



THE UNIVERSITY of EDINBURGH

Central Management Group Meeting
Raeburn Room, Old College
20 January 2015, 10am

AGENDA

- 1 **Minute** A
To approve the minutes of the previous meeting held on 12 November 2014
- 2 **Matters Arising** Verbal
To raise any matters arising.
- 3 **Principal's Communications** Verbal
To receive an update by the Principal.

SUBSTANTIVE ITEMS

- 4 **Enhancing Student Support** B
To consider and comment on paper by Assistant Principal Professor Pirie Learning and Development.
- 5 **Strategic Vision 2015** C
To note an update by University Secretary.
- 6 **Turing Institute** Verbal
To receive an update by Vice Principal Professor Kenway and Director of Corporate Services.
- 7 **SRUC** Verbal
To receive an update by Director of Corporate Services.
- 8 **USS** Verbal
To receive an update by Director of Finance and Director of HR.
- 9 **Fossils Fuels Review Group** D
To note an update by Senior Vice-Principal Professor Jeffrey
- 10 **Consultation on Procurement Rules for Scotland** E
To consider and comment on paper by Director of Procurement.

ROUTINE ITEMS

- 11 **Finance's Director's Update** F
To consider and note the updates by Director of Finance.

If you require this agenda or any of the papers in an alternative format e.g. large print please contact Kirstie Graham on 0131 650 2097 or email

Kirstie.Graham@ed.ac.uk

- **Management Accounts up to 31 December 2014 (closed)** **G**
- **Quarter 1 Management Accounts Forecast (closed)** **H**
- **10 Year Financial Forecast (closed)** **I**
- 12 Internal Audit Status Report** **J**
To note a report by the Chief Internal Auditor.
- 13 Health and Safety Quarterly Report** **K**
To note a report by the Director of Corporate Services.
- 14 Insurance Update** **L**
To note a report by the Director of Finance.
- 15 University Events in Brussels** **M**
To consider and comment on paper by Senior Vice-Principal.
- 16 Any Other Business** **Verbal**
To consider any other matters by CMG members.

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

- 17 Principal's Strategy Group** **N**
To note.
- 18 Confirmation of Student Rents for 2015/16 and indicative increases for 2016/17 and 2017/18** **O**
To approve.
- 19 Fee Proposals** **P**
To approve.
- 20 Creation of new Chairs** **Q**
 - College of Science and Engineering
 - College of Medicine & Veterinary Medicine**R**
To approve.
- 21 Date of next meeting**
Wednesday, 4 March 2015 at 2.30pm 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 Kirstie Graham on 0131 650 2097 or email Kirstie.Graham@ed.ac.uk



CENTRAL MANAGEMENT GROUP

12 November 2014

Minute

- Present:** Vice-Principal Professor J Seckl (in chair)
Vice-Principal Professor J Haywood
Vice-Principal Professor J Norman
Vice-Principal Professor S Rigby
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
Ms M Ayers, Acting Director of HR
- In attendance:** Ms L Chambers, Director of Legal Services
Professor C Clarke, Head of School of Health in Social Science
Dr I Conn, Director of Communications and Marketing
Mr G Douglas, Deputy Secretary, Student Experience
Mr D Gorman, Director of Social Responsibility and Sustainability
Assistant Principal Professor A Trew, on behalf of Vice-Principal Professor Yellowlees
Dr 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
Ms F Boyd, Head of Stakeholder Relations and Senior Executive Officer
Ms R Gaukroger, Director of Student Recruitment and Admissions (for item 12 only)
Dr K J Novosel, Head of Court Services
- Apologies** The Principal
Senior Vice-Principal Professor C Jeffrey
Vice-Principal Professor C Breward
Vice-Principal Professor R Kenway
Vice-Principal Professor D Miell
Vice-Principal Professor A Morris
Vice-Principal Professor Sir John Savill
Vice-Principal Professor L Yellowlees
Mrs T Slaven Deputy Secretary, Strategic Planning
Mr B MacGregor, Director of User Services Division
Mr D Waddell, Director of ERI

1 Minute

Paper A

The Minute of the meeting held on 8 October 2014 was approved.

2 Principal's Communications

Vice-Principal Professor Seckl on behalf of the Principal commented on the following: the University's current strong position in the QS and THE World Rankings; the on-going discussions around SRUC; the current position in respect of the Turing Institute bid; the successful launch of the North American Office in New York; and the on-going issues around USS.

SUBSTANTIVE ITEMS

3 Draft Outcome Agreement

Paper B

The Group noted the current draft of the Outcome Agreement. There was debate on the statistical significance of some of the information, particularly in respect of the gender imbalance in specific programmes: it was suggested that further analysis may be required and that it might be more helpful to provide actual numbers rather than percentage information in some areas. Further suggestions were made around quality assurance, knowledge exchange and internationalisation information in the document. A revised document would be presented to the next meeting of Court incorporating any comments from the Policy and Resources Committee prior to its submission to the SFC on 8 December 2014.

4 Strategic Plan: Targets and KPIs Progress Report

Paper C

The format of the report was welcomed and confirmation that the University was on track to achieve the targets and KPIs in the Strategic Plan. The Group noted the challenging areas particularly around the student experience and carbon emissions: it was suggested that 7.1 could perhaps be moved to 7.0d. There was also discussion on the need to take account of inflation in determining if there had been improvements in real terms ie total income per square metre of gross internal area.

5 Mainstreaming elements of the Student Experience Project

Paper D

The Group noted the progress to date by the Student Enhancement Programme Board in taking forward the various strands within the Student Experience Project. The evaluation report mid project was welcomed and it was noted that in order to take forward/enhance a number of these activities funding would be requested via the current planning round. There was discussion on: the Student Information

Points (SIPs) and the proposal to increase the areas of support currently covered; whether there was scope to concentrate on those strands of work demonstrating clear benefits; and on providing actual numbers rather than percentage information to provide a clear indication of progress. It was noted that suggestions and comments would be considered by the Student Enhancement Programme Board.

6 University Events – future direction

Paper E

CMG fully supported the proposals set out in the paper and the intention to establish an Events Working Group to provide further direction particularly around the areas of strategy, delivery and follow-through chaired by the Senior Vice-Principal: aligning events to the University's Strategic Plan. The significant opportunities in this area across the University were noted.

7 Special Investigations – lessons learned

Paper F

The special investigations of five incidents by internal audit over the last 12 months were noted by CMG and the identified weakness and areas for improvements. There was detailed consideration of circumstances of each of the cases, the issues arising around the University's devolved structure, and the range of actions required including raising awareness and providing appropriate support: confirming that the University would take robust action including if deemed appropriate involving the police was one of the important messages to disseminate. It was also agreed that the induction process could be strengthened to inform new staff of their responsibilities across a range of compliance/accountability areas: a generic approach for all new staff and a more specific approach at College/School/department level.

8 Undergraduate Strategies

Paper G

The Group noted the increasingly competitive environment in which the University operated and the expectation of rapid decision making on applications. The College strategies for undergraduate offer-making were welcomed and it was noted that the processes within each College/School were different. There was discussion on various issues particularly around ensuring as fast a turn round as possible within current constraints, how we compared to other Russell Group institutes, the merit of taking decisions on applications as these were received, the need to take cognisance of the widening participation agenda and realistic minimum qualifications. While there was evidence of year on year improvements in the turn round of applications, Student Recruitment and Admissions would continue to work with colleagues across the University to disseminate good practice and refine strategies.

9 Proposals for the Medical School

Paper H

CMG approved the proposal to merge the three Schools of Biomedical Sciences; Clinical Sciences; and Molecular, Genetic and Population Health Sciences to form a single School noting the strong benefits of this new structure. As from the 1 August 2015 the College of Medicine and Veterinary Medicine would consist of the Royal (Dick) School of Veterinary Studies and the Medical School.

10 Award for Students

Paper I

The proposal as set out in the paper was approved, in principle, by CMG and the University Chaplain was authorised to proceed to initiate appropriate discussions to take forward this proposal.

11 EUSA and ESCA

Paper J

ESCA – Funding Proposal

There was discussion on the request for continuing additional funding to develop further the activities of ESCA (involved in raising monies for charities). It was noted that ESCA was not part of the University and CMG endorsed, in principle, the funding request to be considered further as part of the planning round.

Relationship Agreement between EUSA and ESCA

Paper K

CMG noted the Agreement which clarified the relationship between these two separate organisations.

