises College strategies for undergraduate offer-making for 2015/16 entry, which build on considerable progress made in 2014/15.

**Action requested**

2. CMG is asked to consider and approve the College strategies outlined.

**Recommendation**

3. CMG is asked to review the timescales outlined in the paper, and in light of the rationale, approve the strategies.

*Paragraphs 4 – 12 have been removed as exempt from release due to FOI.*

**Risk Management**

13. There are risks associated with early offer-making, which have been identified and addressed by Colleges in their offer-making strategies.

**Equality & Diversity**

14. Consideration has been given to the potential impact of revised offer-making strategies on equality and diversity. Applicants from widening participation backgrounds have been prioritised to receive early offers.

*Paragraph 15 has been removed as exempt from release due to FOI.*

**Consultation**

16. The paper is based upon plans submitted to, and discussed by, MSNG in October 2014.

**Further information**

17. <u>Author</u>	<u>Presenter</u>
Rebecca Gaukroger	Rebecca Gaukroger
Director	Director
Student Recruitment & Admissions	Student Recruitment & Admissions
30 October 2014	

**Freedom of Information**

18. This paper is closed. Its disclosure would substantially prejudice the effective conduct of public affairs and the commercial interests of any person or organisation.



**CENTRAL MANAGEMENT GROUP**

**12 November 2014**

**Proposal for the Medical School, CMVM, University of Edinburgh**

**Description of paper**

1. To describe the proposed restructure within the College of Medicine and Veterinary Medicine to form a single Medical School alongside the Royal (Dick) School of Veterinary Studies.

**Action requested**

2. Central Management Group (CMG) is asked to consider and (if appropriate) approve the proposed structure. If approved, the new structure will be presented to Senate and provided for information to the University Court through the Principal's report.

**Recommendation**

3. It is recommended that CMG supports the proposed structure, which will not only provide a step-change improvement in student experience, but will also provide a framework for increased coherence, building on synergies for the benefit of undergraduate and postgraduate teaching, research and innovation related to medicine and biomedicine.

*Paragraphs 4 – 19 have been removed as exempt from release due to FOI.*

**Risk Management**

20. The following risks have been identified:

- Lack of clarity about the role of the new School and arrangements for current Schools in becoming Deaneries;
- Inadvertent removal of required delegations of authority;
- Staff concern as to their role in the new School structure.

21. These will be mitigated by:

- Careful consultation / communication across three Schools with academic and support staff involved;
- Discussion with University Secretary team and Corporate Support to ensure appropriate delegations maintained or provided.

**Equality & Diversity**

22. There are not considered to be any specific issues for equality and diversity in the proposed structure.

*Paragraph 23 has been removed as exempt from release due to FOI.*

**Consultation**

24. This paper has been reviewed by Head of College; Professor J Iredale and the Head of College Human Resources.

**Further information**

25. Author

Dr Catherine Elliott  
College Registrar  
CMVM

Presenter

Dr Catherine Elliott  
College Registrar  
CMVM

**Freedom of Information**

26. At this stage it is recommended that the paper is closed, pending approval of the new structure and discussions with staff and relevant Unions.



**CENTRAL MANAGEMENT GROUP**

**12 November 2014**

**Potential Student Award for students who achieve through adversity**

**Description of paper**

1. Proposal for there to be an Award given in the name of Daniella Sciama, a late student of the University, funded by her family, for students who achieve through adversity.

**Action requested**

2. Central Management Group is asked to approve the proposal.

**Recommendation**

3. Approve the proposal in principle and authorise the University Chaplain to proceed with the detailed discussions that are still needed.

**Background and context**

4. The mother of a student, Daniella Sciama (1st year u.g., Business School), who died in 2013, would like to explore the possibility of an award being given in Daniella's name, for students who achieve through adversity. Daniella had suffered complex chronic conditions throughout her life, and achieved well academically and on youth leadership programmes despite her illnesses.

5. Talking this through with her mother Michelle Sciama, and a fellow student, I began to see possibilities for this tying in with the Personal Tutor role. The presence of such an award could help inform the kinds of conversations PTs have with their tutees. The award might, for example, sit alongside the William Darling award for achievement, which is given at the Opening Ceremony.

6. Daniella's Secondary School, Manchester High, have set up a similar award in Daniella's name, with a glass plaque/block given as the physical award. The first award was given in October 2014. The family pays for these plaques, and would pay for similar plaques at UoE too, and have said they would cover administrative costs. The mother does not envisage the awards being financial.

**Discussion**

7. That there be an Award given in the name of Daniella Sciama, for students who achieve through adversity.

- The types of adversity would include illness, disability, trauma (parameters and wording to be agreed)
- Nominees: Personal Tutors and SSOs would most likely be key people to identify and nominate students, but others could nominate too, such as Chaplains, Peer supporters, EUSA officers (to be discussed)
- Selection: there would be a panel to look at nominations and select award winners. The panel could consist of PTs/Deans, EUSA Officer for Welfare, Deputy Secretary Student Experience, Chaplain (to be discussed).

**Resource implications**

8. Staff time to propose candidates and review proposals.

**Risk Management**

9. There are no significant risks identified.

**Equality & Diversity**

10. The proposal has the potential to enhance Equality and Diversity by highlighting the achievements of students with disabling conditions. An EIA will be carried out of the award criteria before these are finalised.

**Next steps/implications**

11. The Chaplain to progress discussions with Danielle's family and to draw up more detailed criteria for the award. These to be signed off by the University Secretary.

**Consultation**

12. There has been initial discussion with Ms Sciama.

**Further information**

13. Author

Harriet Harris

University Chaplain

7 November 2014

Presenter

Gavin Douglas

Deputy Secretary, Student Experience

**Freedom of Information**

14. Open.



**CENTRAL MANAGEMENT GROUP**

**12 November 2014**

**Edinburgh Students' Charities Appeal (ESCA)**

**Description of paper**

1. The attached paper (appendix 1) summaries the activities undertaken by ESCA over the last five years and sets out a request for further support from the University to take forward the planned work over the next five years.

**Action requested**

2. CMG is invited to consider the funding proposal and the supporting information.

**Recommendation**

3. CMG is invited to approve the request.

**Background and context**

4. ESCA was granted funding by the University for a five year period commencing in 2010 and the attached bid is to request further increased funding for the next five years.

**Discussion**

5. ESCA is not part of the University or EUSA and therefore does not naturally fit into the main planning round process.

6. The attached funding proposal should be considered along with the Relationship Agreement between ESCA and EUSA presented to demonstrate the differences between the two organisations, which both have student volunteering roles to fulfil, but also the ways in which they co-operate to the mutual advantage of our University students.

7. The EUSA Volunteering Annual Report should also be considered by way of background information.

**Resource implications**

8. The funding proposals request a total of £214,084.18 over a five year period commencing 2015 with an average cost each year of £42,816.84. The detailed breakdown for each year is set out in appendix 1.

**Risk Management**

9. There are reputational risks associated with this proposal.

**Equality & Diversity**

10. There are no specific equality and diversity issues: recruitment of new staff will follow best practice.

**Next steps/implications**

11. Approval of this funding request would enable continuing and enhanced activities to be undertaken by ESCA.

**Consultation**

12. This proposal has been reviewed and is supported by the Deputy Secretary, Student Experience.

**Further information**

13. Author

Mr Gavin Douglas  
Deputy Secretary  
Student Experience  
November 2014

Presenter

Mr Gavin Douglas  
Deputy Secretary  
Student Experience

**Freedom of Information**

14. This is an open paper.



# Edinburgh Students' Charities Appeal (ESCA) Funding Proposal

**2015 - 2020**

**Patron:** HRH The Princess Royal

**Vice Patron:** Professor Sir Tim O'Shea, **Principal Dame Joan K. Stringer**, Principal Petra Wend

Edinburgh Students' Charities Appeal, also known as ESCA, is a company limited by guarantee and not having a share capital.

Registered in Edinburgh No.SC260224, Recognised as a Scottish Charity No.SC035064.

Registered office at 5/2 Bristo Sq, Edinburgh, EH8 9AL.

## Executive Summary

This document is a summary of the Edinburgh Students' Charities Appeal's (ESCA) work over the last five years. It also contains a proposal for a further five years of funding (2015 - 2020), so that ESCA may continue to enrich the University of Edinburgh student experience, by providing a high quality support service to those wishing to fundraise for charity. We have been very grateful for the support of the University, along with the Chancellor, and Principal and Vice Chancellor of the University of Edinburgh who are Patron and Vice Patron of ESCA.

Since the start of our last University of Edinburgh grant funding period, ESCA has grown substantially:

- Charitable income from student fundraising has increased greatly from £76,880 in 2009/10 to £139,021 in 2013/14
- Student and society membership has tripled from 320 members in 2009/10 to 1,050 in 2013/14

We are requesting continued funding of our core grant to the sum of £154,734.82 over five years, but, due to the increase in charitable donations we handle, we are also requesting funding for additional bookkeeping and compliance support, a total over five years of £214,084.18. We have previously been granted £155,000 from 2010 to 2015, a total of £31,000 each year.

Continued funding:

- Appeal Coordinator salary
- Event, support and management costs

Additional Funding:

- Bookkeeper/Admin Assistant salary and compliance costs

## Strategic Aims

ESCA aims to create the opportunities for University of Edinburgh students to have an exceptional and distinctive experience which prepares them for life beyond their studies, through student fundraising and volunteering. These aims are in line with those of the University of Edinburgh and help to deliver on a number of the University's strategic aims including:

- developing student peer support
- promoting and recognising students' participation in co-curricular and extra-curricular activities
- providing inclusive and extensive recreational facilities and supporting our student societies and sports clubs
- taking action in response to internal and external student feedback

In addition, as part of our development plans we will also be focusing on supporting the following aims over the coming years:

- creating lifelong links with alumni and between the University and wider Edinburgh community, which are mutually beneficial and which bring richness to our student experience
- increasing the number of students who have achieved the Edinburgh Award

The 150<sup>th</sup> anniversary of ESCA will take place in 2017 and we look forward to celebrating this milestone with students, alumni and hopefully the rector, chancellor and vice chancellor of the University of Edinburgh.

## The impact and significance of Edinburgh Students' Charities Appeal

Since its inception in 1867 ESCA has developed from a group of students trying to help people living in poverty in the areas surrounding the University of Edinburgh, to a registered charity with the expertise to support students who wish to contribute to the life of the University and the city through charity fundraising. In recognition of the way this activity can enhance the student experience, grant support from the University of Edinburgh has enabled ESCA to employ a staff member to provide a professional service to students in their fundraising endeavours.

