



CENTRAL MANAGEMENT GROUP

19 May 2015

Minute

Present: University Secretary, Ms S Smith
Vice-Principal Professor S Rigby
Vice-Principal Professor A Morris
Vice-Principal Professor C Breward
Mr H Edmiston, Director of Corporate Services
Ms T Slaven, Deputy Secretary, Strategic Planning
Mr P McNaull, Director of Finance
Mr G Jebb, Director of Estates
Mr G McLachlan, Chief Information Officer

In attendance: Assistant Principal Professor A Trew, on behalf of Vice-Principal Professor Yellowlees
Dr C Elliot, on behalf of Vice-Principal Professor Sir John Savill
Dr C Martin, on behalf of Vice-Principal Professor D Miell
Professor C Clarke, Head of School of Health in Social Science
Ms L Chalmers, Director of Legal Services
Dr I Conn, Director of Communications and Marketing
Mr D Gorman, Director of Social Responsibility and Sustainability
Mr G Douglas, Deputy Secretary, Student Experience
Mr B MacGregor, Director of User Services Division
Ms K Graham, Deputy Head of Court Services

Apologies: The Principal
Senior Vice-Principal Professor C Jeffery
Vice-Principal Professor J Seckl
Vice-Principal Professor J Smith
Vice-Principal Professor Yellowlees
Vice-Principal Professor D Miell
Vice-Principal Professor R Kenway
Vice-Principal Professor Sir John Savill
Vice-Principal Professor M Bownes
Vice-Principal Professor J Haywood
Vice-Principal Professor J Iredale
Vice-Principal Professor S Welburn
Vice-Principal Professor J Norman
Ms Z Lewandowski, Director of HR

1 Minute

Paper A

The Minute of the meeting held on 14 April 2015 was approved.

2 Principal's Communications

University Secretary Ms S Smith, on behalf of the Principal, reported on the following: the student occupation of Charles Stewart House, with CMG noting its concern for the two staff members injured and appreciation of staff maintaining business continuity; the recent Strategic Dialogue Meeting with SFC; the publication of consultation responses on the Scottish Government's proposed Higher Education governance legislation, with a draft Bill anticipated in June; the successful EUSA teaching awards; the Principal's recent successful visits to India and Chile; the University's submission of a consultation response to Sir Paul Nurse's review of research councils.

SUBSTANTIVE ITEMS

3 Potential Opportunity with Medical and Healthcare Industry of China (SAMHIC)

Paper E

CMG noted a commercial opportunity for the phased and collaborative delivery of education to healthcare professionals employed by partner private healthcare providers within the Strategic Alliance for the Medical & Healthcare Industry of China (SAMHIC). The opportunity was in line with the University's Strategic Vision 2025 for a more international student body, deep international partnerships and strong and vibrant communities within and beyond the University.

A delivery consortium had been established comprised of three parties; the University of Edinburgh, the University of Dundee and SAMHIC and a tripartite Memorandum of Understanding between the consortia partners had been drafted following appropriate legal advice.

During discussion, CMG expressed support for the proposal, noted the opportunity for cross College involvement and agreed the importance of ensuring due process was followed within the University governance framework. The next stage was finalisation of a full business case and associated contracts for each delivery phase for review by Policy and Resources Committee prior to final approval being sought from Court with parallel approval required by Senate via the appropriate Committee.

4 SRUC

CMG noted the ongoing due diligence process with the intention of submitting a detailed business plan for consideration by the Sub Group of Court and ultimately Court for a decision on progressing the proposed strategic alliance with SRUC.

There was discussion around pension liabilities, capital and estates, academic and associated development issues. The issue of the investment of staff resource in developing the business plan was noted and the implications of this continuing into any implementation phase. CMG agreed on the importance of a planned implementation that factored in all associated costs, if the proposed alignment was approved.

5 Draft Final Plans

Paper B

CMG noted the final draft plans and that PSG, PRC and Court had approved in principle the strategic approach to surplus generation in 2015/16 of around 1.3% of turnover (£10-12m), in order to absorb the cut to the Research Excellence Grant and enable the University to grow through the financially challenging period. It was noted that this was to be seen as a strategic deviation, not a change in overall strategy, with the expectation that over the three year period the University would build back to its strategic aim of an operating surplus of 3% of turnover.

The focus now was on hardening the plans for years two and three on a base case of an improved surplus projection and there would be further discussions with colleagues to assist in this. The resourcing of strategic initiatives and efficiencies were areas that would need to be reflected in plans going forward.

The issue of the potential impact of SRUC on capital and revenue was raised and it was noted that as no decision had been made, this could not be factored into the planning process, however it would be appropriate to develop a scenario based on broad assumptions to assist consideration of the potential impact on forward plans.

It was noted that the financial commitment to the Alan Turing Institute required to be embedded into the business plans. It was further felt that it may be beneficial to receive an update on the progress of the Alan Turing Institute at the next meeting.

6 University Risk Register 2015/16

Paper C

CMG considered the draft University Risk Register 2015/16 which had been reviewed by PSG and Risk Management Committee and noted the risks that were proposed to be removed as they were no longer felt to be key or were appropriately addressed at an operational risk register level. The risks that remained high in terms of impact and or probability were noted and it was agreed that any emerging risks or major changes or developments in red risks should be raised at CMG as part of embedding the risk management process.

CMG also received and noted the Risk Appetite Statement for the University and requested some clarification around the wording. The

Risk Appetite Statement and University Risk Register would be considered by Audit and Risk Committee for recommendation to Court for approval.

7 Edinburgh Student Experience Survey results **Paper D**

The Edinburgh Student Experience Survey (ESES) was taken by pre-final year students at the same time of year as National Student Survey (NSS) and asked some questions that were common to NSS, with the intention of tracking cohort data through the different years of study. It had now been in operation for three years, enabling some interrogation of longitudinal data.

There was discussion of the implications of the data and its value at School level and the reliability of any identified trends, noting that the successful drive to increase participation was destabilising the data. Nonetheless, there was a picture emerging that the ongoing work on communication; assessment and feedback; and student community in order to enhance the student experience was not coming through in the ESES results. Further work would be undertaken at a granular level to understand the apparent spread of data and explore patterns.

ROUTINE ITEMS

8 Financial Issues **Paper F**

CMG noted the report from the Director of Finance and that the University was on track to achieve the planned operating surplus.

ITEMS FOR FORMAL APPROVAL/NOTING

9 Health & Safety Policy **Paper G**

CMG approved the revised Health and Safety Policy as set out in the paper.

10 Proposals for Chair Establishment and Changes **Paper H**

CMG approved foundation of a Chair of Molecular Cancer Pathology as set out in the paper.

11 University of Edinburgh (RUK) Bursary for Study Abroad Students 2015-2016 **Paper I**

CMG considered the proposed bursary levels for RUK students as set out in the paper and approved its implementation for students studying abroad in 2015-2016, subject to the costs already being included in the agreed budget, otherwise implementation to be delayed for one year to 2016-17.

12 Gaelic Language Plan Update **Paper J**

The report was noted.

13 Procurement Guide for Governors of HE institutions by the (UK) Leadership Foundation for Higher Education **Paper K**

The report was noted.

14 Principal's Strategy Group **Paper L**

The report was noted.

15 Report from Health and Safety Committee **Paper M**

The report was noted.

16 Date of next meeting

Tuesday, 1 September 2015 at 10.00am in the Raeburn Room, Old College.