EUSA Volunteering Annual Report

Paper L

CMG welcomed the report and the separate intention of EUSA to be bidding for continuing and additional funding via the planning round to develop student volunteering.

ROUTINE ITEMS

12 Finance Director's Update

Paper M

The Group noted the report and in particular the restructuring currently underway within the Finance Department which would be fully implemented early in the New Year on appointment to the redefined position of Deputy Director of Finance; the success of the 'meet the finance team' which could perhaps be replicated by other support Group departments; the current on-going work around the USS consultations; and pressures on staffing costs and how best to take this forward in relation to the planning/budgeting process.

13 Report from Space Enhancement and Management Group Paper N

The revised remit and membership of the Space Enhancement and Management Group was approved by CMG. The work the SEMG to ensure best use of learning and teaching space was commended.

14 NPRAS rates Paper O

CMG approved the 2015/2016 NPRAS space rates to be applied in respect of the 2015/2016 planning round.

15 Annual Report on Complaint Handling Paper P

CMG noted the annual report and that the majority of complaints were handled and resolved at the frontline.

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

16 Principal's Strategy Group Paper Q

The report was noted.

17 Elite Athletes - Policy and Procedure for Undergraduate Applications Paper R

The Group supported that policy and procedure and noted that applicants required to meet entry qualifications.

18 Fee proposals Paper S

The proposed fees as set out in the paper were approved.

19 Study Aboard Tuition Fees Paper T

The proposed fees as set out in the paper were approved.

20 Student rent proposals for 2015/2016 and indicative for 2016/2017

Withdrawn

21 Foundation of a new Chair of Economics Paper V

The proposal was approved.

22 Date of next meeting

Tuesday, 20 January 2015 at 10 am in the Raeburn Room, Old College.



CENTRAL MANAGEMENT GROUP

20 January 2015

**Enhancing Student Support: ESS
Enhancement of the Personal Tutor System: Recommendations**

Description of paper

1. The paper outlines key recommendations for refinements to be made to the Personal Tutor system in response to the detailed evaluation of phase one for 'on-campus' undergraduate students.

Action requested

2. CMG is asked to consider and endorse recommendation options (i)A, (i)B or (i)C and consider and endorse recommendations (ii), (iii) and (iv).

Recommendation

3. The following recommendations to refine and finesse the Personal Tutor system are made in response to the issues consistently highlighted by both students and staff in the phase one evaluation conducted via surveys and semi-structured focus groups.

(i) *Inconsistency of Student Experience*

Suggested options and/or combinations to discuss and endorse as follows;

• Option (i)A

We accept that there will always be variability in the system and set a University-wide KPI for each School to achieve, retaining the current local autonomy of approach in selecting and assigning personal tutors - *current range of student satisfaction with effectiveness of PT meetings: 95% to 60% across our Schools.*

• Option (i)B

All eligible academic staff are routinely allocated tutees as an expected and core part of their academic role. This potentially reduces the ratio of tutees for each personal tutor, should improve upon the personalised experience for each student but could increase the variability and inconsistency further unless effectively monitored, evaluated and actively supported at the local level.

N.B. external benchmarking indicates that the University of Aberdeen have adopted this approach and have achieved an average ratio of 12 - 1 Tutees/PTs.

• Option (i)C

Identify a smaller core-group of academic staff to take responsibility for personal tutoring within each School. This could improve upon the consistency of experience for each student but significantly increases the workload and places greater responsibility for the success of the PT system in each School on a much smaller group of academic staff. In this model a maximum viable PT/Tutee ratio should be established to provide a level of equity for both students and staff across the University. Ideally with this approach the Personal Tutor role itself should be more formally recognised - *i.e. the perceived lack of status and value attached to being a personal tutor is frequently highlighted as an issue.*

N.B. the School of Chemistry have been successful with this approach gaining 95% 'very good' and 'good' in the 'helpfulness of meetings' survey category - PT/Tutee Ratio 1-42. Other Schools where higher ratios have also been adopted however have not been so successful.

(ii) *Line Management*

Recommendation:

The performance and effectiveness of each Personal Tutor is evaluated directly by their tutees and forms part of the annual performance review and appraisal process - *a key issue raised frequently by Senior Tutors and Deans is the inability to directly address issues of known poor performance and lack of engagement by individual Personal Tutors.*

(iii) *Numbers of Scheduled Personal Tutor Meetings*

Recommendation:

Schools continue to formally schedule meetings with Personal Tutors and their Tutees but these become more flexible regarding the numbers and mix of individual and/or small group meetings related to the year of study and local pedagogic approaches – *a cascading model is proposed with the numbers of School scheduled meetings changing from 4, 3, 1, 1 across UG Years 1 to 4 (and 5 where required). Students are actively encouraged and routinely expected to schedule meetings with their personal tutors as required.*

(iv) *Online Record of Meetings*

Recommendations:

There is an expectation that an online record of PT/Tutee meetings is maintained and accessible to each student.

Schools are encouraged to develop the use of the online system proactively with an expectation that students contribute directly to their personal 'in-year' record through recording their reflections and intended actions in response to feedback.

Background and context

4. The Enhancing Student Support (ESS) project formally concludes at the end of academic session 2014/15. At this time Schools and their respective College will become wholly responsible for the on-going monitoring, evaluation and enhancement of the Personal Tutor system and quality assurance will become an embedded component of the annual monitoring, evaluation and enhancement processes for each School.

5. Prior to completing the formal project phase and in response to the phase one evaluation it is the view of SSIG that key issues require to be addressed and changes made to enable the PT System to become more consistently effective and improve.

Discussion

6. *Personal Tutor Meetings: Valued but students want more scheduled meetings*
Students generally consider their PTs to be accessible, helpful and regard them as their 'first point-of-contact' for support if they cannot source information online. Students would like more scheduled meetings to discuss academic progress without having to request a meeting (which many seem anxious about and reticent to do for

fear of imposing themselves on their personal tutor). In particular, first year students would like an extra scheduled meeting during the first semester to develop a greater rapport with their PT during this vital settling in period. Students and PTs value close subject alignment with specific programmes (to ensure academic advice and guidance is relevant and to build a relationship based on shared academic interests) and continuity (in order to allow for a more consistent service and to help foster a more personal relationship).

7. Inconsistency

The inconsistency of experience that our students face is by far the most significant challenge in the further development of the PT system. Broadly the majority of our students report a 'Very Good' to 'Good' experience however this does not then degrade gracefully to 'Satisfactory' but drops to 'Poor'. Fifteen Schools are scoring over seventy percent 'Very Good' and 'Good' with seven Schools still below seventy percent. The lowest figure is sixty percent.

8. The staff experience of the system also seems to be inconsistent with just 1 in 3 PTs feeling they receive sufficient recognition for their work as a personal tutor. There is a perception that the PT system largely functions due to the 'good will' of dedicated staff across the University rather than as a core and embedded part of the normal academic role. Unless this work is recognised through the P&DR process, and recognised and rewarded through the University's promotions/grading processes, there is a risk that the PT system will become devalued. This would have a detrimental impact on the student experience across the University.

Resource implications

9. None - re-focussing of existing resources

Risk Management

10. Annual monitoring, self-critical evaluation and pro-active enhancement is required to build upon the progress made to-date and to further improve the PT system for all students.

11. The key risk is reputational as a result of stasis and/or 'slippage' resulting in no further improvement in key NSS metrics.

Equality & Diversity

12. No change to the existing EIA

Next steps/implications

13. The Student Support Implementation Group (SSIG) will develop and update the range of guidance and resources to support the on-going quality assurance and enhancement of the PT system with the Schools. SSIG will develop the on-going QAE procedures via the Senatus Quality Assurance Committee and will support the update of each Schools Personal Tutoring Statement to reflect the recommended changes. Oversight of the continued development of the PT system will be conducted by LTC, CSpC and QAC as appropriate.

Consultation

14. The findings of the phase one evaluation have been presented to the PT system

staff networks (Senior Tutors and Student Support Teams) and the monitoring, evaluation and enhancement process will be completed with an online survey of PGT students during the second semester of the current academic year. All three elements will then be compiled into a final report for dissemination to Senate Committees, Colleges and Schools as part of preparations for mainstreaming the oversight of the PT system at the start of the 2015-16 academic year.

15. Specifically the results of the phase one evaluation and developing the recommendations for further enhancement were discussed on two separate occasions – a joint meeting of the Senior Tutors and Student Support Team networks at the end of session 2013/14 and a Personal Tutor System symposium in Semester One session 2014/15.