ESCA provides support to University of Edinburgh sports groups and societies who would like to fundraise for charitable causes. The student members of the organisation itself are split into four teams to enable ESCA to provide the most efficient and helpful

service to students. Each team is student lead, and supported by the ESCA staff member. These four teams are:

### Edinburgh RAG (Raising and Giving)

The longest established ESCA team is Edinburgh RAG. The student volunteers who run the group have, over the grant period, built on the popularity of long-standing fundraising events, such as the Race2Paris event and developed a range of new challenge events including Race2Amsterdam, Race2Berlin and Jailbreak (where students must get as far away from Edinburgh as possible in two days without paying for any transport). Students who take part in these events raise money for the charity of their choice, with pairs of students raising up to £4,000 (the most raised by one pair of students in 2013/2014). The Race2Paris in November 2013 raised £21,000 an increase from £3,500 raised in 2009, this was partly due to increased participation from 25 teams to 36 and partly due to better fundraising support and encouragement from Edinburgh RAG volunteers.

*“I participated in Race2Paris in November of last year and won. It was truly a life altering experience, as I met 7 wonderful characters who took me from Edinburgh to Paris in 21 hours. Hitchhiking gives you a truly unique perspective into the life of whoever is generous enough to give you a lift, which is very rewarding. It is a brilliant boost on your confidence and an activity which can be so enriching. This is not to mention the fantastic element of just how much a sponsored hitchhike can raise for charity!” – Georgia Traylor, RAG Race2Paris participant*

### ESCA Development

The ESCA Development team has evolved over the past five years and now offers a range of valued services to student fundraisers. The team are made of experienced student fundraisers who have been ambassadors for student peer support by taking on many extra responsibilities. These include delivering fundraising training to other students groups and hosting “Ask ESCA” drop-in sessions where students can come and ask for help with problems they may be facing, while trying to carry out charitable fundraising events and activities. This model of peer support has been widely admired by other student fundraising groups around the country, and is a key element of ESCA’s vision of developing the skills of the students it works with.

### MedRAG

ESCA had an exciting new addition in 2010 with the creation of MedRAG. This is a raising and giving team based within the University of Edinburgh Medical School. ESCA was approached by two medical students who wanted to start a fundraising group. Over the past 4 years MedRAG have raised £43,571 for various charities and hosted many exciting events, from GB48 (a UK wide Scavenger Hunt) to sponsored Shark Diving.

*"Medics RAG was only possible because of the support that we received from ESCA; not only practical aspects, like venue booking and financial help, but also from the experience and knowledge provided by the Appeal Coordinator. Dozens of students joined and actively helped fundraise thousands each year. It was not only fun but helped build skills that many of our members will use in their future careers." - David Neely, Co-founder of MedRAG*

### Meadows Marathon

ESCA's flagship stand-alone event, Meadows Marathon, has continued to go from strength to strength with the event expanding from a half marathon and fun run to include a full marathon. The event is the only wholly student-run half marathon occurring within the UK. The event has now raised £220,621 since its inception. The event also brings together the students of the University of Edinburgh with members of the local community. Examples of this include: a local scout group volunteers at the event; local businesses sponsor the event providing prizes and services on the day and the event supports many local, national and international charities. Participants of the event include members of the University of Edinburgh sports clubs and societies who are fundraising for dedicated causes, and the event has also become very popular within the local community.

### Assistance to Societies and Sports Clubs

ESCA has further developed its relationships with University of Edinburgh societies and sports clubs over the course of the last grant period. We offer assistance to student groups on all aspects of fundraising, from charity law issues, to event planning tips. We also offer services such as money counting and banking to make fundraising as easy as possible and therefore encourage future society fundraising.

*"ESCA has been essential in ensuring our fundraising efforts go smoothly, both online and offline. The Appeal Coordinator has been particularly instrumental in collating the money, and has always been available to answer questions and offer advice. Having our fundraising go through ESCA has made my job considerably easier." - Natasa Utjesanovic, Project Mongolia Treasurer*

ESCA has put into place new student development structures in the form of a trustee mentor scheme. This provides each student team a dedicated trustee who they can call upon for advice when needed. The aim of this scheme is to try and bridge the gap between the trustees and the students and will hopefully remind the students that they are the heart of ESCA, with the trustees being there to offer support and guidance to them. Trustees are drawn from a wide range of backgrounds which gives trustees an opportunity to give more direct development advice to students and share their experience.

## Assistance to external Colleges and Universities in Edinburgh

ESCA exists to support all student fundraising in Edinburgh and there is a small number of non-University of Edinburgh students who benefit from the services ESCA provides. We encourage participation from all Further Education Institutes and we feel this inclusiveness is beneficial to University of Edinburgh students. Participation from the other institutes in Edinburgh is very low in terms of their involvement with the ESCA teams and there are currently no groups within any of the Colleges or Universities which benefit from direct support from ESCA or the ESCA staff member. We are at very early stages of involving other institutions more with ESCA's activities, however our expansion plans and the fundraising support carried out so far have very much been University of Edinburgh focused. Developing better relationships with Edinburgh further education institutes will not impact on the work carried out at University of Edinburgh, if we find that in the future that more support is requested from other institutions we will certainly request additional funding from the Colleges or Universities in question.

## Future Development

Over the next five years ESCA plan to develop the following areas of its service.

### Edinburgh Award

While many students involved in ESCA have joined the Edinburgh Award programme, securing an Edinburgh Award has not previously been a core element of ESCA's work with students. EUSA Volunteering offers an Edinburgh Award for volunteering, however there has not been a programme available to those excelling in fundraising activities.

Over the course of the last few months we have liaised with Kirsty Stewart, the Edinburgh Award Coordinator, to create an Edinburgh Award for fundraising. This will really add value to students' experience while fundraising at the University of Edinburgh. Over the course of the next five years, we intend promote this awards scheme, so that all students who devote significant amount of time to fundraising activity while at university are encouraged to put themselves forward. During this grant period we hope to support 100 students in achieving the Edinburgh Award.

### Student Development

ESCA will:

- develop student skills through fundraising training
- encourage collaboration between student groups
- provide CV workshops and third sector careers guidance
- develop our alumni links

ESCA will encourage extra-curricular fundraising within the student population, including societies and sports teams, by providing free training. This training aims to develop skills, including project planning, presentation and effective team work and increase confidence in student participants.

ESCA will also give training to Resident Assistants before the start of each academic year, in order to prepare them for putting on Freshers' events in the coming semesters. We plan to build a strong relationship with the Residents Assistants, so as to ensure that new students to the University of Edinburgh will have access to enriching extra-curricular activities from the very beginning of their student experience.

Volunteering with ESCA can give a student expertise and graduate attributes which will help them in their future career path. We will put on sessions for students to highlight valuable skills that they have gained and help them to include their fundraising and volunteering experience on their CV or relevant applications. To students who aim to work for charities in the future, we will offer one to one guidance on employment in the third sector from our trustees, who are experienced in working in this area. We also hope to add ESCA attainments, such as holding a committee position, to the achievements currently recognized on Higher Education Achievement Reports, much like society committee positions are.

Links with alumni bring richness to the student experience, so we will be developing our alumni relationships and looking at ways to involve alumni in student fundraising activities. We particularly hope to have enthusiastic alumni participation at our 150<sup>th</sup> anniversary celebrations in 2017, which will look back at the achievements of student volunteers and fundraisers from the University of Edinburgh over the last 150 years.

We are always looking to improve and in order to do this we will ask for feedback from the student fundraisers we work with, to see if there is any way we can improve our services, or if there are any additional services they would like us offer. This feedback will be in the form of an end of semester online survey with space for additional comments. This survey will also allow ESCA to capture data on volunteers and highlight any demographics that are currently under-represented within participating students.

## Volunteering

ESCA will:

- increase its membership to 1,500 by 2020, ESCA currently has 1,050 members
- offer a wide range of volunteering opportunities
- support student volunteer groups

Our target at the last grant proposal we submitted to the University of Edinburgh in 2010 was to increase ESCA membership to 500 by 2015. We reached over double the target of having 500 members in 2015 – our membership is now 1050. We will continue to

increase membership through targeted recruitment strategies, for example, by holding stalls at Freshers' week fairs and volunteering fairs. Additionally we will continue to strengthen our links with other volunteering bodies, such as EUSA volunteering, the Edinburgh Volunteer Centre and SAGE.

Our volunteers reflect the diversity of the students of the University of Edinburgh and include students from all schools, including postgraduates and international students. The different student teams offer a diverse range of volunteering opportunities, from fundraising and event planning with Edinburgh RAG, to logistics and communications with Meadows Marathon. We will ensure that volunteering positions are equally accessible to all students by advertising all roles widely.

ESCA has recently been approached by several charities wanting to set up University of Edinburgh student groups and ESCA plans to begin to offer support to these new groups. ESCA will also be working with EUSA to take responsibility in future for the support of some Volunteering Groups previously supported by EUSA, especially those student groups whose sole function is to fundraise and volunteer for one parent charity, such as Oxfam, and are therefore more appropriately ESCA-supported groups.

It is ESCA's aim to support any student who wishes to enrich their time at the University of Edinburgh by participating in fundraising and charitable extra-curricular activities and therefore we will always step in and provide help and guidance to these otherwise unsupported groups. Supporting these extra student groups will mean many more students to help; however we will strive to provide the same top level services we current offer to student societies.

## Fundraising

ESCA will:

- diversify the range of extra-curricular fundraising activities it offers to students
- increase the average amount raised by students taking part in sponsored events, such as Meadows Marathon
- work with the University of Edinburgh Development and Alumni, in order to support University of Edinburgh Charitable Projects

In order to achieve these goals ESCA will create focussed volunteer sub-teams to run a variety of events for students to get involved in. This will expand previously underdeveloped areas of fundraising such as 'MegaRaids', where students travel to other cities to take part in street collections. This often gives students the opportunity to meet student fundraisers from other universities, as well as seeing a new city.

ESCA will also broaden the number of online fundraising platforms it uses alongside its sponsorship events. This will give more options to participants and allow them to fundraise in the way they find most straight forward. ESCA hopes that combining this diversification of fundraising platforms, along with a strong marketing strategy and encouraging fundraising to sponsorship event participants, will greatly increase the amount of charitable funds ESCA generates for external charities.

We will work with the Development and Alumni Team at the University of Edinburgh to ensure that student fundraisers are aware of University of Edinburgh Charitable Projects such as the Euan McDonald Centre for Motor Neuron Disease Research. This will hopefully help to raise the profile of these projects within the student community.

### Local Community and Charity Sector

ESCA will:

- increase awareness of student fundraising activities within the Edinburgh community.
- continue to work with different charities.

Edinburgh is home to a large number of local and national charities, and charity support groups, and through continuing to develop links between student fundraisers and volunteers and these groups, we will help build relationships between students and the wider community.

ESCA will involve local businesses in its events by using local services wherever possible, such as Edinburgh gyms for the Meadows Marathon warm up event and local venues for challenge event prizes giving ceremonies. This will increase the local profile of University of Edinburgh student fundraisers in a positive way, by giving back to the community that supports it.

ESCA will attend relevant local, third sector training. These events are often hosted by local law firms, so not only present themselves as an opportunity to network with other charities, but also to create good business contacts.

ESCA will continue to meet with different charities to discuss potential student opportunities and make sure the range of activities offered to ESCA members stays varied and fresh.

## Management Structure of ESCA

Edinburgh Students' Charities Appeal, also known as ESCA, is a company limited by guarantee and not having a share capital. Registered in Edinburgh No.SC260224, recognised as a Scottish Charity No.SC035064. Registered office at 5/2 Bristo Sq, Edinburgh, EH8 9AL.

The ESCA Board of Trustees are responsible for the overall governance of the charity and making sure it stays focused on its the charitable aims and objectives. The board must be made up of at least 50% students to ensure that students are at the heart of the organisation at all levels, the other trustees coming from professional backgrounds. The current Chair of Trustees is a University of Edinburgh Alumnus, who now works as an Information Officer for a national charity. Other trustees include a past University of Edinburgh Rector, EUSA Sabbatical Officers, and a retired partner in a Scottish law firm.

ESCA currently employs one staff member, who fulfils the role of Appeal Coordinator and Company Secretary. The staff member's main role is to support the student teams in their fundraising efforts, as well as providing support to any student who wants to get involved in charitable activity. This professional input ranges from providing reliable updates on charity law to attending student meetings to provide updates and advice. This staff involvement ensures that all ESCA events attain the same high standard and allows consistency year on year despite the high turnover of volunteers.

The Appeal Coordinator will oversee the running of all ESCA events making sure they are planned, budgeted and executed successfully. Following an event they ensure that all the profits are disbursed correctly and efficiently and all aspects are fully evaluated.

The role had also involved a great deal of administrative work, including counting all collected monies, banking and distributing to the appropriate charities, staying on top of all the fundraising that comes in through online platforms and keeping the charity accounts. This aspect of the Appeal Coordinator's role has expanded over the past five years. The increased workload now constrains the amount of support the Appeal Coordinator can provide to students, and we believe additional staffing is now required.

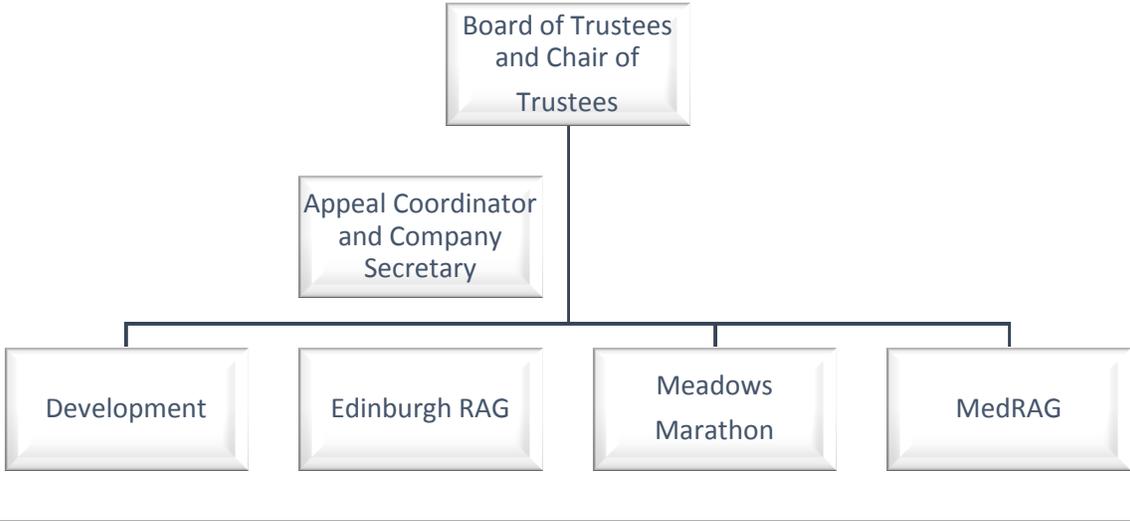
Finally the Appeal Coordinator works closely with the board of trustees and acts as a bridge between the trustees and the student volunteers. This allows the trustees to keep up to date on the activities of the student groups and discuss potential plans for the development of the charity as a whole.

The Chair of Trustees is the line manager of the Appeal Coordinator.

ESCA currently pay a nominal annual management fee to EUSA who supply office space, IT and telephone support and payroll facilities. The ESCA office space is in the

Connect Office along with EUSA Societies and Volunteering, allowing for a close working relationship.

Flowchart of structure of ESCA



Financial Forecast

In order to provide the service as detailed above we feel that ESCA needs to look at employing a second member of staff on a part time basis. This is due to the increasing size and income of the charity as follows:

- turnover has increased from £76,880 in 2009/10 to £139,021 in 2013/14
- as detailed above, the number of members has increased from 320 in 2009/10 to 1,050 in 2013/14

- since 2010 a new ESCA team has been created
- we are likely to assume the role of providing support to several student fundraising and volunteering groups currently supported by EUSA
- there are a rising number of annual events
- we will be supporting students in their achievement of the Edinburgh Award

We would like to employ a bookkeeper/admin assistant on a 15 hour/week contract to take on the financial aspects of the current Appeal Coordinator role. This would give the Appeal Coordinator the time they need to continue providing the high quality support directly to the students that ESCA prides itself in.

The costs for two members of staff would be as follows:

#### Continuing Support

	2015/16	2016/17	2017/18	2018/19	2019/20
Appeals Coordinator Salary	£ 23,378.94	£ 24,080.31	£ 24,802.72	£ 25,546.80	£ 26,313.20
Pension Contributions	£ 701.37	£ 722.41	£ 744.08	£ 766.40	£ 789.40
ER NI Contributions	£ 2,128.37	£ 2,225.15	£ 2,324.85	£ 2,427.53	£ 2,533.29
Payroll Costs	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00
Total Appeals Coordinator Cost	£ 26,258.68	£ 27,077.87	£ 27,921.65	£ 28,790.73	£ 29,685.89

EUSA Management Fee	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00
Event Costs	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00
Support Costs	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00

Total Continuing Support Cost	£ 29,258.68	£ 30,077.87	£ 30,921.65	£ 31,790.73	£ 32,685.89
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#### Additional Support

	2015/16	2016/17	2017/18	2018/19	2019/20
Bookkeeper/Admin Assistant Salary	£ 8,400.00	£ 8,652.00	£ 8,911.56	£ 9,178.91	£ 9,454.27

Pension Contributions	£ 252.00	£ 259.56	£ 267.35	£ 275.37	£ 283.63
ER NI Contributions	£ 61.27	£ 96.05	£ 131.87	£ 168.76	£ 206.76
Payroll Costs	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00
Total Bookkeeper/Admin Assistant Cost	£ 8,763.27	£ 9,057.61	£ 9,360.78	£ 9,673.03	£ 9,994.66

Additional Management Fee Due	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00
Compliance Costs	£ 1,500.00	£ 1,500.00	£ 1,500.00	£ 1,500.00	£ 1,500.00

Total Additional Support Cost	£ 11,263.27	£ 11,557.61	£ 11,860.78	£ 12,173.03	£ 12,494.66
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Continuing and Additional Cost	£ 40,521.95	£ 41,635.48	£ 42,782.43	£ 43,963.77	£ 45,180.55
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Total Cost Over 5 Years	£ 214,084.18
Average Cost per Year	£ 42,816.84

We recognise that this would be a substantial increase in comparison to the grant the University has offered us in the past. However we do feel that ESCA has expanded significantly over the last five years, and contributed greatly to the wider student experience at the University of Edinburgh. Without an additional staff member, future growth will be constrained.

Compliance costs will cover the cost of out-sourcing the external examination of our Annual Accounts as our operation is now too large to operate on a favours system.

### Activities Forecast

Over the next five years ESCA will complete the following activities:

- increase participation, with membership reaching 1,500 by 2020
- support 100 students in their efforts to achieve the Edinburgh Award
- increase the number of ESCA run events from 16 to 26

We feel that focusing on the areas of participation, development and the range of extra-curricular activities available to students, will contribute to the aim of providing an outstanding student experience.

### Monitoring and Evaluation

To ensure that ESCA is carrying out the objectives stated in this proposal, the following monitoring arrangements are proposed:

- the ESCA Board of Trustees will monitor the charity's finances
- the charity's accounts will be independently examined
- the University Secretary and the Convenor of the Business Committee of the General Council will be invited to the ESCA AGM

### Recognition of the funding support from the University of Edinburgh

ESCA will acknowledge the University of Edinburgh as its chief funder in its annual report. A similar statement will be included in the signature of all ESCA emails and on the ESCA website, with a link to the University's own website. We will also acknowledge the University Principal and Vice Chancellor as our Vice Patron as above.



**CENTRAL MANAGEMENT GROUP**

**12 November 2014**

**Relationship Agreement between Edinburgh University Students Association (EUSA) and Edinburgh Students Charities Appeal (ESCA)**

**Description of paper**

1. The attached relationship agreement (Appendix 1) has been drawn up to clarify the relationship between EUSA (and in particular the Activities department at EUSA), and ESCA, given that the 2 organisations are supporting different, yet complimentary student activities – fundraising, and student volunteering. Both organisations are at a crucial stage of their ongoing development, given that both EUSA volunteering and ESCA are this year bidding for funding for 2015-16 and beyond. The document sets out the distinct role and functions of each organisation, and the ongoing relationship and co-operation between them. This clarity is helpful for our students, but also for key stakeholders and funders.

**Action requested**

2. Central Management Group is invited to review the relationship agreement, and the distinct nature of each of the 2 organisations.

**Recommendation**

3. CMG is invited to note the Relationship Agreement between Edinburgh University Students Association (EUSA) and Edinburgh Students Charities Appeal (ESCA)

**Background and context**

4. The attached agreement outlines the historical context to both services and the relationship between them. It is worth noting that EUSA and ESCA have had a service and space agreement since 2010, which was revised in 2012, which sets out a number of practical/operational commitments. However, as both ESCA and EUSA's volunteering service have developed since then, and are both reaching the end of 5 year funding agreements with the University, both organisations agreed it would be helpful to articulate their remits and the current relationship in more general, principled terms.