16. The key recommendations outlined have been formulated and agreed by SSIG.

Further information

17. Authors

Brian Connolly,
Academic Policy Officer,
ESS Project Manager
Professor Ian Pirie,
Assistant Principal,
Learning and Development
5 January 2015

Presenter

Professor Ian Pirie,
Assistant Principal,
Learning and Development

Freedom of Information

18. Open



Central Management Group

20 January 2015

Strategic Vision 2025

The University of Edinburgh: enlightenment for the 21st century world

Description of paper

1. This paper sets out the near final draft overarching narrative for the University's Strategic Vision 2025 derived from various discussions held over the last 15 months at the senior management retreats, Court seminars, Academic Strategy Group, with College senior teams and with individual Heads of Schools.

Action Requested

2. CMG is asked to consider the draft Strategic Vision 2025, and provide comment on the aims and approach of the draft Vision.

Recommendation

3. CMG is recommended to endorse the on-going development of the draft narrative.

Paragraphs 4 – 7 have been removed as exempt from release due to FOI.

Equality & Diversity

8. Specific issues of equality and diversity are not relevant to this paper as the content focuses primarily on strategy.

9. Author

Ms S Smith

University Secretary

14 January 2015

Freedom of Information

10. The paper should remain closed until final approval of the Strategic Vision 2025 by the University Court.



CENTRAL MANAGEMENT GROUP

20 January 2015

Fossil Fuels Review Group Update

Description of paper

1. This paper provides an update to CMG on progress made by the Fossil Fuels Review Group established following the meeting of 8 October 2014.

Action requested

2. CMG is invited to note the paper.

Paragraphs 3 – 11 have been removed as exempt from release due to FOI.

Risk Management

12. Analysis of potential risks to University reputation and funding will be provided as part of the final report.

Equality & Diversity

13. Due consideration has been given to equality and diversity as a key element of the SRS agenda, in line with the University's Equality and Diversity Plan.

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

Consultation

15. This paper has been reviewed by the Senior Vice Principal and the Director of SRS and was endorsed by the Fossil Fuels Review Group on 12 January 2015.

Further information

16. Author

Senior Vice Principal Jeffery
12 January 2015

Presenter

Senior Vice Principal Jeffery

Freedom of Information

17. The paper should remain closed until formal conclusion of the review process.



CENTRAL MANAGEMENT GROUP

20 January 2015

Emerging Risks - Procurement

Description of paper

1. This closed paper updates CMG on key changes in public procurement rules and risks and recommends actions as a result of these changes.

Action requested

2. Central Management Group is asked to:

- note enclosed recent Universities Scotland circular 48/14 (Annex 1) which highlights to Principals and Senior Stakeholders the changes in Procurement Rules that are going to be legally binding on the University, most likely from December 2015.
- note all-electronic communications law (including eInvoices) is likely to be applied from 2018.
- note that a Public Consultation on Changes to Public Procurement Rules in Scotland, will only cover aspects which are 'optional' for Scotland including lower value rules and is likely to start in February 2015.
- note the Universities Scotland circular 48/14 on Strategic Procurement Development in the Scottish University & College Sectors 2009-2014 is available on request.
- discuss and approve the Recommendations to manage the risks associated with the changes including updating Court Delegated Authority Schedule (DAS).

Recommendations

3. It is recommended that Colleges and Support Groups identify a lead contact to work with the Director of Procurement to: review devolved procurement (buy authority) levels to simplify; ensure appropriate staff awareness or training; adopt faster procedures or exemptions which benefit research; and support best practices and process changes.

4. Director of Procurement is recommended to: give a verbal update on proposed approach to a Response to the Public Consultation; be invited to regularly update the CMG during 2015-2018; and work with Planning & Governance and Finance colleagues to review Court DAS.

Paragraphs 5 – 17 have been removed as exempt from release due to FOI.

Risk Management

18. Risk Management Committee 16 October 2014 were advised on Procurement Risks.

19. The Director of Procurement and CMG need a joint approach with senior support.

Planning Rounds and 'gateways' can make sure limited professional skills are best applied.

Equality & Diversity

20. Equality Impact Assessment (EIA) not required: delegated authority, HR policies apply.

Paragraph 21 has been removed as exempt from release due to FOI.

Consultation

22. Director of Corporate Services & Risk Management Committee previously consulted on Risk.

23. College Registrars or equivalent were consulted during the Planning Round, on own spend analysis dashboard.

Further information

24. Author

Karen Bowman Director of
Procurement
12 January 2015

Presenter

Karen Bowman Director of
Procurement

Freedom of Information

25. This paper is closed. Its disclosure would substantially prejudice the effective conduct of public affairs as it is discussing external policy, not in public domain.



CENTRAL MANAGEMENT GROUP

20 January 2015

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. CMG colleagues (and particularly those with budget responsibility) are asked to consider how best to increase the integration of major Estates projects with the three year plans (see items 10 and 11 below).

Paragraphs 4 – 15 have been removed as exempt from release due to FOI.

Resource implications / Risk Management

16. There are no specific requests for resource and the risks associated with USS Pensions is already on the University register.

Equality & Diversity

17. 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.

Next Steps/implications

18. Requested feedback is outlined above.

Further Information

19. Author

Mr Phil McNaul
Director of Finance
9 January 2015

Presenter

Mr Phil McNaul
Director of Finance

Freedom of Information

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



THE UNIVERSITY of EDINBURGH

CENTRAL MANAGEMENT GROUP

20 January 2015



University Management Accounts to 31 December 2014

Description of the paper

1. This paper reports the University of Edinburgh Management Accounts (excluding subsidiary companies) for the five months to the 31 December 2014.

Action requested

2. CMG is asked to note the position reported to date.

Recommendation

3. Budgetholders are requested to carefully consider their spend phasing for the rest of the year.

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

Risk management

20. The paper does not include a risk analysis, but risk issues are referred to.

Equality and diversity

21. The paper has no equality or diversity implications.

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

Consultation

23. This paper has been reviewed and approved by the Finance Director.

24. Author
Andy McKenzie
Management Accountant
8th January 2015

Presenter
Phil McNaul
Finance Director

Freedom of Information

25. The paper is closed. Its disclosure would substantially prejudice the commercial interests of the University.



CENTRAL MANAGEMENT GROUP

20 January 2015

University Group Quarter One Forecast for the Year 2014-15

Description of the paper

1. This paper reports the University Group Quarter One (Q1) Forecast for the financial year 2014-15.

Action requested

2. CMG is asked to note the current forecast outturn position; a net surplus of £19m, 2.3% of forecast income. Budget holders are requested to maximise all potential sources of net income in their areas to boost this position.

Recommendation

3. No other recommendations.

Paragraphs 4 – 14 have been removed as exempt from release due to FOI.

Risk management

15. The paper provides an early warning of projected group surplus not achieving the Court approved budget for 2014-15 and proposes actions to mitigate this.

Equality and diversity

16. The paper has no equality or diversity implications.

Paragraphs 17 – 18 have been removed as exempt from release due to FOI.

Consultation

19. This paper has been reviewed and approved by the Finance Director.
Further information

20. Author

Lorna McLoughlin
Senior Management Accountant
10 November 2014

Presenter

Phil McNaull
Finance Director

Freedom of Information

21. The paper is closed. Its disclosure would substantially prejudice the commercial interests of the University.



CENTRAL MANAGEMENT GROUP

20 January 2015

Ten Year Forecast: 2014-15 Quarter 1

Description of paper

1. This paper presents the latest quarterly iteration of the Ten-Year Forecast (TYF). The purpose of the forecast is to model the medium to long term financial performance of the University, to monitor financial sustainability, and to estimate cash usage and forward planning which will be needed to progress the Estates Capital Plan. The appendix documents contain further detail: summary Income & Expenditure account (I & E), balance sheet, cash flow, key I&E elements, annual I&E uplifts and additional commentary.

Action requested

2. CMG is asked to note the position and the projected movements of operating surplus and cash usage over the next ten years.

Recommendation

3. No recommendations are included - the report is for information only.

Paragraphs 4 – 7 have been removed as exempt from release due to FOI.

Risk Management

8. The continuing health and sustainability of the University depends upon strong direction supported by robust forecasting. Continuing significant volatility in the external environment requires that we make regular reviews of our prospective performance, and build on this experience.

Equality & Diversity

9. The paper has no equality or diversity implications.

Paragraph 10 has been removed as exempt from release due to FOI.