**Discussion**

5. Information contained in appendix 1.

**Resource implications**

6. In itself, the paper does not have resource implications, but it does imply the continued need for financial support for both organisations and the activity they support.

**Risk Management**

7. With both organisations focussed on supporting student-led activity and student development through this activity, it is important to ensure both organisations continue to develop in a way that is complimentary rather than risking duplication.

### **Equality & Diversity**

8. Both organisations consider equality and diversity as key elements of their activity.

### **Next steps/implications**

9. This agreement may be helpful in the context of considering funding submissions from EUSA and ESCA.

### **Consultation**

10. The attached agreement was drawn up in consultation with both ESCA and EUSA staff and has also been reviewed by representatives of the Trustee Boards of each organisation.

### **Further information**

11. Author

Sarah Purves  
Director of Membership Support  
and Development EUSA  
31 October 2014

Presenter

Mr Gavin Douglas  
Deputy Secretary Student Experience

### **Freedom of Information**

12. This paper is open.

**Relationship Agreement Between:  
'Edinburgh University Students' Association – Activities Department' (EUSA) And 'Edinburgh  
Students' Charities Appeal (ESCA)'**

### **1. Introduction**

This document clarifies the respective roles of Edinburgh Students Charities Appeal, and Edinburgh University Students' Association.

These 2 charities support a wide and vibrant range of student-led activities, which are separate, but complimentary. Both organisations contribute significantly to the delivery of development opportunities for students, and support the university's key strategic aims in relation to student experience, extra-curricular opportunities and personal development, and interactions with the community.

ESCA and EUSA have always worked together, but since 2010, ESCA have been physically based within EUSA, with a space and services agreement between the two organisations. This document is a supporting document to that agreement.

### **2. What is ESCA?**

Edinburgh Students Charities Appeal has existed since 1867 but became an independent charity and secured financial support from the university in 2003. It exists to support student fundraising for a wide range of causes and through a variety of methods. It operates with a Trustee Board overseeing its activity. ESCA supports a range of student groups/committees who co-ordinate and deliver a range of fundraising projects, gaining valuable skills and experience in the process. These are currently Edinburgh RAG (Raising and Giving), MedRAG (Medical students charitable fundraising), Meadows Marathon (a community based charity fun-run) and Development, and from 2014 Coppafeel, Turing Trust and Oxfam. ESCA also provides professional charitable fundraising advice and support to any student or student group wishing to undertake fundraising. This includes securing street licensing, cash collection equipment, cash counting and banking, advice on charitable law and governance as well as advice and ideas for successful and creative fundraising.

ESCA is supported by one full time staff member, the Appeals Co-ordinator, based alongside the EUSA Activities Team in Potterrow since 2010.

### **3. What is EUSA?**

Edinburgh University Students' Association provides support, representation and a wide variety of services for students. Our Activities Team comprises 2 elements – support for over 240 student societies and their activities, and our student volunteering service. It is this element of EUSA that most closely relates to ESCA.

The Student Volunteering Service was established in 2010 to provide a wide range of hands-on volunteering opportunities for individual students, and a variety of volunteering projects for students in partnership with local organisations. The service promotes and supports student-led Volunteering Groups (there are currently 10) who carry out activities within the Edinburgh community and beyond, ranging from conservation to youth work, language/cultural education with

schools to work with older people. We currently have 10 registered Volunteering groups. The service also promotes the benefits of volunteering and supports students to reflect on the developmental impact volunteering has had on them. The EUSA Activities team provides advice, guidance, training and development opportunities for students leading society and volunteering activities, and links them in with other EUSA departments in relation to room bookings, events co-ordination etc.

The Activities Team currently comprises 3.6 FTE staff and is also supported by part time student staff during semester.

Recognising the role of ESCA and its expertise in student fundraising, the Activities Team do not duplicate this work by directly supporting student fundraising.

#### **4. How will ESCA support EUSA?**

- ESCA will provide practical support for EUSA groups or societies who would like to undertake some fundraising activity.
- ESCA pay a £1k annual management fee to EUSA.

#### **5. How will EUSA support ESCA?**

- EUSA provides office and storage space, utilities, and access to IT and admin facilities such as photocopying and printing. We also provide access to HR support and process ESCA salary payments.
- EUSA will refer students interested in fundraising for charities to ESCA.
- EUSA offers space and access to other EUSA services for events run by ESCA and it's component groups

#### **6. Working together.**

EUSA and ESCA have enjoyed a mutually beneficial and collaborative working relationship over the years – as well as EUSA being keen to support ESCA's development by working with the university to secure space and support for ESCA following the demise of the University Settlement in 2010, the physical co-location is also in part a way of making the full range of student development activity more accessible for students. We collaborate on events such as Meadows Marathon, support student fundraising at EUSA events, and are working in collaboration with University Development and Alumni Trust to encourage student fundraising for university/student causes.

As student interest and participation in extra-curricular activities has grown over the years, and as both parties develop their provision and support, it is beneficial for both parties to be clear with students and with our funders regarding the support and activities available from each.



**CENTRAL MANAGEMENT GROUP**

**12 November 2014**



**EUSA Volunteering Annual Report 2013-14**

**Description of paper**

1. The attached annual report provides an overview of the activities of the EUSA Volunteering Service during 2013-14.

**Action requested**

2. Central Management Group is asked to consider the report for information.

**Recommendation**

3. CMG is invited to note the Report.

**Background and context**

4. EUSA successfully bid for funding to establish a student volunteering service in 2010. Since its inception, the service has reported annually to CMG. We received a 5 year commitment from the University, and are currently in the final year of funding. The attached report details not only the activity undertaken during 2013-14, but also planned activity for delivery in this final year. We anticipate making a bid for the continuation and future development of the service as part of the EUSA planning round submission for 2015.

**Resource implications**

5. None. This paper reports on ongoing activity within current budgets.

**Risk Management**

6. There are not specific risks associated with the production of the Annual Report. There are reputational issues around EUSA volunteering activities.

**Equality & Diversity**

7. EUSA Volunteering supports and promotes equality and diversity – all activities are available to all students, and a number of our activities actively encourage and support diversity through, for example, promoting international language and culture.

**Next steps/implications**

8. EUSA would welcome feedback from CMG on our current approach. The future development of the service will be dependent on our planning round bid for 2015/2016.

**Consultation**

9. The EUSA Volunteering Service Annual Report has also been noted by EUSA's Board of Trustees.

**Further information**

10. Further information is also available from Meher Kalenderian, EUSA Student Volunteering and Activities Manager.

11. Author

Sarah Purves  
Director of Membership Support  
and Development, EUSA  
31 October 2014

Presenter

Mr Gavin Douglas  
Deputy Secretary Student Experience

**Freedom of Information**

12. This paper is Open.

# EUSA Volunteering

Connecting Students to the wider community

## Annual Report 2013/14



**eusa**  
VOLUNTEERING



# Foreword

2013 - 2014

**EUSA Volunteering has continued to go from strength to strength in 2013-14. Through our services students now have even more ways to get involved and make a difference in the local community!**



**Meher Kalenderian**

**Student Volunteering & Activities Manager**

The focus for this report is on development in its broadest sense. We are delighted to see that yet again we have more students involved in activities and volunteering than before.

EVOLve, our weekly drop-in/taster volunteering scheme, has continued to grow with our support, becoming more autonomous in the past year. They will provide a solid basis for our new model of Volunteering Groups; groups running hands-on volunteering activities led by students. This will form a vital part of the larger plan for developing the department.

Our involvement with the Lloyds Scholars Scheme grew in 2013-14, with a second cohort of scholars joining the University this year. We now support 30 scholars in their exceptional commitment to volunteering in the community, and have been assisting them in taking the next step to leading their own volunteering projects as part of our Volunteering Groups initiative in 2014-15.

EUSA Volunteering continues in its commitment to fostering students' development of skills for employability. We offer the Edinburgh Award for Volunteering, and we have now developed a new Edinburgh Award strand to advance and recognise the work of student office bearers in both societies and Volunteering Groups. This new award will focus on training, accountability and leadership.

We are looking forward to implementing our exciting new development plans in 2014-15. Next year will be a pilot for our new structure which, if successful, will result in opportunities for students to be more engaged in local communities, and lead volunteering projects for causes they care about. It will also make extensive and effective reporting of student volunteering possible, giving us the opportunity to accurately examine the impact of volunteering at the University of Edinburgh. More than anything, our new structure will allow us to offer even more chances for students to get involved!

- Meher Kalenderian

**Eve Livingston**

**EUSA Vice President Societies and Activities**



EUSA Volunteering has continued to grow and develop in 2013-14. EUSA's relationship with the local community is crucial for our members, and thanks to our support, students now have even more ways to get involved and make a difference.

The Volunteering department continues to develop relationships with many community partners, working together to develop meaningful, supported and developmental opportunities for our students. This year has seen almost 1,000 students placed in volunteering positions through our brokerage system. We now have over 400 organisations registered on our database, and with more opportunities advertised than ever before, this aspect of the department continues to be a success. Students continually talk about the rewarding experiences they've had through volunteering, and those they've worked with continue to be delighted with our students!

With the new strategy in place for 2014/15 and beyond, this department is determined to continue to develop the quality of practical support and guidance that they offer to students and student-led groups; and in so doing, to improve the experience of each student involved, as well as continuing to watch our relationships in the local community go from strength-to-strength.

- Eve Livingston



# Our Year in Numbers

2013 - 2014

## Volunteers

79% Female

21% Male

1% Unspecified

4123 Students

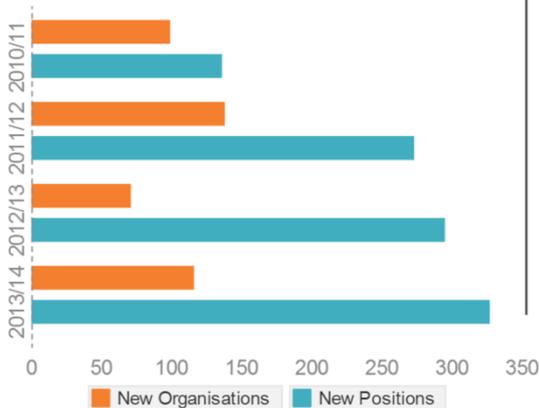


68% Undergrads

32% Postgrads

## Community

Opportunities for students have risen year on year



Placing volunteers into the local community

424 organisations

registered on our database



970 New Volunteers

327 New Positions

116 New Organisations

1427 Applications made

982 Applications accepted

## Social Media



1461  
72% Female  
27% Male  
1% Unspecified  
Facebook Likes

1247  
Twitter Followers



# Volunteering Activities

2013 - 2014

## eVOLve

eVOLve is EUSA's team volunteering group, which gives students the chance to come along and try out a huge range of the activities offered on a weekly basis. This Year saw eVOLve become more autonomous, being run by a committee, and becoming bigger and better than ever.

eVOLve has now had over 500 student volunteers take part in their activities. In the past year, their weekly activities have included everything from painting a nursery, to hosting parties for the elderly, to building hotels for bees.

eVOLve is unique in offering completely flexible volunteering opportunities - any student at the University can attend an activity when they are available, making volunteering and engaging with the local community easily achievable for all of our students!