Consultation

11. This paper has been reviewed and approved by the Deputy Director of Finance.

Further information

12. Authors
David Montgomery,
Deputy Finance Director
Kevin McGuinness,
Management accountant
Julia Miflin,
Management accountant
5 January 2015

Presenter
Phil McNaull
Finance Director

Freedom of Information

13. This paper is closed. Its disclosure would substantially prejudice the commercial interests of the University.



CENTRAL MANAGEMENT GROUP

20 January 2015

Internal Audit Status Report

Description of paper

1. The Internal Audit Status Report provides an update of progress against the Internal Audit Annual Plan, audits completed and the status of overdue closure of audit issues. This paper was presented to the Audit and Risk Committee at their meeting on 20 November 2014.

Action requested

2. The CMG is asked to note progress against the Internal Audit Plan.

Recommendation

3. The CMG is asked to note progress including i) the final reports from the 2013-14 Internal Audit Plan ii) progress on the 2014-15 Internal Audit Plan and iii) the status of overdue closure of audit issues.

Background and context

4. Our Internal Audit Status Report covers the following areas:

- i. Status of Internal Audit Plans
- ii. Audits Completed in the Period
- iii. Overall Conclusions & Observations
- iv. Internal Audit Report Summaries
- v. Overdue Closure of Audit Issues

Discussion

i. Status of Internal Audit Plans

2013-14 Internal Audit Plan

5. At the Audit & Risk Committee meeting in September we reported that the 2013-14 Internal Audit Plan had been completed. Of the 32 completed audits, four audit assignments were at Draft Report stage at that time. All of these reports have now been finalised.

2014-15 Internal Audit Plan

	Reported as Final to September	Audits In Period	Total	2014-15 Plan
Fully Completed	3	2	5	
Draft / Fieldwork	-	2	2	
Total	3	4	7	26
			27%	

6. In the period we have completed 2 audits from the 2014-15 plan with a further 2 audits either at fieldwork or draft reporting stage. An additional 3 assignments have been scoped and are due to commence shortly.

ii. Audits Completed in the Period

Assignments: 2013-14		Date	Recommendations	
			High	Other
1	Student Experience Project Review	Oct	0	4
2	Outcome Agreement with SFC	Oct	0	1
3	Student Attendance Monitoring	Nov	5	7
4	Research Grant Funding Calls	Nov	n/a	n/a

Assignments: 2014-15

1	Virtual Private Network (VPN) Service	Sept	0	0
2	EUSA IT Arrangements	Oct	1	5

Total Recommendations:	6	17
------------------------	---	----

iii. Overall Conclusions & Observations

7. We have made good progress to date with the delivery of the **2014-15 Internal Audit Plan** with five completed audits, two audits underway and a further three audits being scoped and due to commence shortly. The four remaining audits for 2013-14 have been finalised.

8. The **Student Attendance Monitoring** report was finalised during the period. At the time of the audit we could not give assurance that the University could provide adequate attendance and engagement Contact Point records for all T4 sponsored students for 2013/14 and earlier if Home Office inspectors requested this information during an audit visit. Management recognised the priority need to address the identified issues and a comprehensive action plan was prepared and is being implemented. Actions are due for completion by December 2014.

9. Our audit on **Research Grant Funding Calls** focused on the timely internal circulation and the speed & effectiveness of response to major new research funding opportunities. Our findings and observations covered visibility, timeliness, coordination and tracking of funding calls and the resultant impact on potential application quality and reputation with key funders.

10. The **Student Experience Project Review** concluded that the Project was well-managed and its aims and objectives aligned with those of the University Strategic Plan. Four recommendations were made including improvements to procedures and documentation covering Impact Evaluation Plans.

11. Our audit work on **Outcome Agreements** provided assurances that we were able to verify the evidence to support the achievement of outcomes in the 2012-13 Outcome Agreement, and that effective allocation of responsibility and processes for

approval were in place. We have recommended a more formal process for the retention of support evidence.

12. The two **IT Audits** completed in the period were in relation to the Virtual Private Network (“VPN”) Service and EUSA IT Arrangements. The VPN audit concluded that the Service provision was both stable and mature. A number of recommendations were raised during the EUSA IT audit, including the main finding that a review be undertaken to assess the optimum sources of service provision, including a formal Service Level Agreement with the University. It was agreed that a meeting would be set up between EUSA and the University’s Director of User Services Division.

13. Further detail on each individual audit is contained within Section IV.

iv. Internal Audit Summaries

2013-14 Internal Audit Plan

Audit		High	Other
1	Student Experience Project Review	0	4
<p>The Student Experience Project is complex and has numerous sub-projects and stakeholders. Overall, we conclude that the Student Experience Project is well-managed and its aims and objectives align with those of the University Strategic Plan.</p> <p>A range of approaches have been taken by individual streams in preparing Impact Evaluation Plans and staff within these work streams are working with the Impact Evaluation Officer in order to establish a consistent approach where appropriate. It is important that there is continuity of impact evaluation going forward to the end of the Project in July 2015 (and beyond for sub-projects), where pilot work is continued or initiatives are moved to Business as Usual status, so project success can be assessed.</p> <p>Overall, 4 recommendations have been made for improvements to procedures and documentation covering Impact Evaluation Plans, role of staff in testing project outputs, induction checklists and, for completeness, some financial control improvements identified by the project team.</p>			
2	Outcome Agreement with SFC	0	1
<p>Our audit focused on the evidence to support a sample of reported achievement of aims specified in the University’s 2012-13 Outcome Agreement. Having an approved Outcome Agreement setting out what the University will deliver in return for the Scottish Funding Council (SFC) funding is a SFC requirement.</p> <p>We concluded that there is effective allocation of responsibility and processes for approval of the University’s Outcome Agreement with SFC, and for monitoring and reporting of achievement against specified outcomes. We were able to verify that there was evidence to support the achievement of outcomes highlighted in the University’s 2012-13 Outcome Agreement with SFC although this proved a resource-intensive process. There is a need for the Governance and Strategic Planning Section to</p>			

conduct a review of processes to ensure a more structured retention of supporting evidence related to achievement of the specified outcomes.

3 Student Attendance Monitoring

5

7

The University's compliance with Home Office requirements for sponsoring international students remains a high priority risk on the University Risk Register. A key aspect of that compliance is the requirement to monitor attendance of the students we sponsor to ensure they are attending and engaging with their studies.

Based on the audit sampling carried we could not provide assurance at that time that the University could provide adequate attendance and engagement Contact Point records for all T4 sponsored students for 2013/14 and earlier if Home Office inspectors requested this information during an audit visit.

Our High Priority recommendations were that all School strategies and proposals for defining, recording and monitoring engagement points for 2014 and onwards are reviewed; consideration be given on how assurance is provided for 2013-14 and earlier; audit checks be carried out within other Schools; all policies and guidance to be stored centrally; and guidance determined on the suitability of electronic and paper records which should be maintained.

The critical importance of these issues is recognised by Management and the Central Management Group has been updated. A comprehensive action plan has been prepared and is being implemented. Key actions include:

- School Tier 4 Contact Officers appointed and School Student Administration responsibilities reviewed and clarified
- A new IT tool introduced to standardise data collection
- Regular review and monitoring by Schools and Colleges
- Guidance reviewed and a central Wiki created to share all Tier 4 golden copy policies, training information, Contact Officer details and staff guidance.

These actions have been given priority focus for implementation with all actions due for completion by December 2014. Internal Audit plan to complete a further update review early in 2015 to assess progress.

4 Research Grant Funding Calls

n/a

n/a

This review followed concerns expressed by the Principal regarding timely internal circulation and the speed and effectiveness of response to major new research funding opportunities. The University appears to be doing much of the process of applying for all types of research grants well, as illustrated by reported success rates in the region of 40%. However the question remains if the process can be more effective through increased emphasis on quality of research applications, especially relating to the more "strategic" funding calls. The main issues raised were pan-University and cultural ones relating to visibility, timelines, coordination & tracking, systems and their resultant impact on potential application quality and reputation with key funders. It is recognised that these are not likely to be easily resolvable in the short term or by any single person. Our findings and observations have been discussed with the Vice Principal (Planning, Resources and Research Policy).

2014-15 Internal Audit Plan

Audit		High	Other
1	Virtual Private Network (VPN) Service	0	0
<p>The Virtual Private Network (“VPN”) Service provides a method of securing communications between a computer and the University network. The VPN Service is provided by Information Services. The audit focused on the security controls around the confidentiality, integrity and availability of the Service.</p> <p>We concluded that the VPN Service provision is both stable and mature with its underlying architecture providing resilience and robustness. Eligibility for the VPN Service is provided on a regulated basis, in line with policy set out by the University. It was noted that the increasing procurement, or development, of applications with built in network encryption is reducing the need to invoke the VPN service.</p>			
2	EUSA IT Arrangements	1	5
<p>We concluded that the Association should review their existing sources of service provision with a view to extending the outsourcing of basic services to Information Services, to allow the Association to focus their existing IT resources on activities that would add value to the business. It was agreed that a meeting would be set up between EUSA and the University’s Director of User Services Division to progress this.</p> <p>Our report contains six recommendations, one of which is a high priority in relation to the formalisation of a Service Level Agreement between EUSA and the University. Other recommendations included consideration of further outsourcing of IT services (which would also drive improvements to the physical server accommodation); opportunities and risks from operating two Point of Sale systems and the integration with SAGE; and improved network switch protection.</p>			

v. Overdue Closure of Audit Issues

14. At the time of the Audit & Risk Committee meeting in November there were 3 high priority and 10 other priority recommendations (4 and 16 respectively as at September 2014) which are overdue for closure (refer table on following page). Of these, 2 high priority recommendations and 5 other priority recommendations are overdue by more than 12 months. It is recognised that this can often be the result of one remaining part of the recommendation still to be fully closed.

15. Although it is a relatively short period of time since these results were last reported we have seen good progress in closing issues, with an overall drop in the number of overdue issues from 20 to 13. Further, two new follow up reviews completed in the period reported that all actions had been Closed on time. These related to our reports on School of Chemistry Lab Coat Income and New Complaints Handling Procedure.

16. We continue to focus on older overdue recommendations to assess whether, in the time since the audit was completed, mitigating controls have been identified to address the original recommendation or whether the University continue to be exposed to the potential risk identified. A brief assessment of these recommendations is included within the table.

17. Going forward we plan to also provide a graphical representation of overdue issue trends. This will show the movement across each period in terms of issues being closed and new issues which have become overdue. This has not been provided in this report due to the short time period covered.

Overdue Closure of Audit Issues – Detailed Listing

	Ref	Audit	Issue	Report Date	Action By Date	Comment
High Priority						
1	2012/09C	IT Security Vet School	IT Security Issues	16/12/13	31/03/14	Tristan system is being replaced
2	2011/02	UKBA Legislation - Students	Staff Manual	11/07/12	31/07/12	One recommendation (of 5) is outstanding to be addressed by imminent launch of Wiki site.
3	2010/16	Moray House School of Education	Graduate School Common Procedures	12/01/12	01/08/12	Staffing Issues
Other Priority						
1	2008/11	Mobile Working	Mobile Working Policy	29/10/09	30/08/11	To cover under Flexible Working Policy
2	2008/11	Mobile Working	Monitoring Activity Review	29/10/09	31/07/10	To cover under Flexible Working Policy
3	2012/09A	School of Engineering EXAM Application - IT Security	Operating System Update	26/08/13	21/10/13	Upgrade Delay
4	2011/02	UKBA Legislation - Students	Work Placement Review	11/07/12	31/07/13	New staff member to address
5	2012/06	IT Security Incident Reporting	Security Incident Procedure Handling	14/06/13	31/12/13	New policy to be discussed at ITC in November
6	2012/09B	IT Security (MVM) - EEMeC	Operating System Update	02/08/13	31/12/13	Restructure / New Director
7	2012/09B	IT Security (MVM) - EEMeC	Code of Practice	02/08/13	31/12/13	Restructure / New Director
8	2010/16	Moray House School of Education	RKEO Procedure Guidance	12/01/12	31/07/12	Staffing Issues
9	2012/14	Financial controls in Support Groups - Department of Human Resources	Contracts for training and development	11/02/14	30/04/14	Will need a procurement process after initial review
10	2013/13	European Investment Bank Loan	Implement Formal Scheme of Sub-Delegation	14/02/2014	31/05/2014	New delegation structure to be updated post current Finance team restructure. Due end December.

Resource implications

18. The cost of the Internal Audit Service is met from the USG budget from 2014-2015. Implementation of Internal Audit recommendations will have resource implications and these are considered as part of management's approval of the recommendations.

Risk Management

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

Equality & Diversity

20. The internal audits referred to in this report did not raise any major equality and diversity impacts.

Next steps/implications

21. The next Internal Audit Status Report will be presented to the Audit & Risk Committee in February 2015.

Consultation

22. The Internal Audit Status Report was presented to the Audit & Risk Committee at their meeting on 20 November 2014.

Further information

23.	<u>Author</u>	<u>Presenter</u>
	David Kyles	David Kyles
	Chief Internal Auditor	Chief Internal Auditor
	12 January 2015	

Freedom of Information

24. This paper is open.



CENTRAL MANAGEMENT GROUP

20 January 2015

Health and Safety Quarterly Report: Quarter 1 – July to November 2014

Description of paper

1. This paper provides a summary of health and safety incidents that took place during 1 July to 30 November 2014 (*“5 month quarter” is due to one-off re-alignment of statistical reporting periods to meet HESA requirements*) as well as relevant health and safety issues developments, to provide information and assurance to the Central Management Group on the management of health and safety matters.

Action requested

2. CMG is asked to note the contents of the report.

Recommendation

3. That CMG notes that the number of accidents and incidents are broadly similar to previous years and that adequate controls are in place.

Paragraphs 4 – 7 have been removed as exempt from release due to FOI.

Risk Management

8. The University has a low risk appetite for both compliance risks and for people risks. Monitoring of health and safety accidents, diseases and incidents ensures that risks to health are being managed and provides an early warning of more serious issues

Equality & Diversity

9. This reports raise no major equality and diversity implications.

Paragraph 10 has been removed as exempt from release due to FOI.

Consultation

11. This paper will also be presented to the next meeting of the Audit and Risk Committee

Further information

12. Author

Alastair Reid
Director of Health and Safety
Health and Safety
9 January 2015

Presenter

Hugh Edmiston
Director of Corporate Services

Freedom of Information

13. This paper is closed as its disclosure would substantially prejudice the commercial interests of any person or organisation.



20 January 2015

**Insurance Update
Business Interruption Insurance**

Description of paper

1. This paper summarises the results of a review into the insurance cover of the University's business interruption risks, primarily those arising as a result of property damage and the potential secondary consequences for any financial impact on the University income.

Action requested

2. CMG is asked to note the paper and consider how to take forward the recommendations in the paper.

Recommendation

3. CMG is asked to note the observations and comment on the next steps identified in the paper.

Background and context

4. As previously reported to the former F&GPC, the contract between the University and Zurich Municipal (ZM), the main property/casualty Insurers, awarded in 2013, provided for an insurance bursary to undertake insurance risk management. As part of this, a review of the Business Interruption insurance covers was undertaken to determine the adequacy of our covers in the event of a major catastrophic loss, as this is one of our largest insurance risk areas.

5. This review provides an in depth consideration of the impact of a large financial loss to the University and assesses the adequacy of the current levels of insurance. As a result of the review we have now put in place cover for up to a £100m loss recovered over a 3 to 5 year period.

6. A secondary benefit of this review is that feedback was provided on how resilient the University is to any potential interruptions.

7. The ZM recommendations are not formal risk improvement actions. Instead they aim to encourage discussion and debate about areas of possible weakness in responding to major business disruptions. However by implementing a number of recommendations – in particular those relating to Schools or buildings that generate significant revenue – it could allow levels of insurance cover to be reduced because there is greater confidence in the University's ability to effectively mitigate any lost income.

Discussion

8. ZM's Strategic Risk Management Consultants met with staff from a range of academic and support areas and reviewed relevant statistical/financial data. The key highlights from their report were -

- The current level of insurance cover appears adequate at £100m, although there are a few properties which if totally destroyed may exceed the total value of insurance, e.g. the Swann Building had an estimated total loss of income of £120m.
- ‘Corporately’ the University is strong on major incident management and business continuity planning and responding to major incidents. This is reflected by the regular exercising of response plans, and the University’s response when incidents have actually happened.
- Many of the Schools participating in the review were honest in having little by way of up to date, documented business continuity plans, tested on a regular basis
- Schools would welcome some guidance and assistance on preparing for business interruptions and business continuity incidents
- Individuals within Schools had a relatively clear idea about possible strategies and options to respond to major disruptions however full assurance or confidence can only be realised through documenting and testing plans on a regular basis

9. Not every school in the University was interviewed and the findings relate only to those interviewed, these are shown in detail at Appendix A.