# 24

## Activities

in 2013-14, responding to local community needs



### Community Renovations

Painting flats,  
nurseries & gardening



### Educational Projects

Gorgie City  
Farm



### Conservation

Tree planting,  
Beach clearance

"The variety in our projects and the social side of working alongside 30+ students make eVOLve one of the highlights of my university experience of Edinburgh"  
- Tim Pemberton, President of eVOLve 2013-14



## Going Forward

Next year eVOLve will become one of our first Volunteering Groups under the new plans. Led by a new committee and President Noor Maraghi, they will pave the way for other student led volunteering initiatives.



# Chinese Language Programme

This year EUSA Volunteering worked in collaboration with East Lothian Council, the Scotland China Education Network (SCEN) and the Confucius Institute to develop to the Early Learning of Chinese Language Programme.

21 Chinese student Volunteers from the University were involved in teaching children Mandarin and Chinese culture in 10 local schools, culminating in a celebratory event on the 12th June, highlighting the exceptional dedication, commitment and growth of the volunteers and showcased the hard work of the children.

Last year's volunteers are now working with us to start the Mandarin Language Volunteering Group, part of the new initiative beginning in September. With this new structure, the project will undoubtedly grow in both strength and magnitude over the next year.

"It was all about the children and working together to improve our teaching skills to give the best lessons we could; I enjoyed it greatly and would definitely volunteer again!" - Michael Jiang, MSc Childhood Studies



## Lloyds Scholars



**3000 hours**

our Lloyds Scholars have volunteered 2013-14

This year saw a second cohort of Lloyds Scholars join the University. The Lloyds Scholars scheme provides scholarships to Undergraduates from Lloyds Bank, provided they complete 100 hours of volunteering each year.

EUSA Volunteering now works with Lloyds bank to support 30 Scholars to volunteer in all capacities. Our Scholars have a fantastic impact in the community through a variety of roles, from befriending to conservation to youth leadership, and many have taken the initiative to lead their own volunteering activities in conjunction with EUSA volunteering.

We are currently assisting a group of Lloyds Scholars who are forming a Volunteering Group for the start of September. This will encourage initiative, creativity and leadership, and will help to foster a sense of community between the Lloyds Scholars cohorts; our new cohort of Scholars should find their volunteering hours accumulate effortlessly!

## Edinburgh Award

For the third year running EUSA Volunteering has led its own strand of the Edinburgh award. The Edinburgh award recognises the work students do outside their degree programme, focusing on helping students develop employability skills and gain confidence in applying for roles after university.

In 2013-14, 47 student volunteers completed the award, each contributing 80+ hours of volunteering in the local community. The participants also took part in a series of workshops to help them to achieve self-assessed, developmental targets. An award ceremony in April celebrated the success of all Edinburgh award participants and the award will go on the student's HEAR certificates.

The Edinburgh Award will continue within the Volunteering Department in 2014-15, with a new system in place to make the scheme run even more smoothly for participants and organisers alike.



# Charitable Partners

2013 - 2014

Events and Networking

## Connecting with Charities



EUSA Volunteering continues to offer the Volunteering Database as a service to organisations and charities looking to recruit student volunteers. Registering with this service allows organisations to post their own adverts for volunteering positions. Alongside this, we offer advice to organisations on how to best reach and engage the student community. Over 400 charities have registered with our database, helping thousands of students gain experience and connect with the greater community of Edinburgh and beyond.



EUSA's annual Volunteering Fair was held this February. This saw many charities and organisations set up in Potterrow to exhibit the work they do and to welcome students to discuss volunteering. Many students used this opportunity to learn about local causes and realise the impact their spare time could have through volunteering.



The Volunteering Fair was very well attended, and gave students and organisations alike the opportunity to learn, ask questions and make new connections.

## 24 Charities

involved in our volunteering fair covering a wide variety of causes:



Conservation and Environment



Health



Mental Health



Children and Schools



Advice and Support

# Testimonials

2013-14

## Words from those involved with EUSA Volunteering

"So worth it: your volunteers were amazing."

*Judith McClure CBE, Scotland China Education Network*

"The students over the last few years have mostly been brilliant to our group, so thank you for your services!"

*Lesley Walpole, St Andy's Teeny Tots*

"We have always had excellent volunteers through the EUSA service. I usually have 2 helping, and they always have a positive experience and so do we. Indeed one of our volunteers from your service is now our training administrator, the post came up just before she graduated last year."

*Emma Vinnie, Sleep Scotland*



## Words from student volunteers



"Edinburgh has a fantastic volunteering department based at Connect in Potterow, it should be your first place to go to if you are keen on finding an interesting volunteering project."

*Tim Pemberton, Philosophy & Italian*

"My experiences as a Postgraduate volunteer with EUSA Volunteering were very rewarding."

*Michael Jiang, MsC Childhood Studies*

"I have greatly benefited from working with EUSA as it helped me develop many skills- such as effectively communicating, while simultaneously being supported and trained by the staff members around me"

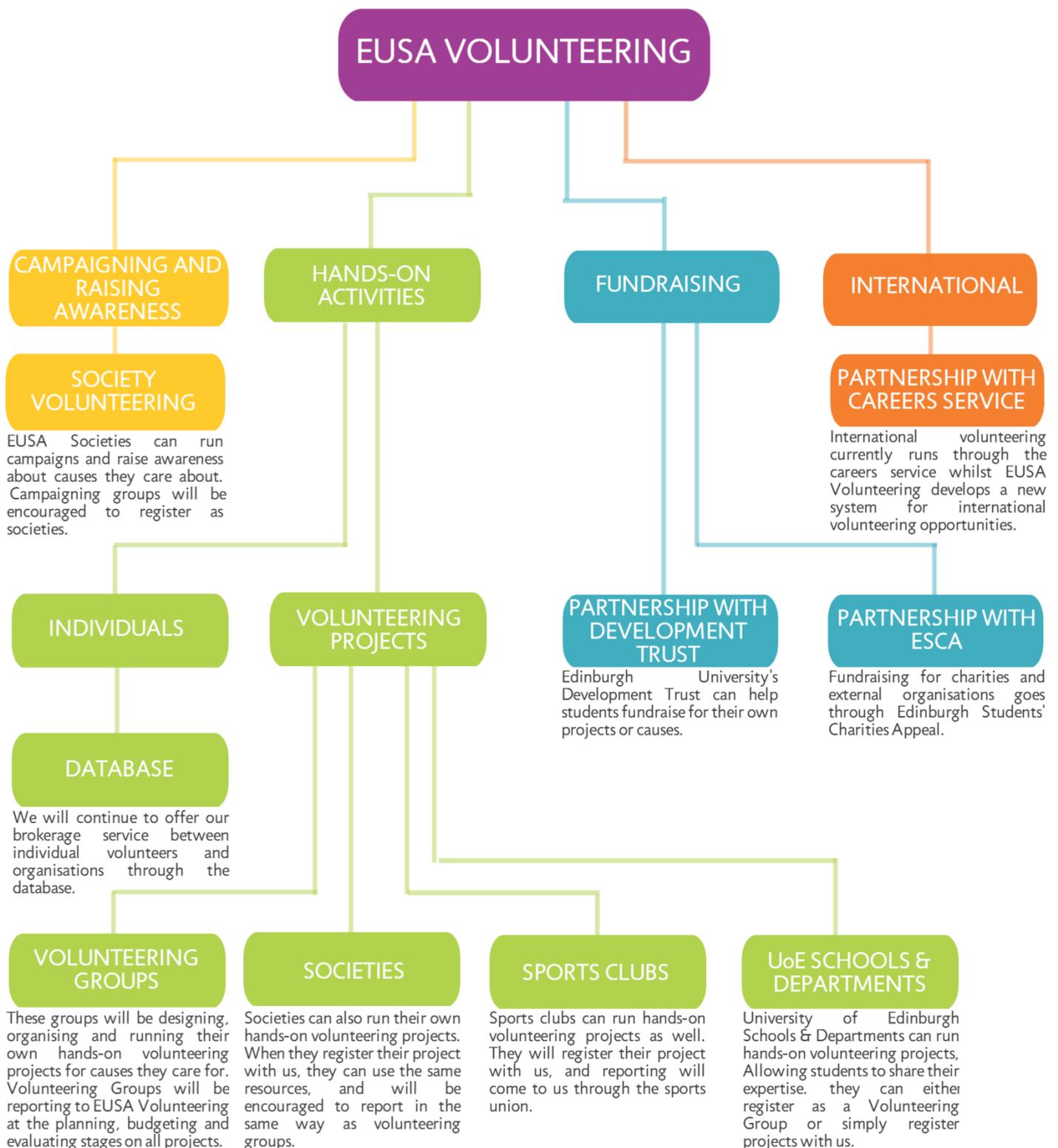
*Noor Maraghi, EUSA Volunteering Student Staff*

# Development

2014-2015

Looking ahead to next year and beyond

EUSA Volunteering will pilot a new structure for its activities in 2014-15, creating more opportunity for students to take the lead in running volunteering projects



The system in place will encourage accountability within student groups, allowing EUSA Volunteering to collect detailed data on the activities and impact of student Volunteering. This will allow both us and the groups to evaluate and promote their good work.

As well as Volunteering Groups; Societies, Sports Clubs and University of Edinburgh Schools and Departments will be able to register their own hands-on volunteering projects with EUSA Volunteering. This will allow them to use our structure and resources for their projects, while allowing us to establish a fuller picture of student volunteering at the University of Edinburgh. Collecting this detailed information will allow us to improve our service and assess the impact of student volunteering in the community.



# Development

2014-15

The service experienced significant change during 2013-14, with a change of manager, which also provided an opportunity to reflect on the development of the service so far and identify priorities and potential for future development. Due to staff changes and other internal circumstances in 2013/14 we finished the year under budget and we are using this to undertake additional project work over and above the 2014/15 budget, and making more resource available to student volunteering groups. We are also very pleased to have been awarded additional university funding to employ a further staff member, to ensure that our core existing work can continue whilst we implement an exciting range of new developments, and that the service can undertake a long term evaluation in its 5th year of operation.

## Volunteering Impact Fund



We are also piloting the Volunteering Impact Fund in 2014-15. This fund has been established to help students to run the best projects possible, for volunteers, beneficiaries and the wider community. To pilot this scheme, £2500 is available for student-led volunteering projects for 2014-15.

Volunteering groups, societies, sports clubs and UoE schools/departments can apply for funding for any amount up to £300 to run creative, positive and effective volunteering projects. We will require that these groups report back and evaluate their activities to give a full picture of how this funding is being used and what difference it is making.

If the VIF pilot is successful over the next year we hope to grow this further, giving more opportunities for students to make an impact in their community.

## Volunteering Groups

9

## Groups

Already registered with EUSA Volunteering for 2014-15. For the pilot year (2014/15) we have a maximum of 10 Volunteering Groups. These groups are focused on running hands-on volunteering projects, such as teaching in schools, working with youth groups and helping with community projects. They will be open to students across the University from September. Students will be able to take the lead, developing their own skills and making a difference to local causes that matter to them.



**Inspire:** Lloyds Scholars

**eVOLve:** Team volunteering

**ENACTUS:** Business for good

**ACT!:** Festival for social change

**TEDxUoE:** Ideas worth spreading

**Knack:** Skills sharing and collaboration

**Mandarin Language Project:** Early learning Chinese

**SCH:** Celebrating Scotland's unique culture and heritage

**Archaeology Outreach Project:** Bringing archaeology to children

# Edinburgh Award

Alongside our Edinburgh Award for Volunteering, in 2014-15 we will be piloting an Edinburgh Award scheme for Volunteering Group Office Bearers.

This will be run in conjunction with the Edinburgh Award for Society Office Bearers. The award programme will focus on student leadership, helping students to develop and identify their skills in this area, learn how to present their experiences and give them confidence in their work. Candidates will be required to attend 5 of our employability training sessions. These will be shaped by the skills the candidates want to focus on. The Award also aims to recognise the work students put into running Societies and Volunteering Groups, and achieving the award will be added to students' HEAR certificates.



## Volunteering Awards



In 2014-15 EUSA Volunteering will be re-establishing its annual Volunteering Awards, bigger and better than ever. We have established several new categories of award to include our pilot structure, such as the Awards for best Volunteering Group, best Sports Club volunteers and most innovative project, among others.

This year's Volunteering Awards will be joined with Awards from EUSA Global and Peer Support, bringing together students involved in giving their time for many different causes. This event will be a huge celebration of Volunteers and the impact of student volunteering, something we hope will help set a precedent for years to come.

## Volunteering Council

The Volunteering Council will be piloted in 2014-15 to support our new Volunteering Groups. Council members will act as ambassadors for volunteering, taking on leadership roles and advising Volunteering Groups on their projects. In this first year, representatives will be selected through an interview process. If the scheme is successful, future council members will be elected from the pool of volunteering group members to take on the role.

The Volunteering Council will be responsible for:

- Approving/rejecting new Volunteering Group applications
- Having a say in Volunteering Impact Fund applications
- Voting on volunteering awards
- Acting as volunteer advisors
- Organising and running events



# Evaluation

2014-15 and beyond

The new structure of the Volunteering Department will give us extensive, high-level data regarding student volunteering at the University of Edinburgh and in local communities. As can be seen below, information will be collected from multiple sources, in particular through groups completing project evaluation. If the pilot of this new structure is successful, this is the information we will be able to report on going forward.



## Groups

Type of group volunteered:

- Volunteering Group
- Society
- Sports Club
- UoE School/Dept.

## Projects

Type of project (e.g. youth, health, coaching, conservation etc.)

Planned & achieved objectives



## Location

Area (Local Authority)  
Ward  
Postcode

## Volunteers

Total number  
Female:male  
Undergrad:postgrad  
International:home  
Non-students  
Age-range



## Cost

Planned cost  
Actual cost  
Variance  
Cause of any discrepancies

## Time

Planned start & end dates  
Actual start & end dates  
Variance  
Cause of any discrepancies  
Hours volunteered



## Beneficiaries

Group (e.g. elderly, youth, vulnerable adults etc.)  
Total (estimated)  
Female:male  
Disability  
Age range

## Database

Positions advertised  
Organisations  
Applications made  
Applications accepted



## Fundraising

EUSA grants  
Development fund report (referrals, money raised, causes)  
ESCA report (referrals, money raised, charities supported)

## Social Media

Facebook Likes  
Facebook likes by gender  
Twitter followers





CENTRAL MANAGEMENT GROUP

12 November 2014

Finance Director's Report

**Description of paper**

1. The paper summarises the finance aspects of recent activities on significant projects or initiatives.

**Action requested**

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

**Recommendation**

3. No recommended actions required.

*Paragraphs 4 – 9 have been removed as exempt from release due to FOI.*

**Equality & Diversity**

10. Specific issues of equality and diversity are not relevant to this paper as the content focusses primarily on financial strategy and/or financial project considerations.

*Paragraph 11 has been removed as exempt from release due to FOI.*

**Further Information**

12. Author

Mr Phil McNaull  
Director of Finance  
6 November 2014

Presenter

Mr Phil McNaull  
Director of Finance

**Freedom of Information**

13. This paper should not be included in open business as its disclosure could substantially prejudice the commercial interests of the University.



**CENTRAL MANAGEMENT GROUP**

**12 November 2014**

**Space Enhancement and Management Group**

**Committee Name**

1. Space Enhancement and Management Group (SEMG).

**Date of Meeting**

2. 5 November 2014.

**Action Required**

3. CMG is asked to:

- note the key points from the meeting;
- approve the Remit and Membership of SEMG - Appendix 1 attached;
- approve the implementation of the Teaching Space Enhancement and Management Programme progressively to repurpose surplus general teaching space and note that a proposal for a co-investment fund (£2m pa; 50:50 between Estates Committee and College/School) will be presented to the next meeting of the Estates Committee for consideration and onward progression of Policy and Resources Committee and Court to resource this programme to run for 4 years only;
- approve the Centralisation of Teaching Space phasing programme in key teaching zones to meet the 2015/16 academic year target and note the emerging timescales and financial implications.

**Key points**

**4. *Remit & Membership of SEMG***

SEMG endorsed the remit and revised membership to go forward to CMG for approval.

**5. *Teaching Space Management Pilot Working Group Report***

SEMG noted the success of the Teaching Space Management Pilot which enabled the: decommissioning and repurposing of least used general teaching rooms in JCMB and New College; creation of new spaces for postgraduate students and significantly improved frequency of utilisation in each building (broadly rising from 50% to 60% utilisation) which fulfilled School ambitions for new student study spaces or student and staff offices.

**6. *Teaching Space Management Integration (SMI) Working Group - Recommendations***

SEMG approved SMI Working Group recommendations to continue repurposing teaching space across the University over the next four years to enable the University to improve utilisation of space and achieve its target.

7. The proposal is to establish a College (School) and Estates Committee joint fund. This will be administered by Estates & Buildings and be used to repurpose surplus/poorly used general teaching space in a building to better purposes.

8. Full papers are located at hyperlinks:

<http://www.semg.estates.ed.ac.uk/docs/open/Paper-C1-SMIWG-Recommendations.docx>

<http://www.semg.estates.ed.ac.uk/docs/open/Paper-C1-SMIWG-Recommendations-App.docx>

9. *Centralisation of General Teaching Space booking - phasing and resourcing*  
SEMG supported the practical and financial (capital) implications emerging from the University's decision to centralise the management of general teaching space, and the phasing programme to start 2015/16 academic year.

10. Full paper is located

<http://www.semg.estates.ed.ac.uk/docs/open/Paper-D-CentralisationGeneralTeachingSpace1.docx>

11. *Space Audit and Other Matters*

SEMG noted:

- Space Audit for Academic year 2014/2015;
- Estates & Buildings continue to educate and roll out 'Web Central', the web based space reporting platform;
- the installation of PIR Sensors in the second floor of the Appleton Tower and the collection of data for analysis.
- the topics discussed by the Scottish University Space Management Group hosted by St Andrews include:
  - 1) Space provision for post graduates;
  - 2) Room sensors and their benefits.
  - 3) A trend towards the continued reduction in the number of cellular offices within Scottish Higher Education.
  - 4) How to make provision for the ebb and flow of course popularity.

12. *Space Enhancement and Management Update Including Income Per m<sup>2</sup> Analysis*

SEMG noted information on the space held by Colleges and Support Groups, the metric on income per square metre (non-residential estate), and information on the University's net to gross internal area ratios and carbon emissions metrics.

13. In terms of the ratio on income per m<sup>2</sup>, it was noted that the University continues to improve year-on-year. In 13-14. However, although over the last 5 years the University's income/m<sup>2</sup> has risen by 3.3% p.a., including by 2.6% in the last year, this is below the rate of sectoral inflation and below the University's rate of growth in income (5.7% p.a.). There is clearly more to do to improve this core metric of space efficiency reflecting the conversion of our estate into financial performance.

14. The University reported the third largest estate in the UK after the University of Manchester and Cambridge University. We still have more estate per FTE (staff+students) than most of our Russell Group competitors.

**Full minute:**

15. Minute is not yet available, however all papers are available at hyperlink:  
<http://www.semg.estates.ed.ac.uk/>

**Equality & Diversity**

16. None of the proposals in this paper raise issues beyond those that are routinely handled.

**Further information**

17. *Author*  
Angela Lewthwaite  
SEMG Secretary

*Presenter*  
Professor Jonathan Seckl  
Vice-Principal Planning, Resources and  
Research Policy

**Freedom of Information**

18. This paper is open

## **Space Enhancement and Management Group**

### **Remit and Membership**

Space Enhancement and Management Group will:

- Be responsible for developing and implementing policies to ensure the optimal use of all space (research, learning, academic support and administration, support group) across the University, reflecting the University's strategic goals and targets expressed in the Strategic Plan, the Estate Strategy and the Climate Action Plan, and communicate these policies to the University community.
- Increase awareness that space is an expensive resource and identify and convey the academic, environmental and financial benefits that arise from a strategic approach to effective space management.
- Ensure space enhancement and management policies are explicitly reviewed in project briefs, including driving 'best practice' in learning, teaching, research and other spaces in all relevant developments.
- Ensure learning and teaching spaces are fit for purpose to meet good practices and provide recommendations for enhancement of these spaces. Ensure adequate study space is available to enhance the student experience.
- Collect comprehensive data on all types of space which allow benchmarking against the sector and drive improved performance.
- Develop tools which can assist with managing space internally, provide quality management information, and link to sector-wide developments and external reporting requirements.
- Monitor and analyse requests for space, both increases and decreases, on a regular basis to inform local and general policy.
- Have cognisance of the carbon impact and ensure that carbon emissions are calculated alongside space management requirements and work with colleagues to secure carbon gains from ongoing improvement activities.