Risk Management

10. The risk of insufficient insurance under the Business Interruption section of the main fire policy was highlighted in the past. This exercise has provided the University with a report quantifying the financial impact of a significant business interruption and also a review its resilience to any interruptions. The indemnity levels and periods were increased as a result of this report. In addition, the review provides an independent assessment of the corporate approach to major incident management and reporting which was viewed as being strong, while identifying areas for further development.

Equality & Diversity

11. No issues were identified that require highlighting in an equality and diversity context.

Next steps/implications

12. The report will be presented to the Risk Management Committee on 2 February 2015. The review was undertaken during Summer of 2014 and since then a Major Incidents Planning team has been set up and will work to address the issues identified by ZM.

13. This paper has not been approved by any other Committee.

Further information

- | | |
|--|---------------------|
| 14. <u>Author</u> | <u>Presenter</u> |
| Geraldine Halliday, Insurance Manager | Phil McNaul, |
| Elizabeth Welch, Assistant Director of Finance | Director of Finance |

Freedom of Information

15. This paper is open.



Appendix A – ZM observations and recommendations.			
No	Observations	Recommendation(s)	Priority
1	<p>Of the Schools interviewed during the review all were honest about their business continuity plans. One has a plan to respond to an incident in their research facilities, and one had a call out list to inform senior members of staff there has been an incident.</p> <p>In many of the discussions it was clear that staff are aware of their options in responding to an incident. However by not going through a proper planning process it could mean assumptions are not tested about how realistic these options are. It also means the knowledge individual members of staff have is not shared and they may not be available when an incident happens.</p> <p>The University's policy is to encourage but not mandate Schools to write business continuity plans. However, the lack of planning means there could be specialist teaching space or equipment that is not replaceable elsewhere across the University.</p> <p>Several of the Schools would welcome guidance and support on what a robust business continuity plan should cover.</p>	<p>Business continuity plans should be developed either at School or College Level. The planning process should identify:</p> <ul style="list-style-type: none"> • Critical buildings • Call out lists • How Senior Managers and Academics will liaise with key support departments such as Estates and Buildings, and Information Services • Specialist teaching spaces and capacity, and alternatives • Office accommodation and alternatives • Short, medium and longer term actions to respond to not only the incident but longer term implications of a disruption <p>The alternative is for Estates and Buildings to create a generic loss of building plan in consultation with Schools to identify specific options around specialist teaching or lab space, or equipment.</p> <p>Business continuity planning can be a dry process. Often it is easier to present a scenario involving a loss of a key building and ask Senior Managers to come up with a plan to respond to it. The plan can then be finessed or amended to be suitable for other buildings.</p> <p>Once plans have been developed they should be exercised</p>	High

		on a regular basis.	
2	<p>Following any major incident resulting in the loss of a building, Schools would look to Estates and Buildings, and the Timetabling Unit to provide alternative accommodation. In the past the University has managed to respond effectively. However there may be individual buildings that if lost, would cause problems when rescheduling timetables.</p> <p>The Edinburgh and Lothian Universities and Colleges have a long standing Memorandum of Understanding to offer mutual aid following a disruption. However in the case of Edinburgh it is unlikely that students could be relocated as these Institutions are unlikely to have significant excess capacity to offer.</p>	<p>Identify the highest impact buildings or locations that would cause most operational disruption. For example:</p> <ul style="list-style-type: none"> • Larger lecture theatres, e.g. George Square • Main Library • Category 3 labs at Easter Bush • Appleton Tower (which hosts one of the main server rooms and 5 smaller lecture theatres) <p>Estates and Buildings, Information Services, Timetabling and others relevant Departments can then ‘stress test’ the remaining capacity in the University to see if the displaced students could be absorbed within a reasonable timeframe into the rest of the Estate, or with help from third parties. When carrying out this analysis the University should assume the incident occurs at the worst possible time of year, i.e. in the case of the Library, exam times or the start of the academic year for Appleton Tower and Easter Bush.</p> <p>This requires data about building usage, utilisation and spare capacity elsewhere on the estate.</p>	High
3	<p>There are capital works and reviews going on across the University which mean temporary and permanent relocation of activities and technologies. The University are also aiming to grow teaching and research activities.</p> <p>In an institution of this size, building usage will always be a moving target. This can make effective business continuity planning difficult because plans can become out of date</p>	<p>Decisions about relocations (temporary or permanent) should consider the potential impact on the University’s resilience to the loss of a building, or building complex.</p> <p>Business continuity plans for specific buildings or schools – once developed – should be revisited after any major changes in usage.</p>	Medium

	<p>quickly.</p> <p>Every business continuity plan has to be flexible enough to deal with changing circumstances.</p>		
4	<p>At a 'corporate' level the University has a well-established incident response plan. This has been used several times over the years, including during extreme weather, the Cowgate fire and a protestors' occupation of the George Square Lecture Theatre.</p> <p>Major support functions – Estates and Buildings, Information Services, and Accommodation Services – all have business continuity plans in place.</p> <p>The loss of a building is also identified as a key risk on the University's risk register.</p> <p>Information Services subscribe to the 'Norman' service from Northumberland University which enables University staff and students can register issues and problems outside of normal response hours. A status update page on the IS website is also available for staff and students detailing issues with specific applications.</p> <p>The University has also identified its top 12 critical applications. This is the basis for contingency planning and disaster recovery. Whilst not every application is replicated across both machine rooms, the impact of them being unavailable is said to be minor.</p> <p>The University has decided on balance not to formalise its</p>	<p>The University appears to be strong in its corporate and support business continuity plans. The missing third area of strength is the schools (see item no. 1).</p>	<p>Not Applicable</p>

	out of hours information services response.		
5	<p>Some Research Councils are looking at their own business continuity arrangements to ensure they are not overly exposed to a loss of a building or particular piece of equipment in one Institution.</p> <p>APUC is also in the process of pulling together a list of key research equipment across Scotland. The N8 Research Partnership is also completing a similar exercise.</p>	The work of these third parties will be useful in determining strategies or options when writing business continuity plans for specific buildings or schools.	Medium
6	<p>A possible secondary impact of losing a major building is a loss of key staff, particularly academics. This can happen because they no longer have access to the equipment, space or research materials they need.</p> <p>This risk was raised by a number of Schools during the review meetings.</p>	When next reviewing its succession planning arrangements the University should ensure key income generating academics are identified, and appropriate controls put in place to ensure their loss will not have a significant or adverse effect on the University's income.	Low
7	It is understood the University has a strong relationship with its current property insurer (Zurich) in relation to risk improvement actions recommended after property surveys.	No recommendation made as this is seen as a positive relationship to reduce the risk exposure for the University.	Not Applicable



CENTRAL MANAGEMENT GROUP

20 January 2015

University Events in Brussels

Description of paper

1. The paper summarises the University's plans for engagement activities in Brussels and asks for comments on the plans from CMG members.

Action requested

2. CMG members are asked to consider the proposed plans and make any comment and suggestion on the planned activities.

Recommendation

3. Heads of College, or their representatives, are recommended to support the plans.

Background and context

4. Following discussion and agreement at Principal's Strategy Group the University is committed to increasing the University's engagement with Horizon 2020, the European Research Council (ERC) and the European Commission in general. A number of existing initiatives have served to boost this, not least the addition of two European Bid Writers, however there is a sense that the University should commit further to raising our profile through a series of events based in Brussels. This approach is also in line with working towards the new research income targets which are part of the strategic vision discussions agreed by PSG.

Discussion

5. This suggestion of UoE events in Brussels was given further weight following a meeting in Edinburgh between the Principal and Robert Madelin, Directorate General for Communications Networks, Content and Technology, and backed up following a series of meetings the Principal undertook in Brussels. The initial thinking was to hold 3 or 4 events over a five month period starting in early 2015. Partly due to diary commitments, and also clashing events in Brussels, the current approach is to focus University of Edinburgh activity over a 10 to 14 day period in May 2015. This would be followed by an invitation to Jean-Pierre Bourguignon, the President of the ERC, to visit Edinburgh at a convenient time, which may not be until 2016 given his recent visit to the RSE.

6. Two or three events are now proposed and Annexe 1 covers the suggested arrangements in greater detail. Each of the proposed events have a different audience in mind with a general HE focus, a medical theme and a science fair in the European Commission building followed by a closing dinner.

7. CMG is asked to note the plans and provide comment on the suggested themes/arrangements.

8. The next step will be to bring together representatives from each of the Colleges and colleagues from across the University to begin detailed planning.

Resource implications

9. There will be some central support available to cover organisational costs such as venue hire and catering. It is anticipated that travel and subsistence costs will be met by participating Schools or College budgets.

Risk Management

8. No specific risk is identified but there are reputational and financial risk implications if the University does not fully exploit the opportunities afforded by the European Commission and ERC.

Equality & Diversity

9. No specific Equality and Diversity issues are identified.

Next steps/implications

10. Working groups will be established by Angela Noble to plan the events in detail

Consultation

11. Principal's Strategy Group have discussed and agreed the approach.

Further information

12. Author

Angela Noble & Fiona Boyd
10 January 2015

Presenter

Senior Vice-Principal Jeffery

Freedom of Information

13. Open Paper

University of Edinburgh in Brussels 2015

Aims & Rationale

The proposed series of University of Edinburgh events in Brussels aims to:

- Raise the profile of the University so that Edinburgh becomes a known and respected entity within the European Commission community.
- To make connections between researchers and current/future research grant opportunities and key themes.
- To raise awareness for policy makers to the range and depth of Edinburgh's expertise.
- To raise awareness among Edinburgh researchers to the possibilities of engagement and funding through Europe.

Opening Event – The Future University an Edinburgh Perspective

Rationale

To raise the University's profile in the broad European Commission community including European Commission policy makers, stakeholders, future partners and the new European Parliament and Commission. The event will be of particular interest to those involved in the Science 2.0 agenda as this is an emerging area of interest alongside education, learning and open access. The event will also be relevant to anyone with an interest in the future of universities. We propose that this event is chaired externally, possibly by an EU-level think tank.

Date and Draft Programme

20 May 2015

17.30	Registration
18.00	Principal
18.15	Kurt DeKetele
18.30	Senior figure from DG RTD (possibly Robert Madelin, DG Connect)
18.45	North American speaker (Dominic Barton?)
19.00	Round table discussion
19.30	Drinks Reception

Format

Round table panel discussion.

Video at start to introduce Edinburgh. This will be similar to that used at Scottish Parliament and Westminster events, but with a more European flavour.

Draft Topics

- Edinburgh as a global university
- Open Education and the changing nature of delivery of HE in a technology-driven era
- Big Data

Venue options

- European Policy Centre - <http://www.epc.eu/>
- European Commission – Berlaymont Building
- Scotland Europa - Schuman

Lead Organisers

Angela Noble, Fiona Boyd

Health Event (tbc)

Rationale

To showcase the University of Edinburgh's breadth and depth in medical research and to improve Edinburgh researchers awareness of funding opportunities as well as improving the profile of Edinburgh within Europe. The content and format to mirror the most "active" research themes and should engage the European Commission as well as leading European regions and associations active in the field.

Format

Presentations, stands, Q&A, max. 2.5 hours.

As incentive to participate meetings for academic staff will be organised around the event with key contacts in Brussels such as European Commission Project Officers and policy makers.

Long list of Topics

- Medical informatics/Farr (Andrew Morris, Dave Robertson)
- Regenerative medicine (Charles French-Constant, Siddharthan Chandran, Stuart Forbes)
- Reproduction/women's health (Jane Norman, Hilary Critchley)
- Genetics/genomics (Tim Aitman, Andrew Jackson)
- Public health (Harry Campbell)
- Global health (Sue Welburn, Liz Grant)
- Translational medicine (John Savill or John Iredale)
- Cancer therapies (Margaret Frame, Jeff Pollard)

Venue

Tbc, Scotland Europa if possible.

Lead Organisers

Chloe Kippen (tbc), Angela Noble, Fiona Boyd

Science Festival/Fair

Rationale

Showcase the University's innovation, breadth and depth in science research by creating a University of Edinburgh Science Festival in the forum of the European Commission building. Featuring technology demonstrations or start up products at certain intervals during the day (lunchtime and evening), as well as a video of University and its achievements.

Format

Provisional date 26 May to check with Commission

- Lots of visuals
- Pop-up stands (see Stuart Haszeldine)
- Evening drinks reception with speeches from sponsors (MEP and UoE).
- Post-event dinner

Topics

- 4 good stories
- Edinburgh an impact
- Brokering partnerships

Speakers

Tbc, key academic staff and university inventors

Venue

European Parliament, Dinner venue tbc

Lead organisers

Angela Noble, Fiona Boyd, Anne Sofie Laegran....

President of the ERC @ Edinburgh

Format

- Meetings
- Dinner

Topics

- How to get more women into Science
- More evaluators from Edinburgh
- Showcase ERC projects

Speakers

- ERC president
- ERC grant holders

Venue

- Old College or Heriot Row



CENTRAL MANAGEMENT GROUP

20 January 2015

Principal's Strategy Group

Committee Name

1. Principal's Strategy Group (PSG).

Date of Meeting

2. 24 November 2014 and 15 December 2014.

Action Required

3. Provided for information.

Key points

4. Among the items discussed were:

a) PSG discussed and endorsed the draft strategic vision for the University which will be finalised in the New Year and will feed into the next 3 year Strategic Plan.

b) PSG discussed a University nomination for the Queens Anniversary Prize 2014-2016 and the College of Medicine & Veterinary Medicine are considering a proposal on the innovative treatment of heart attacks.

c) PSG discussed a BIS report on *The Value of Transnational Education to the UK* and noted that Edinburgh is well placed in the market being the highest status UK University currently involved in online education.

d) PSG agreed that the quality of online programmes should be equal to that of campus-based ones. It was suggested that an online 'Edinburgh Standard' for English language attainment should be devised, supported by online self-help materials to build up English proficiency.

e) Whilst many Schools are now actively engaged in developing or providing online courses, concern was expressed that there are still a number who are not and that more imaginative incentives to encourage participation are needed.

f) PSG discussed ways to support the continued plans to improve the student experience and considered the feedback garnered from the recent discussion at Academic Strategy Group. A number of the points raised are already being taken forward by Vice-Principal Equality and Diversity, Vice-Principal Learning and Teaching and through the relevant committees. PSG further considered how to further support culture change, and how the University can improve the process to progress minor works projects. Actions were agreed on both issues.

g) Ms Tracey Slaven updated PSG on the emerging accommodation strategy. PSG discussed the options available for increasing capacity and asked for a number of scenarios to be developed for further consideration.

h) PSG discussed the Scottish Business Pledge, an initiative recently announced by the Scottish Government, and were supportive of the University signing up to it.

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

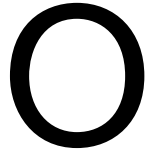
Ms F Boyd

Principal's Office

6 January 2015

Freedom of Information

8. Open Paper



CENTRAL MANAGEMENT GROUP

20 January 2015

**Confirmation of Student Rents for 2015/2016
& indicative increases for 2016/2017 and 2017/2018**

Description of paper

1. The paper confirms the rent levels set for 2015/2016 and proposes indicative rent increases for 2016/2017 and 2017/2018 for student residential accommodation.

Action requested

2. CMG is asked to note and endorse the approach taken in managing the potential for small variations in the length of the academic year on rent levels. CMG is also asked to consider and approve the proposed level of indicative rent increases for 2016/2017 and 2017/2018.

Recommendation

3. CMG is asked to note that student rent levels for 2015-2016 have been set within the envelope agreed and to approve the indicative increases for 2016-2017 and 2017-2018.

Background and context

4. Information on student accommodation prices is of significant interest to prospective students and their parents. Applications for accommodation open in February for the subsequent academic year.

5. The timing of this process, with rents calculated some 9-10 months in advance of 9-12 month lease start dates, means that our approach to setting rent increases is relatively cautious and intended to ensure provision of the services expected by students, maintenance/improvement of accommodation in a sustainable way, whilst keeping the cost to students as low as possible. This has been highly successful and rents have risen below RPI in most recent years.

Year	RPI (previous August)	Base Rental Increase
2008/09	4.1%	3.5%
2009/10	4.8%	2.9%
2010/11	-1.3%	1.25%
2011/12	4.7%	1.5%
2012/13	5.2%	2.0%
2013/14	2.5%	2.25%
2014/15	3.3%	2.9%
2015/16	2.4%	2.4%
8 year average	3.21%	2.30%

Discussion

6. *Cost Increases*

The rents for Holyrood are determined by a formula laid out in the Project Agreement for Holyrood and cannot be adjusted. The formula requires an increase of 2.4%.