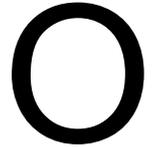
## **SEMG proposed membership**

Vice-Principal Planning, Resources and Research Policy (Convener)  
Vice-Principal Knowledge Management - Chief Information Officer and Librarian  
Director of Estates  
President of EUSA  
One academic representative from each College (Head of School or equivalent)  
One Estates practitioner from each College  
One senior representative of each Support Group  
Head of Estates Development & Depute Director  
Head of Estates Business and Administration  
Head of Estates Finance  
Head of Timetabling Services  
Space Managers -1-2 max  
Vice-Principal Learning and Teaching  
Director IS Library & University Collections Division or nominee [library spaces]  
Director IS Learning, Teaching and Web or nominee [microlab spaces - teaching room AV]  
Secretary to the Group

**Colleagues will be co-opted as and when necessary**

## **REPORTING**

SEMG will report to the Central Management Group and as appropriate papers covering specific items will be presented to the Estates Committee, Policy and Resources Committee and to Court. Any significant items relating to learning and teaching will be presented to Senate.



**CENTRAL MANAGEMENT GROUP**

**12 November 2014**

**NPRAS Rates for 2015/2016**

**Description of paper**

1. This paper presents the NPRAS rates for the forthcoming Planning and Budgeting round and an explanation for the composition of the rates.

**Action requested**

2. CMG is asked to consider the revised NPRAS rates for use in the 2015/2016 planning round.

**Recommendation**

3. CMG is recommended to approve the revised NPRAS rates for use in the 2015/2016 planning round.

**Background and context**

4. Work on the Transparent Accounting process and the new Resource Allocation Model continues to progress, however, until such time as an alternative model is implemented, NPRAS rates will continue to be calculated to include and exclude Utilities. The rates to be applied to 2015/2016 budgets, as per previous years, are set for 'Moderately serviced' and 'Highly serviced' buildings, which make up the majority of the estate.

5. It should be noted that these rates are only applicable for marginal trading/changes in space. These rates represent the average cost per square metre incurred in the operation of buildings of different type. Where a major new development or refurbishment project is planned, Estates and Buildings will provide a detailed estimate for recurrent operational costs associated with the project.

6. The recommended rates to be applied for 2015/2016 Planning and Budgeting purposes are:

<b>NPRAS rate including utilities</b>		<b>NPRAS rates excluding utilities</b>	
Highly Serviced	£130.61 per m2	£95.78m2	
Moderately Serviced	£105.80 per m2	£79.01m2	
<b>MOTHBALLED rate including utilities</b>		<b>MOTHBALLED rate excluding utilities</b>	
Highly Serviced	£93.93 per m2	£59.10per m2	
Moderately Serviced	£73.77 per m2	£46.98 per m2	

## **Discussion**

7. The rates for 2015/2016 reflect a widely forecasted increase in tender prices for maintenance work, materials and labour, which when combined, amount to an average percentage increase of 3.2% on prices as at 4th Quarter 2016. Similarly forecast increases for national pay awards, 3.5%, material prices, 3.0%, Waste Management 15%, as a result of Zero Waste Scotland Regulations, have been taken into account in calculating the rate for 2015/2016. These forecasts are provided by the Building Cost Information Service of RICS and are recognised as the industry standard. As such the NPRAS rates for 2015/2016, detailed in the table above, have been set at an appropriate level to account for these increases.

8. The Utilities market continues to be volatile. Procurement of utilities for the University is through contracts arranged through Procurement Scotland. These contracts do provide a degree of risk avoidance as the University utility requirements are purchased at a fixed price in advance of the year of consumption. The Energy Office within Estates has estimated that electricity prices will increase by 5.0% and, gas prices by 11.0%, for the year 2015/2016. The estimates are informed by Scottish Procurement in their published budget guidance documentation. These increases have been applied to this element of the NPRAS rate.

## **Resource implications**

9. The revised NPRAS rates will have resource implications for all Colleges and Support Groups who engage in marginal trading of space.

## **Risk Management**

10. No key risks.

## **Equality & Diversity**

11. No implications.

## **Next steps/implications**

12. The agreed rates will be included in the Planning and Budgeting Guidance 2015/2016 published by Governance and Strategic Planning. The rates will be applied to occupancy figures provided through the annual space audit and reflected in recurrent budget allocations.

## **Consultation**

13. The paper has been considered and proposals endorsed by the Space Enhancement & Management Group at its meeting on 5 November 2014.

## **Further information**

14. Author

Geoff Turnbull  
Head of Estate Operations, Estates  
Department  
Andrew Haddon  
Head of Estates Finance  
23 October 2014

Presenter

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

## **Freedom of Information**

15. Paper is open.



**CENTRAL MANAGEMENT GROUP**

**12 November 2014**

**Annual report on complaint handling, 2013-14**

**Description of paper**

1. In line with the requirements of the Scottish Public Services Ombudsman (SPSO) and the University's Complaint Handling Procedure (CHP), this paper reports on the handling of complaints to the University for the academic year 2013-14.

**Action requested**

2. The paper is for information.

**Recommendation**

3. There are no recommendations at this stage, though further work is being undertaken to streamline recording of complaints and recommendations regarding this are likely in due course.

**Background and context**

4. The CHP has two stages. Stage 1 Frontline Resolution should be used in the majority of cases, with likely outcomes being an on-the-spot apology, an explanation or other action to resolve the complaint very quickly (within five working days). Stage 2 Complaint Investigation is appropriate where attempts at Frontline Resolution have failed, or where the issue is sufficiently complex, serious or high risk from the outset that Frontline Resolution would not be appropriate. The CHP specifies that the following will be reported internally:

- 1) 'performance statistics detailing complaint volumes, types and key performance information, for example on time taken and stage at which complaints were resolved'
- 2) 'the trends and outcomes of complaints and the actions taken in response including examples to demonstrate how complaints have helped improve services'

**Discussion**

5. For the purposes of complaint reporting, the University has around 50 'areas' – each of the Schools, College Offices, and designated support services. Areas report quarterly on complaints resolved at Frontline. All Stage 2 complaints are managed centrally by the Investigations Manager.

6. During the 11 month period 1 September 2013 – 31 July 2014, areas recorded a total of 392 complaints (284 from students, 94 from members of the public, and 14 unspecified). Work on categorising types of complaint will be undertaken more systematically during the current year, but there were no discernible trends University-wide. The majority of complaints from members of the public arose in the Office of Lifelong Learning, where non-credit-bearing students are classed as 'public'. It is believed that the majority of Frontline cases were resolved within the five-day time limit, but data on this has not always been recorded consistently by areas, an

issue which is being addressed for the future.

7. During the full academic year, a total of 20 cases went to Stage 2 Complaint Investigation, meaning that 95% of complaints were resolved at Frontline.

8. Investigations should be completed within a maximum of 20 working days, unless an extension is given for good reason. The breakdown of time taken over investigations is as follows:

- Within 20 working days 8
- Within 25 working days 2
- Within a significantly longer period (max 4 months) 8
- Withdrawn by complainant before completed 2

9. In all but one of the cases which took significantly more than 20 days, the delay was wholly or primarily due to the complainant – either due to absence or difficulty contacting the complainant, slowness of response from complainant, or because investigation was put on hold at some point at the request of the complainant. In one case the delay in completing the investigation was due to tardiness on the part of the complaint investigator.

10. The breakdown of Stage 2 investigation outcomes is as follows:

- Complaint fully upheld 1
- Complaint partially upheld\* 6
- Complaint not upheld 11
- Complaint withdrawn 2

\*Many complaints cover several issues. Where any of these are upheld, the outcome for the investigation as a whole is recorded as 'partially upheld'.

11. Examples of improvements to services arising from complaint investigations include revised guidance to a School about provision of equipment for new PGR students; modified procedures for providing feedback to unsuccessful applicants for admission; guidance to a School regarding PGR supervision during sabbatical leave.

### **Resource implications**

12. There are no immediate resource implications, though work over the coming months to identify better ways of recording and reporting data may necessitate some expenditure on development of a suitable software system.

### **Risk Management**

13. There are no risks in the report *per se*, which is for information only. Risk management is a key element in the successful handling of all complaints, especially those which carry the potential for reputational damage to the University and/or claims for compensation.

### **Equality & Diversity**

14. SPSO carried out an EIA before publishing the model CHP. This report covers complaints received, some of which relate to matters where equality and diversity is a

consideration.

**Next steps/implications**

15. The Investigations Manager will be responsible for taking forward points relating to improved data collection for the future.

**Consultation**

16. Quality Assurance Committee has received a longer version of this report, and quarterly statistical reports are submitted to QAC.

**Further information**

17. Author

Jean Grier  
Investigations Manager  
30 October 2014

Presenter

Gavin Douglas  
Deputy Secretary Student Experience

**Freedom of Information**

18. This paper is open; data from it will be published on the University's complaint handling web pages.



**Central Management Group**

**12 November 2014**

**Principal's Strategy Group**

**Committee Name**

1. Principal's Strategy Group (PSG).

**Date of Meeting**

2. 27 October 2014.

**Action Required**

3. Provided for information.

**Key points**

4. Among the items discussed were:
  - a) Senior Vice-Principal Jeffery proposed a strategic approach to relations between the University, City and community to encompass community engagement, an accommodation strategy and overarching strategic engagement which PSG supported.
  - b) Assistant Principal Bradshaw outlined plans to improve the governance and support of PGR students. PSG discussed the proposals and were supportive of the overall aims of the proposed Postgraduate Research Experience Project. Following discussion the Group noted that in order to deliver a suitable system, within an acceptable budget and timeframe, it would be necessary to agree a system specification that did not allow for variation across individual Schools. Funding requirements will be taken forward via the Planning Round.
  - c) PSG considered the options for a submission to the Queens Anniversary Prize 2014-16 and agreed that a submission on MOOCs would be considered.

**Equality & Diversity**

5. Items generally come to PSG at an early stage of development and it is anticipated that Equality & Diversity matters will be given full consideration as the initiatives take shape and become formalised.

**Further information**

6. Additional information can be provided by the secretary to PSG Ms Fiona Boyd or by the individuals named against the individual items above.

7. Author

Ms F Boyd

Principal's Office

5 November 2014

**Freedom of Information**

8. Open Paper.



**CENTRAL MANAGEMENT GROUP**

**12 November 2014**

**Policy and Procedure for Undergraduate Applications from Elite Athletes**

**Description of paper**

1. This paper presents a new policy (attached as appendix 1) which details the process by which the University will consider applications from athletes who perform at junior international level or above.

**Action requested**

2. Central Management Group is asked to review the report.

**Recommendation**

3. Central Management Group is asked to endorse the report.

**Background and context**

4. The paper sets out the University's policy (attached as appendix 1) and procedure for managing undergraduate applications from elite athletes, who will be identified as such by the Director of the Centre for Sport and Exercise. The process by which the Director will identify applicants is not within the scope of this policy.

**Discussion**

5. The policy recognises the commitment made by athletes who perform at international and junior international level in their chosen sport, and the contribution that these athletes make to the University. The policy allows for some flexibility in the scoring process for applications from elite athletes who have met all minimum entry requirements making it more likely that they will receive an offer, although the offer will be at the typical level. The policy also provides scope for flexibility at confirmation.

6. The policy contributes to the University's strategic aim "To create and maintain a diverse community of students and staff", which is achieved by "taking context and individual circumstances into account when identifying students with the best potential to succeed, through our fair, clear and transparent admissions policy."

**Resource implications**

7. There are no resource implications resulting from the introduction of the proposed new policy.

**Risk Management**

8. No specific risks have been identified resulting from the introduction of the proposed new policy.

**Equality & Diversity**

9. An equality impact assessment was undertaken as part of the development process for this policy, and was considered by the Recruitment and Admissions Strategy Group on 22 October 2014.

### **Next steps/implications**

10. Mr Ian Sutherland, Head of Admissions in Student Recruitment and Admissions will be responsible for overseeing the implementation of the Elite Athletes policy. Ms Gillian Simmons, Policy and Project Manager, will carry out an interim review of the policy once it has been in operation for one admissions cycle.

### **Consultation**

11. The policy has been produced in consultation with the Centre for Sport & Exercise and the College admissions offices. The policy was approved by the Recruitment and Admissions Strategy Group on 22 October 2014.

### **Further information**

12. Author

Gillian Simmons  
Policy and Project Manager  
Student Recruitment and Admissions  
29 October 2014

Presenter

Rebecca Gaukroger  
Director  
Student Recruitment and Admissions

### **Freedom of Information**

13. This paper can be discussed in open business.



## **Policy and Procedure for Undergraduate Applications from Elite Athletes**

### **1. Purpose**

- 1.1 To set out principles and procedures for the management of applications for admission to the University of Edinburgh from elite athletes.

### **2. Definition**

- 2.1 An **Elite athlete** is considered to be any athlete selected to represent their country in their chosen sport at either senior or junior international level.

### **3. Policy**

- 3.1 The University of Edinburgh wishes to encourage applications from elite sports men and women.
- 3.2 The University recognises the dedication and effort required from any athlete who goes on to reach the top in their sport. This level of commitment is valued in academic study as well as in athletic performance.
- 3.3 The high-profile success of University staff, students and alumni in a wide range of sporting disciplines contributes positively to the life of the University, inspiring students and staff, and enhancing the University's reputation.
- 3.4 The University will recognise this contribution by providing flexibility in the selection process for applications from elite athletes who meet all of the minimum entry requirements for the programme they have applied to.

### **4. Scope**

- 4.1 This policy applies to applications for undergraduate study only.
- 4.2 This policy applies to all undergraduate students regardless of fee status.
- 4.3 Only applications from elite athletes who have been identified by the procedure set out below will be considered under the terms of this policy.

## 5. Procedure

- 5.1 The University's Director of Sport and Exercise will identify applications from elite athletes to the Head of Admissions, Student Recruitment and Admissions, during each admissions cycle. Athletes must be competing at Junior International level or above, and particular focus will be given to the following sports which are strategic priorities for the University's Performance Sport support programmes: Archery, Basketball, Fencing, Hockey, Orienteering, Swimming, Rowing and Rugby. Athletes from other sports will also be considered on a case by case basis providing they bring value to the University of Edinburgh and its sport programme. In such cases, evidence will be considered by the Director of Sport and Exercise in consultation with the Head of Admissions. Overall, it is expected that approximately 20 applicants will be considered each year under the terms of this policy.
- 5.2 Applications will be identified as early as possible in the cycle each year, but no later than the standard UCAS deadlines of 15 October for applications to Medicine and Veterinary Medicine, and 15 January for all other applications.
- 5.3 Applications from elite athletes will be flagged on EUCLID, and the appropriate College Admissions Office will be informed.
- 5.4 Applications will be screened as normal.
- 5.5 Where an appropriately flagged application meets all the minimum entry requirements for the programme applied to, including any specific subjects or grades, it will be entered into the selection process.
- 5.6 An 'Elite Athlete' flag will ensure that the application is given credit in the scoring system in the form of additional points, to increase the likelihood of an offer being made. This recognises the dual commitment of applicants who are also elite athletes to their academic studies and to their sport.
- 5.7 Offers will be made at the typical level for the programme. However, at Confirmation additional flexibility will be given to applicants with an 'Elite Athlete' flag who have not met the conditions of their offer but whose achievement is above the minimum. The degree of flexibility will be decided by the Colleges and will be dependent on the grades the applicant has achieved in specific subjects relative to entry requirements, as well as on conversion rates and available places.
- 5.8 Wherever possible, an applicant who has an 'Elite Athlete' flag will be allowed to defer entry to the University for one year, if this is for reasons directly related to his or her sport. This includes deferral decisions made by the applicant following acceptance at Confirmation. Deferred entry may not be available for every degree programme.
- 5.9 If the decision has been taken to reject an application before the Director of Sport and Exercise has identified it within the terms of this policy, reconsideration of the application will be at the discretion of the relevant admissions office.

## **6. Monitoring and review**

- 6.1 The Monitoring Student Numbers Group will track numbers of elite athletes entering the University of Edinburgh under the terms of this policy, and will report on an annual basis to the Recruitment and Admissions Strategy Group.
- 6.2 The policy will be reviewed one year after implementation, and then reviews will be scheduled every three years.

**Approved:      October 2014**

**Review date:    October 2015**

## CENTRAL MANAGEMENT GROUP



12 November 2014

### Fee proposals

#### Description of paper

1. Fee proposals from the College of Humanities and Social Sciences and the College of Medicine and Veterinary Medicine.

#### Action requested

2. CMG is asked to approve the fee proposals below.

#### Recommendation

3. Governance and Strategic Planning (GaSP) recommends that CMG approve the fee proposal for academic year 2015/16.

*Paragraphs 4 – 9 have been removed as exempt from release due to FOI.*

#### Risk Management

10. Due consideration has been taken reviewing the financial risk in these proposals.

#### Equality & Diversity

11. Equality and Diversity was considered as part of the wider review of fees.

*Paragraph 12 has been removed as exempt from release due to FOI.*

#### Consultation

13. The above fees have been proposed by the Schools, reviewed by College and GaSP.

#### Further information

14. Author

Emma Lyall

Governance and Strategic Planning

6 November 2014

Presenter

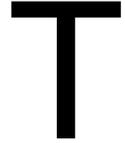
Vice-Principal Seckl

Vice-Principal Planning, Resources and

Research Policy

#### Freedom of Information

15. This paper will remain closed until the fee rates have been published as prior disclosure could prejudice the commercial interests of the organisation.



**CENTRAL MANAGEMENT GROUP**

**12 November 2014**

**Study abroad tuition fees 2015/16**

**Description of paper**

1. The purpose of the paper is to obtain approval of the study abroad and work abroad tuition fees for 2015/16.

**Action requested**

2. CMG is invited to approve the proposed fees as set out in paragraph 6.

**Recommendation**

3. We recommend that CMG approves the proposed tuition fees for study abroad in 2015/16.

*Paragraphs 4 – 11 have been removed as exempt from release due to FOI.*

**Risk Management**

12. We do not consider that any key risks are affected by this paper.

**Equality & Diversity**

13. Equality and Diversity has been considered and we do not believe that an EIS is required.

*Paragraph 14 has been removed as exempt from release due to FOI.*

**Consultation**

15. The paper has been reviewed by Tracey Slaven, Deputy Secretary Strategic Planning and recommended by Fee Strategy Group on 31/11/14.

**Further information**

16. Author  
Peter Phillips  
Governance and Strategic Planning  
23 October 2014

Presenter  
Vice-Principal Seckl  
Vice-Principal Planning, Resources  
and Research Policy

**Freedom of Information**

17. This paper should be treated as closed until the approved tuition fees are published as soon as possible after approval by CMG.



**CENTRAL MANAGEMENT GROUP**

**12 November 2014**

**Proposal for a new Chair in the School of Economics**

**Description of paper**

1. The paper outlines the case for the creation of a new Chair in the School of Economics

**Action requested**

2. The Central Management Group is asked to approve the Chair so that the the recruitment and selection process can commence with a view to interviewing in early 2015 and commencement of the role in September 2015.

**Recommendation**

3. That CMG approve the establishment of the Chair.

**Background and context**

4. The process to create a new substantive Chair requires CMG approval. In taking this forward the School must seek the approval of the Head of College outlining in full the reasons for and the financial implications of such a request.

**Discussion**

5. The School of Economics wish to establish a new Chair of Economics. The new Chair will considerably further the School's ambitions to expand on its current strengths, reinforcing the recent expansion in more applied areas such as macro and labour economics, strengthening both its teaching and research output. Furthermore, the Chair will enable collaboration and engagement beyond the School and the University.

6. The appointee will contribute to and develop the School's teaching at undergraduate and postgraduate level; contribute to the School's growing provision of post-MSc doctoral training; supervise PhD students; undertake research of the highest quality and engage fully with the intellectual life of the School.

7. As the School is expanding both in numbers and in the range of activities that it undertakes, it is expected that the successful candidate will contribute to the management and leadership of the School, for example by supporting the School's efforts in the expansion and development of the PhD programme, and in particular by increasing grant raising activity. The College of Humanities and Social Science is confident that it can recruit to the post successfully.

**Resource implications**

8. The Chair will be funded by the School of Economics.

**Risk Management**

9. There are no significant risks involved from approving the post.

### **Equality & Diversity**

10. Whilst there are no direct implications on equality and diversity, the University is committed to embedding Equality and Diversity across all its work more generally, including recruitment.

### **Next steps/implications**

11. If the proposal is approved, a Resolution will be drafted to formally establish the Chair and recruitment processes will commence.

### **Consultation**

12. Professor Dorothy Miell has reviewed the paper and is content.

### **Further information**

13. Author

Dr Simon Clark

Head of the School of Economics

30 October 2014

Presenter

Vice-Principal Professor Dorothy Miell

College of Humanities and Social Sciences

### **Freedom of Information**

14. This paper is open.