7. The programme to add further common rooms to self-catered properties will continue with the aim of adding one per year for the next 3 to 4 years. Property and maintenance forecasts are significantly informed by periodic reports on the condition of our estate with active management of this programme allowing the smoothing of costs across a rolling three year period. The cost of commercial rooms we buy in is assumed to be the same as the current year plus 3%.

8. In relation to our operating costs, food inflation remains an area of uncertainty but we have identified no significant drivers of inflation over the coming year or so and applied a 2.5% increase on food at Pollock. A 3.6% increase in payroll costs is assumed. This is based on a 2% annual award plus the additional costs of increments and the higher employer pension contributions including as a result of new staff joining the schemes. A 6.4% increase for utilities has been assumed on the basis of advice from the Energy Office.

9. *Demand and Supply Factors*

Undergraduate student numbers, and accommodation uptake, is not finalised until the confirmation of exam results and offers in August. However, on the basis of the planning assumptions provided, around 200-250 beds over the 2014/15 level, are assumed to be needed in 2015/16 with modest growth in subsequent years.

10. For 2015/16 we will need to continue to buy in commercial accommodation to meet our needs, primarily for undergraduate use. The 15 year nominations deal for two buildings off Leith walk - Shrubhill and Murano Place has been agreed; however, the build programme is quite tight and it is therefore assumed that one of these buildings, circa 250 rooms, might not be ready in time. The costs of should such an eventuality arise have been taken into account.

11. New University stock is planned for 2016/17 and 2017/18. The last phase of Holyrood should complete adding around 300 beds, unless there are significant changes to the numbers handed over in 2015. We continue to experience difficulties with planning for Meadow Lane but are currently assuming that this and the refurbishment of Buccleuch Place (1-13) will provide us with additional rooms for postgraduate use. However, there also remains the possibility that 123 rooms at West Mains Road will be lost after 2015/16 to make way for Academic developments at Kings Buildings.

12. The Accommodation Guarantee will be extended to all new Research Postgraduates in 2015/16. Depending upon the amount of stock available it may be possible to allow returning postgraduates to continue in their accommodation and to start providing access to postgraduate accommodation for mature undergraduates. At this stage between 400 and 750 new postgraduate beds are assumed. Uncertainty over conversion rates for PGR's in 2015/16 will remain until we have experience from the next cycle. Should more rooms materialise, or conversion rates be lower than assumed, offers may be extended to taught postgraduate students, who not yet covered by accommodation guarantees.

13. *Rent Increases*

CMG agreed (November 2013) indicative rent increases for 2015/16 of 2.5%.

14. Fees Strategy Group, on the basis of the detailed calculations presented by

Accommodations Services and the necessity to open for accommodation applications in January 2015, agreed on 9th December 2014 that a base level increase of 2.4% should be approved for 2015/16. This is the level of increase which will be applied to “whole year” postgraduate accommodation leases.

15. The approach taken with regard to Undergraduate leases reflects the slight reduction in the length of the academic year in 2015/16. Firstly, Undergraduate leases/rents will now clearly be expressed in terms of semesters rather than weeks. Secondly, recognising the slightly shorter academic year, the total rent increase will be limited to 1.9% in 2015/16 with the additional costs smoothed over future years.

16. Increases in postgraduate rents (whole year) in 2016/17 and 2017/18 are indicatively set at 2.5%. Increases in undergraduate rents (2 semesters) are indicatively set at 3.9% in 2016/17 and 2.5% in 2017/18

Resource implications

17. No additional resource implications associated with this paper. The proposed rental levels allow for the sustainable operation of the residential provision.

Risk Management

18. Key risks in the provision of residential accommodation are financial and reputational. Financial risks are mitigated through a financial approach which includes contingency to address cost uncertainty and by early setting of student number targets; allowing acquisition of additional rooms from commercial providers. Reputational risk is associated with failure to meet the accommodation guarantee; usually manifesting in the temporary lodging of students in hotels/travel lodge type accommodation.

Equality & Diversity

19. The proposals have no equality and diversity implications.

Next steps/implications

20. Rent levels for 2015-16 are published on the Accommodation Services website in January, with the aim of informing offer holders in advance of accommodation applications opening in February.

Consultation

21. The paper was initially considered by Fees Strategy Group on 31 October and, following further consultation with Vice-Principal Seckl and the President of EUSA was approved via circulation on 9 December 2014.

Further information

22. Author

Tracey Slaven
Deputy Secretary, Strategic Planning
22 December 2014

Presenter

Tracey Slaven

Freedom of Information

23. Paper is Open.

CENTRAL MANAGEMENT GROUP

20 January 2015

Fee proposals

Description of paper

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

Action requested

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

Recommendation

3. Governance and Strategic Planning (GaSP) recommended that CMG approve the fee proposal for Sensor and Imaging systems in academic year 2014/15 and all other programmes for 2015/16.

Paragraphs 4 – 8 have been removed as exempt from release due to FOI.

Risk Management

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

Equality & Diversity

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

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

Consultation

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

Further information

13. Author
Emma Lyall
Governance and Strategic Planning
7 January 2015

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

Freedom of Information

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



20 January 2015



Proposal to establish two new Chairs in the School of Engineering

Description of paper

1. The School of Engineering wishes to establish two new Chairs; one in the area of Chair of Chemical Reaction/Catalysis Engineering, the other in Applied Control Engineering.

Action requested

2. The Central Management Group is asked to approve the establishment of these new Chairs.

Recommendation

3. That CMG approve the creation of the following two Chairs:
- Chair in Chemical Reaction/Catalysis Engineering
 - Chair in Applied Control Engineering

Background and context

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

Discussion

5. The School of Engineering wishes to establish two new Chairs: the Chair of Chemical Reaction/Catalysis Engineering will provide leadership in this area of research within the Institute for Materials and Processes and contribute to teaching in Chemical Engineering; the Chair of Applied Control Engineering will provide leadership in this area of research (also within the Institute for Materials and Processes) and contribute to teaching in Mechanical, Electrical and Electronic Engineering.

Resource implications

6. Funding for both Chairs will be met by the School of Engineering's core budget.

Risk Management

7. There are no significant risks associated with the establishment of these Chairs.

Equality & Diversity

8. Good practice in respect of equality and diversity will be followed in taking forward appointments to these Chairs.

Next steps/implications

9. If these proposals are approved, Resolutions will be drafted to formally establish the Chairs and the appropriate recruitment actions will be progressed.

Consultation

10. As Head of College, Vice Principal Professor Yellowlees is content with the paper.

Further information

11. Further information about these Chairs can be supplied by Professor Hugh McCann, Head of the School of Engineering.

12. Author

Diane Morrow
College HR: CSE
6 January 2015

Presenter

Vice-Principal Lesley Yellowlees
College of Science & Engineering

Freedom of Information

13. This paper can be included in open business.



CENTRAL MANAGEMENT GROUP

20 January 2015

Proposal for a new Chair in The Roslin Institute

Description of paper

1. The paper outlines the case for the establishment of a new Chair in The Roslin Institute.

Action requested

2. The Central Management Group is asked to approve the establishment of the Chair of Tropical Livestock Genetics and Health.

Recommendation

3. That CMG approve the establishment of the Chair.

Background and context

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

Discussion

5. The Roslin Institute and Royal (Dick) School of Veterinary Studies have a long-standing interest in tropical veterinary medicine and livestock genetics. A collaborative agreement was recently signed with the International Livestock Research Institute (ILRI) in Nairobi, and multiple funding streams, including the Bill and Melinda Gates Foundation, are being approached to support expanded research activity that is directed towards the needs of the poorest farmers.

6. Accordingly, we seek support for the appointment of a leader in the area of focus of the new Centre. That person will be wholly employed by the University but will hold an honorary position with ILRI.

Resource implications

7. The Chair will be funded by the International Livestock Research Institute for at least the first 3 years, and may be reviewed from that source or revert to funding from The Roslin Institute thereafter.

Risk Management

8. There are no significant risks associated with the establishment of this Chair.

Equality & Diversity

9. 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

10. If the proposal is approved, a Resolution will be drafted to formally establish the

Chair and the recruitment process will commence.

Consultation

11. MVM is supporting this proposal.

Further information

12. Author

Professor D Hume
Director
Roslin Institute
15 January 2014

Presenter

Freedom of Information

13. This paper can be included in open business.